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How NGOs Can Build Peace: Landmine Clearance and Victim Assistance

Peacebuilding and post-conflict reconstruction are multi-disciplinary from a governance, organizational behavior, executive development and field perspective. Rivalry, though, are the tools of competitive advantage, project planning and conflict resolution software used to seek linkages with non-governmental organizations (NGOs) to coordinate resources, particularly to integrate the disparate sectors of landmine and UXO clearance, victim assistance and resource gathering across industries. One method is to employ "best practices" from developed countries proven to develop abilities for disabled farmers and youth in post-conflict countries as one of a number of agrarian and health care initiatives built around de-mining as agricultural preparation. The goal is for NGOs and government departments to change the rules of competition between post-conflict communities by shifting organizational behavior to reflect quality of care as a measure of gaining donor support.

by Maureen Morton

Introduction

Demining and the clearance of UXO are necessary, extremely dangerous and technically complicated jobs that require cross-functional skills. In a post-conflict situation, many of the most skilled have either fled the community or lost their lives. NGOs who are "first-in" deal with crisis management, land-use and life-sustaining community stabilization. These organizations generally should have a long-term mandate to reconstruct communities, which requires detailed planning with different interest groups and donors.

There are many national and international organizations that play a role in addressing the problems of landmine survivors: A Mine Action Center (MAC) should involve the relevant organizations, including NGOs, which are organizations of survivors. Such consumer organizations are important targets of education, information and training, particularly in the areas of self-help, maintenance of devices and the need for accommodations, support and follow-up care. Because so many landmine victims are children, special attention must be directed towards the needs of those who are growing and developing, and for whom most practices or orthoses will have a limited period of utility.1

Key to the field

Longer-term planning requires industrial engineering, operations research, management information systems, logistics, manufacturing, human factors, engineering and operations management. Project tasks, both inside and outside a country, need university/industry collaboration. NGOs determine resident skill-sets and academic and technical qualifications, as well as engage industries and associations to support landmine and UXO clearance activities, mine-clearance awareness and victim assistance. Support infrastructure must be built with and by the communities.

A Firm Infrastructure

NGO specialists in mine and UXO clearance must interface with other types of NGOs: medical, advocacy, technical, academic, societal, institutional and religious—all of whom must collaborate with government departments and militaries. Sadly, programs that do the physical demining and true victim assistance are seriously under-funded worldwide. Although expectations have risen, the demand cannot be satisfied. To reduce post-conflict problems, financial backing and a sense of urgency are needed to clear land and provide occupational programs to allow both amputees and able-bodied individuals to return to their work and farms.

A conceptual industry shift may be taking place from advocacy/military/humanitarian demining to "demining as agricultural preparation." This is happening as individuals from academia and demining NGOs seek the expertise of soil scientists, agronomists and those who specialize in occupational therapy in disabled farming. Every post-conflict country and community is facing environment and rural reconstruction issues. The task for an NGO is to search for the linkages and common denominators, as well as network these disparate groups of individuals to build a consensus across interest groups at home. These vertical linkages are similar to the linkages within the value chain—the way supplier or channel activities are performed affects the cost or performance of a firm's activities (and vice versa). In essence, we must cultivate communities of practice.

Ideas have been presented to deminers from a governance perspective to circumvent military technical sensitivities pertaining to de-mining and UXO remediation. Once clearance work can be seen as agricultural preparation, it perceptually opens up new opportunities for victim assistance. It especially creates program possibilities for disabled farmers in developed countries to help their counterparts, disabled farmers and disabled deminers in landmine communities. The similarity of occupational and farm injuries such as upper or lower extremity amputations and specifically double or triple amputations, requires the knowledge and coping skills of those who have lived the reality. The prospect of deminers, if they survive an explosion, have to face life severely disabled. The status of the disabled in society is one of exclusion and alienation, which leads to a perception of the disabled as "less than human."

Only those rehabilitation programs that solve atypical problems by developing and proving ability in the newly...
disabled population should be chosen for this government program to allow for special priorities. Path exists to counteract violent anger and frustration by sharing coping skills. Individuals who demonstrate professional expertise is not a skill transferred easily.

