

**PROJECT FINAL REPORT**

**Period Covered in this Report:** July 22, 2011-September 30, 2011

**Organization:** James Madison University, Center for International Stabilization and Recovery

**Date:** October 28, 2011

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**Program Title:** *Peru-Ecuador Bi-national Workshop on Management in Humanitarian Demining*

**Country/Region:** Peru

**Program Sponsor:** US SOUTHCOM through the US Embassy in Peru

**Total Dollar Amount of Grant:** USD \$24,985.39

**Total Period of Performance of Grant:** July 22, 2011-September 30, 2011

**Goal:** To enhance the management skills and knowledge of senior managers of ERW and mine action programs in Ecuador and Peru.

**Objective 1:** To provide business management instruction tailored to the needs of senior ERW and mine action professionals in charge of planning and implementing programs in Ecuador and Peru.

**Objective 2:** To provide instruction in resource mobilization and proposal writing tailored to managers of ERW and mine action programs in Ecuador and Peru.

**Objective 3:** To evaluate the effectiveness of the instruction through an end-of-workshop written evaluation form and informal discussions with the course participants and organizers.

The management instruction was designed to cover three days, including a day-long strategic management case study group exercise that would allow the participants to apply what they have learned. All of the instruction was provided in Spanish by a JMU College of Business faculty member who has taught in several of the JMU Senior Managers' Courses and the ERW Training Courses in Jordan (Mr. Fernando Pargas). The instructional materials were translated into Spanish by a professional translator contracted by CISR. The mini case study used in recent Senior Managers Courses at JMU called "Golestan" also was translated into Spanish for use in the workshop.

After a formal opening session with Ecuadorian, Peruvian and US government personnel present, the first two days of the workshop went forward as planned, with Fernando engaging the group of 28 participants quite effectively and soliciting a lot of questions and discussion. The two delegations began to get to know one another and exchange ideas more freely as the days passed. An evening excursion to the historic building that is the formal seat of the Ministry of Foreign Relations, *Torre Tagle*, helped "break the ice" among the participants.

A CISR staff member (Associate Director, Dr. Suzanne Fiederlein) provided instruction in English on the topics of resource mobilization and proposal writing in mine action on the morning of day three of the workshop (see workshop schedule at end of this report). This was supposed to be followed by a proposal writing exercise in the afternoon. Suzanne's materials also were translated into Spanish, and simultaneous translation of her presentations was provided by the workshop organizers.

It became clear by day three that the country delegations were seeking the opportunity to discuss specific areas of common interest and to explore opportunities to collaborate on planning mine clearance activities concerning their shared border area. It seemed that the individual country delegations, made up of officials from different government and military offices, did not get the opportunity to talk much among themselves, let alone have the opportunity to talk at length with their counterparts from the other national delegation.

So after consulting with the Peruvian and US Embassy organizers of the workshop, the decision was made to forego the proposal writing and management case study exercises and permit the two delegations to meet as needed to discuss areas of potential collaboration and coordination. The Ecuadorian delegation paid a visit to the office of CONTRAMINAS in order to see how it was organized to do its job. The workshop concluded with the two sides producing a list of “Conclusions and Recommendations”, a sort of “Plan of Action” laying out ways they would proceed in the future to strengthen their lines of communication and collaborative efforts. The “Conclusions and Recommendations,” in Spanish, is attached.

On the last day of the workshop JMU faculty instructor, Fernando Pargas, distributed certificates of participation to the participants. Formal written evaluation of the instruction also was conducted, with the forms completed by the participants and then returned to the JMU instructors before departure. Group photos had been taken at the end of the previous day. A final public session was held on Friday morning (day 5), after both of the JMU instructors had departed.

The public event provided a fitting closing to a successful workshop that exceeded expectations – not only allowing for useful instruction on managerial topics that could strengthen the two national mine action programs, but also permitting sufficient time and space for the two delegations to meet and agree on a future course of action. Post-workshop communication with the organizers, both at the US Embassy and at CONTRAMINAS, indicated a high level of satisfaction with the instructional components of the workshop as well as the flexibility shown by the JMU staff in supporting the change in plans to allow for the much desired and beneficial discussions among members of the two country delegations.

**Attachments:**

Attachment A: Blog posts about the workshop from the CISR Website

Attachment B: Workshop Schedule/Agenda (in Spanish)

Attachment C: List of Participants (in Spanish)

Attachment D: Conclusions and Recommendations (initial draft version as developed at the workshop, in Spanish)

Other course materials, including instructional PowerPoint presentations, handouts, exercises, certificate of participation, and course evaluation form, are available in electronic form upon request.

