Not-for-profits in Stability Operations: 

Roles and Opportunities

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“Westernless” Peacekeeping

- Lack of political will.
- Militaries smaller.
- PKOs often ignored.
- Vast underfunding.
- Abdication of the West!
Non-Profits filling the gaps

- Significant moral advantages
  - Widespread popular support
  - Vs. mixed popular view of military and private sector
- Low profile
  - Often operate long before official mission
  - Can do projects with less political risk
- Cooperation with local civil society
- Off-budget-budget – not from larger mission
Advantages for Non-Profits

- Often bring enormous regional expertise
- Independent funds extremely cost effective
- Utilization and capacity building with locals
- Specialties in small, ignored niche projects
- Can support long-term projects gov’ts can’t
- Step in when int’l community fails
- Bring attention and funding to ‘orphan’ conflicts
- Can do reconciliation projects better
Disadvantages for Non-Profits I

- **Risk Averse**
  - NGO casualties often cause exodus
  - Avoid use of security, especially robust security
  - Public withdrawal can create political heat

- **Coordination issues**
  - Independence can cause duplicate projects
  - Projects can complicate larger mission
Disadvantages for Non-Profits II

- Military Averse
  - Many non-profits shun military contacts
  - Can generate anti-military hostility

- Independently focused
  - May have special interests at odds with mission
    - Support for minority groups
    - Gender empowerment programs
  - Noble causes may cause political difficulties
  - Religious-based groups can create own problems
In sum . . .

- Non-profit community brings enormous value and expertise to operations.
- Mixed quality and motivations.
- Establishing informal communications allow use of expertise and help coordination.
- Ultimately, non-profit community is the driving force – moral and political - spurring and supporting many ongoing PKOs
Not for Profit.

Industry Assn.

Improve PKOs.

Code of Conduct.

Regulation and Law.

Advocacy and Education.