Can peace building be achieved through agitational occupational best practices? What are the current models of landmine and UXO injury? Self-directed employment for the disabled is always the goal for allied health professionals and the community and a goal that has been achieved. Other disabled farmers working through university farm extension services may share the same issues of farming or the same disabilities. Can one learn from the other's experience of adapting his or her farming lifestyle? One university farm extension service in a region specializing in fruit crops includes research and education. Faculty have research projects in plant propagation, horticulture, biology (trees), pathology, biotechnology, pathology, and bio-engineering. Would this also carry with it best practices in irrigation or agronomy or other areas that remain static in the same region?

A recent e-mail on MGm, the Demining's Network, detailed a partnership that has developed through the State Department's Bureau of Political-Military Affairs, Office of Mine Action Initiatives and Partnerships (PM/MAP). Twenty-five U.S. Army Special Operations personnel drawn from Special Forces, Psychological Operations and Civil Affairs units—all graduates of the U.S. Department of Defense's Demining Demining Training Center—have joined five military Explosive Ordnance Disposal (EOD) specialists from the Special Forces of the Fiji Islands to train local humanitarian deminers and heighten popular awareness of the risks posed by landmines. Concurrently, the U.S. Department of the Interior, the Humpty Dumpty Institute and the New York Wine and Grape Foundation have launched the "MGm Fiji Challenge" to train the Fiji Islands region's mine-infected vineyards and help restore its war-ravaged economy.

Since the demining and victim assistance effort overlaps every discipline, NGOs have wide-ranging access to research markets and resources in order to accomplish goals. A firm can pursue a broader scope internally or enter into collaborative agreements with independent firms to achieve some or all of the same benefits that a broader scope would provide. Coalitions are long-term agreements among firms that go beyond normal market transactions but fall short of outright mergers. Examples of coalitions include technology licenses, supply arrangements, and marketing arrangements among joint ventures. Coalitions can allow sharing of activities without the need to enter new industry segments, geographic areas, or related industries. Coalitions are also a means of gaining cost or differentiation advantages of vertical linkages without actual ownership integration, but overcoming the difficulties of coordination among purely independent firms.  

Coalitions may alleviate the problem of donor fund coordination, particularly where communities strive to show a higher percentage of need, fueling further competition. At the core, this represents an organizational behavior problem requiring a complete shift in the rules of competition to change a disadvantage into an advantage. One method would be to rank each community on quality of service comparisons of patient care between hospitals. Holy Cross, a Chicago inner-city hospital, improved its ranking against 495 hospitals moving from the negative fifth percentile to the upper fifth in one year. If such a concept were presented to Health Ministers and to donors, could the rules of competition be changed to shift organizational behavior to quality of care rather than a measure of obtaining donor support? The goal is to alleviate short term chaos to prevent turf battles from continuing. In 20 years into the future of demining, Thiesen's goal was to develop and planning stages. The purpose of this Act is to improve opportunities for persons with disabilities to gain employment and economic security. Demining is the larger objective. It changes the dynamic of a country by providing economic employment, recovery, organizational and institution building. This is in essence an exit strategy. The ban should be passed on to trust and developed with individuals and populations who have experienced war.  

A Field Perspective

In demining and UXO remediation, every type of geography, soil and infrastructure contamination is found at varying depths. As a community transitions from post-conflict to normal living, the relationship from military breaching to humanitarian demining. In some cases with plastic mines, the search is for parts-per-billion explosive concentrations. To this end, the idea is to develop countries without development opportunities. Areas are a progression of tasks each bundled into a complex network of concern and issues. Each individual task has costs that are both qualitative and quantitative.

While NGOs should continue their traditional role of humanitarian assistance, they must adopt a more long-term perspective on their activities. Pamela Allin, in "Non-Governmental Organization and Peacebuilding," Managing Global Chaos suggests that the initial emergency relief response should be linked to a set of long-term recovery activities. This is because of those conflicts in a way that promotes sustained and comprehensive reconciliation among warring parties. Many NGOs act in the middle of the guerilla warfare of the society, and are so well placed to develop such links and transformative activities.

In providing relief and rehabilitation, NGOs should seek to draw on local resources. Developing local resources empowers populations. In addition, if external resources can foster dependence and dependency. External resources can also become a new object of contention, inadvertently fueling the conflict. NGOs should also seek to draw new participants into their activities. Women, who have often been overlooked in peace processes, have recently played critical roles in current advents in establishing the design and planning stages. The purpose of this Act is to improve opportunities for persons with disabilities to gain employment and economic security. Demining is the larger objective. It changes the dynamic of a country by providing economic employment, recovery, organizational and institution building. This is in essence an exit strategy. The ban should be passed on to trust and developed with individuals and populations who have experienced war.  