## Blog posts about the Peru-Ecuador Workshop from the CISR Website

October 14, 2011

# CISR Facilitates Joint Training for Ecuador and Peru

From 15-18 August CISR Associate Director Suzanne Fiederlein, along with JMU College of Business instructor Fernando Pargas, assisted with the *Peru-Ecuador Binational Workshop for Management in Humanitarian Demining* in Lima, Peru. The workshop was attended by nearly 30 individuals, including mine-action personnel from Peru and Ecuador, officials from the Peruvian National Police and the Peruvian Ministry of Defense, Ecuadorian ambassadors, officers in the Army of Ecuador and Ecuadorian government officials. Peru's *Contraminas* (Peruvian Mine Action Center) office collaborated with U.S. Southern Command (USSOUTHCOM) and the U.S. Embassy in Peru in organizing the training. Dr. Fiederlein and Mr. Pargas were asked to provide management instruction, with Pargas teaching two days' worth of management leadership and strategic planning in regards to mine action, and Fiederlein spending half a day on proposal writing and resource mobilization.



During the mid-1990s, there had been a border dispute regarding the shared northern Amazonas region between the two countries. During the conflict, Ecuador and Peru employed mines, leaving the land in the region dangerous and unusable. Both countries are now held to the task of mine clearance, and the workshop provided a much-needed platform for both countries to open a dialogue and draft plans to clear these mines. The workshop proved successful. After two and a half days of training, personnel from both sides seized the opportunity to engage in detailed discussions both within their delegations and between them. There was an exchange of information, including discussion of what equipment could be shared, plans for visits back and forth, and ideas on taking joint positions within the international community regarding mine action in the future. Overall, Dr. Fiederlein described the workshop as a “great opportunity for both sides to come together and have that extended period to talk.”

~Written by Carly Quaglio, CISR Staff

October 26, 2011



Instructors from JMU/CISR were pleased to join the members of the Peruvian and Ecuadorian mine action teams for the recent *Peru-Ecuador Binational Workshop for Management in Humanitarian Demining* in Lima, Peru. The workshop was jointly sponsored by the U.S. Southern Command

through the U.S. Embassy in Peru and the Peruvian government's Ministry of Foreign Relations and mine-action office, CONTRAMINAS.

This "DipNote" blog post from the U.S. Department of State describes other support provided by the U.S. government to further the cause of eradicating landmine contamination in Peru and its neighbor, Ecuador, with the goal of helping South America join Central America in becoming "landmine impact-free". See:

[http://blogs.state.gov/index.php/site/entry/peru\\_humanitarian\\_mine\\_action/](http://blogs.state.gov/index.php/site/entry/peru_humanitarian_mine_action/)

For more on the Peru-Ecuador Binational Workshop, see:

<http://cisrjmu.tumblr.com/post/11440380586/cisr-facilitates-joint-training-for-ecuador-and-peru>

**PROGRAMA**  
**TALLER BINACIONAL PERÚ-ECUADOR DE GERENCIA EN DESMINADO**  
**HUMANITARIO**

**Lunes 15 de Agosto**

- 08:00 – 09:00 hrs. Inscripción y entrega de credenciales
- 09:00 - 09:30 hrs. Ceremonia de inauguración del Taller
- 09:30 - 10:00 hrs. Coffee Break
- 10:00 - 11:30 hrs. **“Administración Contemporánea I”**  
Prof. Fernando A. Pargas
- 11:30 - 13:00 hrs. **“Administración Contemporánea II”**  
Prof. Fernando A. Pargas
- 13:00 - 14:30 hrs. Almuerzo
- 14:30 - 15:00 hrs. Preguntas sobre Administración Contemporánea I y II
- 15:00 - 16:30 hrs. **“Liderazgo y Conducción”**  
Prof. Fernando A. Pargas
- 16:30 – 17:00 hrs. Coffee Break
- 17:00 - 18:00 hrs. Conclusiones

**Martes 16 de Agosto**

- 09:00 - 10:30 hrs. **“Gerenciamiento Estratégico”**  
Prof. Fernando A. Pargas
- 10:30 – 11:00 hrs. Coffee Break
- 11:00 - 12:30 hrs. **“Habilidades Interpersonales de Supervisores”**  
Prof. Fernando A. Pargas
- 12:30 - 13:00 hrs. Preguntas
- 13:00 - 14:30 hrs. Almuerzo
- 14:30 - 16:00 hrs. **“Manejando el cambio organizacional”**  
Prof. Fernando A. Pargas
- 16:00 - 16:15 hrs. Coffee Break
- 16:15 - 17:45 hrs. **“Administración del tiempo”**  
Prof. Fernando A. Pargas
- 17:45 – 18:00 hrs. Preguntas