Extensions and allied health facilities in conjunction with Departments of Agriculture, Education and Health. Irrigation should be addressed and crops should be developed. Research must quickly improve the fertility of the soil, and provide fodder to animals, firewood for construction and protection from wind. New, creative funding avenues must be secured; innovative funding implies proposal development that educators and demonstration projects. NGO development opportunities and efforts to develop countries without development opportunities. Areas are a progression of tasks each bundled into a complex network of concern and issues. Each individual task has costs that are both qualitative and quantitative.

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While studying for his doctorate in engineering at Cornell University, Ernest Thiesen was working on a challenge given to him by his major advisor, Professor D. Pete Loucks. He needed a rule for fairly distributing benefits when generating an optimal solution relative to an existing tentative agreement among any number of negotiators. The mathematical framework for Thiesen's solution was inspired also by Howard Raiffa's writings. Street smart to develop a computer program to demonstrate the results of his research, an important criterion was that the methods would perform well in practical implementation. Thiesen came up with a rule called "maximize the minimum gain," which was demonstrated to be very effective using proven mixed-integre linear optimization techniques. Descriptions of these algorithms were first published in 1992. With Nash, Thiesen's method of generating optimal solutions also required rationality and trust. Generating preferences. Where Nash and Thiesen part ways is the requirement of parties to fully know each other's preferences. Realizing that real world negotiators would not cooperate in that way, Thiesen specified a secure neutral site to fulfill the requirement. Nash and Thiesen's methods are now recognized as a proven invention, currently implemented in the SmartStere Negotiation Support System.

Maximize the Utility Product

Over the years, Nash's seemingly simple idea has led to fundamental changes in economics and political science (Milan). Estimates of benefits to business are already in the billions of dollars. This work also has implications for world peace. If superpowers could find a way of cooperate and lead to a reduction in weapons and cost savings for both sides (Singe, 1998). Unfortunately, Nash's theories stop short of prescribing how to cooperate which is an even more complicated problem (Milan, 1998).  

We believe a unique opportunity and set of circumstances exist to test cooperation and measuring to the most disadvantaged communities to develop a high-quality human rights and governments through negotiation for development using the administrative tools of "value chain competitive advantage," project planning and SmartStere Negotiation Support System.

For example, up until now in Afghanistan, the lack of reconstruction has ignored the restoration of the natural resource systems, which is so crucial to Afghanistan's economy. Rural recovery cannot be disconnected from with [there]side discussion of critical natural resource issues. Environmental issues should form a part of the package being considered by governments for the rehabilitation of Afghanistan. The major environmental challenge facing Afghanistan is the impact of the return of refugees, water and forest resources. When the returnees return to rural areas, the carrying capacity of the land will depend not only on #https://commons.lib.jmu.edu/cisr-journal/vol6/iss3/40
on food and fuel supplies, but most broadly on success in rehabilitation programs—systems—particularly irrigation systems—including seeds and fertilizers.32 Droughts farmers run to their lands with the smell of rain, only to be blown to aperson-perienced mines. Around 10 million landmines dot Afghanistan—45,000 landmines for every 1.5 square kilometers. Making it the world's most densely mined area, according to UN Secretary General Kofi Annan. And this is a major determinant for the revival of culture and animal husbandry, which account for 95 percent of the population's livelihood.33

If the peacebuilding, communication tool used between communities is the need for mobile clinics and equipment to stock them, then opportunities for collaboration between the two open up. Initially, each country could be approached to cover the cost of one vehicle, which will lower the cost to the Treaty or not. This should be attainable. A fleet of 190 vehicles would test the potential applications of surgical theatres, prosthetics workshops (Terry Fox mobile), Red Cross Blood mobile and CAT, MRI and PET scanning.

Each clinic could make "mile rocks," offering a monthly notation of services determined by greatest need. As communities can afford to build their own infrastructure of medical buildings and staff, services can be re-routed. Where simple community health care facilities exist, the design dimensions of the loading dock of both building and vehicle could align to allow for expansion to duplicate adjacent rooms to optimize the clinical flow of services provided.

Industries and their professionals can help by applying answers to problems already solved in developed countries and sponsoring facilities and associations in line with their expertise. Farming and demining injuries are not limited to amputation, but also extend to burns, hearing loss, vertigo, visual, sensory and communication impairment, and head and neck injuries. In poorer countries, technical difficulties within business decision-making, government and support structures (e.g., trade associations, NGo's, government and ministries) inhibit resource accessing across and through industry value chains. The same reasoning and staffing deficiencies exist across population health, agriculture, and job-related rehabilitation. It is often possible to benefit both the firm and suppliers by influencing the construction of suppliers' value chains to jointly optimize the performance of activities, or by improving coordination between a firm's and supplier's chains. Supplier linkages mean that the relationship is not a zero sum game in which one gains at the expense of the other, but a relationship in which both can gain.34

So many micro-enterprise opportunities exist for both the able-bodied and disabled: welding, machining, tool and manufacturing and mechanical. These skill sets are also required in a revitalized economy. Ideally, the training and college university level is needed to ensure competency and the ability to "train the trainers." The trainer can then effectively support the community to capture capacity jobs and community-sustaining contracts to ensure the long-term personal development of the community.

Care Canada's tools for Development, an excellent example, has a simple but powerful premise: Make secondhand equipment (hand saws, lathe and sewing machines) available to poor entrepreneurs at an affordable price. There are no handouts. The entrepreneur pays for the tools either on credit or with interest rates slightly lower than the bank's offer. Founder Roy McGregor has bigger ideas as well. He would like to tap U.S. corporations for tools. And he makes it clear again: "This is not charity. We're fostering entrepreneurship."35

There are good times and bad times for interesting in a country's affairs. Here contend that immediate post-conflict intervention provides the appropriate moment of greatest opportunity to develop a coalition for the international community to become involved. There are very few disciplines that are not touched on in this "cross-functional" industry of demining and victim assistance. Most think of the logistics of the mechanics of demining, few think of the human morale, legal, soil sciences, agriculture, age-forestry, information technology, marketing, import and shipping issues. The list is truly endless.

**Endnotes**

2. An excellent example is Care International's "Tools for Development" program. Staffing and sourcing deficiencies exist across every discipline, especially aid and population health, agriculture, and job-related rehabilitation.

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**Funding MRE Education: Saving Lives Around the Globe**

Mine risk education is an important tool in preventing mine-related injuries and deaths. The U.S. State Department has provided funding to many mine risk education programs in several different countries, giving mine-affected communities the knowledge necessary to live their daily lives with more caution and less fear.

by Jenny Lange, U.S. State Department Fellow

**Background**

The United States has been involved in humanitarian demining since 1988 when the U.S. Agency for International Development (USAID) was a vital partner to assist the United States to assess the landmine situation there. In 1989, USAID established the Patrick J. Leahy War Victims Fund which provides support to people living with disabilities, primarily those who suffer from mobility-related injuries caused by unexploded ordnance, including anti-personal landmines and other direct and indirect causes of physical disability. While USAID continued to support mine action in Afghanistan and elsewhere, in 1993, the United States established a broad-based program of humanitarian demining support that included the United States Department of State, the Department of Defense and USAID. As the saying goes, "we've come a long way since then.

Since then, the U.S. has provided more than $600 million (U.S.) to 43 countries and is committed to continue supporting mine action around the world.

**Goals of the Program**

The goals of the U.S. Humanitarian Demining Program are to reduce the base of life and limb of innocents, to create conditions for the safe return of refugees and internally displaced persons, and to afford opportunity for economic and social reconstruction. Fortunately, there has been much success in reaching these goals due to the commitment of the United States and other donors and to the energy, professionalism and dedication of implementing partners and affiliates.

Hundreds of thousands of refugees and internally displaced persons return to their homes. Thousands of acres of land formerly contaminated with mines and unusable for farming conditions are in use and are producing agricultural commodities necessary to sustain life. Polluted water is available; roads are open and in use; schools that were once shut down due to the danger of mines are now open and continuing education. Landmine survivors are being integrated back into their communities and are resuming their lives. And most importantly, the amount of reported landmine casualties is greatly declining.

While some of these successes can be attributed to the clearance of landmines and unexploded ordnance, recent data credits much of this achievement to the emergence of mine risk education programs. Mine risk education helps to inform affected populations of the dangers of landmines and provides suggestions on how to minimize the risk while performing necessary and recreational activities. Mine risk education programs are especially beneficial to children, emphasizing the need to steer clear of specific areas and unknown objects.