### **Miércoles 17 de Agosto**

- 09:00 - 10:30 hrs.    **“Movilización de Recursos”**  
Prof. Suzanne Fiederlein
- 10:30 – 11:00 hrs.    Coffee Break
- 11:00 - 12:30 hrs.    **“Cómo escribir una propuesta”**  
Prof. Suzanne Fiederlein
- 12:30 - 13:00 hrs.    **Introducción a ejercicio de propuestas**
- 13:00 - 14:30 hrs.    Almuerzo
- 14:30 - 16:00 hrs.    Continuación de ejercicio y presentación de resultados
- 16:00 – 16:30 hrs.    Coffee Break
- 16:30 - 18:00 hrs.    **“Caso Golestan. Trabajo en Grupo”**  
Prof. Fernando A. Pargas  
Prof. Suzanne Fiederlein

### **Jueves 18 de Agosto**

- 09:00 - 10:30 hrs.    Continuación de trabajos en grupo
- 10:30 – 11:00 hrs.    Coffee Break
- 11:00 - 13:00 hrs.    Trabajos en grupo. Finalización
- 13:00 - 14:30 hrs.    Almuerzo
- 14:30 - 16:00 hrs.    Presentación de los Grupos – Caso Golestan  
Exposición: 15 minutos por grupo  
Preguntas: 5 minutos
- 16:00 - 16:15 hrs.    Coffee Break
- 16:15 - 17:45 hrs.    Continuación de presentación de grupos
- 17:45 – 18:00 hrs.    Conclusiones y **evaluación final**

### **Viernes 19 de Agosto**

- 09:00 – 09:30 hrs.    Clausura del Taller

## TALLER BINACIONAL PERU ECUADOR DE GERENCIA EN DESMINADO HUMANITARIO

### Participantes

#### Delegación del Ecuador

- 1.- Embajador Juan Salazar Sancisi  
Director de Relaciones Vecinales y Soberanías, Presidente del Directorio Ejecutivo del CENDESMI
- 2.- Embajadora Deborah Salgado  
Directora del Sistema Interamericano
- 3.- Doctora Gloria Polastri  
Asesora del Ministro Coordinador
- 4.- Coronel Luis Troya  
Enlace entre el Ministerio Coordinador y el de Defensa Nacional
- 5.- Señora María Caridad Vásquez  
Subsecretaría de la Zonal N° 6
- 6.- Señor Marcelo Jurado  
Funcionario de la Coordinación General de Inserción Estratégica Internacional
- 7.- Teniente Coronel Milton Danilo Gachet Páez
- 8.- Ministra Lotty Andrade Abdo  
Funcionaria de la Dirección de Relaciones Vecinales y Soberanías
- 9.- Teniente Coronel Patricio Hidalgo  
Comandante del Comando General de Desminado
- 10.- Teniente Ricardo Peralta  
Oficial del Comando General de Desminado
- 11.- Segunda Secretaria María Eugenia Avilés  
Funcionaria de la Dirección del Sistema de Naciones Unidas
- 12.- Tercer Secretario Javier Pasaguay  
Funcionario de la Dirección de Relaciones Vecinales y Soberanías

#### Delegación de la Oficina de Contraminas

- 13.- Ministro Consejero Vitaliano Gallardo Valencia  
Secretario Técnico
- 14.- Coronel FAP ( r ) Mario Espinoza Llanos  
Secretario Técnico Alterno



- 15.- Señor Wilyam Lúcar Aliaga  
Coordinador General
- 16.- Señor Javier Santillán Galdos  
Especialista en Asistencia a Víctimas
- 17.- Señor Iván Acevedo Campero  
Especialista en Sistemas IMSMA
- 18.- Teniente Coronel EP José Tamayo Paz  
Especialista en Desminado Humanitario y Oficial de Control de Calidad
- 19.- Señora Carola Hunter Ledesma  
Especialista en Programas de Reintegración Social y Reinserción Económica

#### **Delegación del Ejército del Perú**

- 20.- Coronel EP Eduardo Alfaro Castellanos  
Director Ejecutivo de Desminado Humanitario
- 21.- Comandante EP Jesús Gutiérrez Acevedo  
Jefe del Departamento de Desminado Humanitario
- 22.- Mayor EP Wiliam Apaza Villanueva  
Jefe del Departamento de Operaciones

#### **Delegación de la Policía Nacional del Perú**

- 23.- Coronel PNP Amador Bacalla Guadalupe  
Jefe de la División de Seguridad Contraminas (DIVSECOM)
- 24.- Comandante PNP Edward Walter Yañez Vega  
Jefe del Departamento de Desminado Humanitario
- 25.- Mayor PNP Hernán Perea Montañez  
Oficial de Operaciones

#### **Embajada del Ecuador**

- 26.- Señor José Miguel Vásconez

#### **Ministerio de Defensa**

- 27.- Coronel FAP Carlos Rodríguez  
Sub-director de Política Internacional
- 28.- Señorita Katty Reyes  
Especialista en Finanzas

**CONCLUSIONES Y RECOMENDACIONES DEL TALLER**  
**BINACIONAL PERU-ECUADOR DE GERENCIA EN DESMINADO**  
**HUMANITARIO**

**Lima, 15 al 19 de agosto de 2011.**

**I.- Reforzamiento institucional**

1. Potenciar las acciones del desminado y la acción contra las minas antipersonal en cumplimiento de los objetivos de los planes de desarrollo nacionales y sus agendas sectoriales en el marco de los compromisos internacionales multilaterales y bilaterales.
2. Aprovechar la experiencia de CONTRAMINAS y CENDESMI en la administración de sus respectivos mecanismos interinstitucionales y sus programas de desminado humanitario, prevención en el riesgo de minas y asistencia a las víctimas.
3. Desarrollar una estructura administrativa permanente que permita utilizar las capacidades operativas ya existentes e impulsar el proceso de desminado y las demás actividades de acción contra las minas.
4. Actualizar técnicamente las hojas de ruta y planes de acción sectorial e interinstitucional. Asimismo intercambiar trimestralmente, los avances registrados en el cumplimiento en los compromisos adquiridos a través de un formato estandarizado.

**II.- Coordinación binacional**

5. Fortalecer los mecanismos existentes de diálogo directo binacional entre las partes.
  - a. Recomendar reuniones binacionales semestrales de los directivos de las entidades representados en los Comités Nacionales interinstitucionales de desminado, a las que se convocaría a otras instituciones cuya participación sea necesaria para el correcto planeamiento, flujo de información, proceso de toma de decisiones y mejora de los procesos operativos.
  - b. Intercambio de información entre las partes sobre requerimientos.
6. Las acciones del desminado humanitario están directamente vinculadas al desarrollo (la garantía de derechos humanos, recuperación de tierras y bosques, uso de recursos naturales, etc) por lo que el tema trasciende los enfoques de seguridad y defensa fronterizos. En tal sentido, cuando sea aplicable, se propiciará el

fortalecer el componente del desminado humanitario en los proyectos binacionales encaminados al desarrollo sustentable en la frontera Ecuador – Perú.

7. Del intercambio de ideas e información relacionados a la cooperación, se consideró pertinente elaborar (CONTRAMINAS y CENDESMI) proyectos binacionales de acción contra las minas antipersonal para su posterior priorización conjunta, orientada a la obtención de recursos nacionales y(o de la cooperación internacional con el propósito de preparar una nueva Mesa de Donantes. Se elaboró una ayuda memoria preliminar sobre el particular que anexa.
8. El Taller Binacional Perú-Ecuador de Gerencia en Desminado Humanitario, realizado en Lima, del 15 al 19 de agosto permitió entre otros aspectos, profundizar el intercambio de conocimiento y actividades que realizan ambos países, demostrando la conveniencia de promover la capacitación conjunta. Asimismo, se congratularon por el Curso Básico Binacional de Desminado Humanitario que se realiza en Chiclayo del 8 de agosto al 9 de setiembre del 2011. En esa misma línea, el Ecuador organizará el “Taller Binacional de Desminado en Selva” en octubre próximo.
9. Propiciar una difusión amplia de las labores del desminado y sus avances de forma integral, tanto en el ámbito nacional como internacional, para lo cual se recomendó contar con el apoyo técnico y profesional adecuado.
10. Formular propuestas para la participación binacional de los desminadores en procesos de desminado humanitario en operaciones de mantenimiento de la paz en terceros países.
11. Coordinar posiciones conjuntas y participación en foros internacionales globales, regionales y subregionales, a fin de promover acciones y políticas de apoyo a la acción contra las minas antipersonal.
12. Propiciar acciones binacionales con el sector académico para la investigación universitaria en temas de acción contra las minas antipersonal, Promover programas de capacitación y de información.

Lima, 18 de agosto de 2011