

Post-Conflict Peace and Stability **Operations**

Course Syllabus

Course Information

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Course Description

This course utilizes the “Guiding Principles” for peace operations developed jointly by the United States Institute of Peace (USIP), the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI), and other institutions. These principles provide a framework for thinking about the organizational challenges of peace and stability operations and allow practitioners to analyze previous missions and to organize future missions to achieve desired end states. These end states include: a safe and secure environment, rule of law, stable governance, sustainable economy and social well-being. Special emphasis will be placed on understanding crosscutting leadership responsibilities. Attention will also focus on the relationship between end states and the key transition points from military to civilian primacy, and from international to host-government responsibility in the evolution of a peace and stability mission. Particular emphasis is placed on applied, practical learning through case studies, taped guest lectures, and a final simulation.

Course Objectives

Upon successful conclusion of this course, participants will:

- Possess a general understanding of desired end states and key objectives for reconstruction and stabilization (R&S) missions.
- Apply this general understanding of R&S missions to specific case studies in order to identify lessons learned.
- Better understand the process for determining how various actions and events work together to create lasting stability and legitimacy.
- Know how to develop desired end states from a mission mandate, taking into consideration conflict dynamics and actors.
- Have a general understanding of leadership functions in R&S missions.
- Be able to achieve mission objectives in post-conflict situations.

Required Text

Perito, Robert, ed. *Guide for Participants in Peace, Stability, and Relief Operations*. Washington, DC: Endowment of the United States Institute for Peace, 2007.

Course Schedule and Agenda

Preparation for course

Serwer, Daniel and Patricia Thomson, "A Framework for Success: International Intervention in Societies Emerging from Conflict," in Chester A. Crocker, Fen Osler Hampson and Pamela Aall, eds. *Leashing the Dogs of War: Conflict Management in a Divided World* (Washington, D.C.: The United States Institute of Peace, 2007): Chapter 21.

USIP Online Conflict Analysis Course. Found:
<http://www.usip.org/training/online/analysis.html>

Patrick Stewart and Kaysie Brown. "Greater than the Sum of Its Parts? Assessing 'Whole of Government' Approaches to Fragile States," International Peace Academy, New York, 2007. <http://www.isn.ethz.ch/isn/Current-Affairs/Policy-Briefs/Detail/?lng=en&id=37917>

Note: Students should become familiar with the "Strategic Framework" graph and Fontinalis General Scenario Overview attached to this course syllabus before coming to class.

Day 1

**9:00 – 10:30 AM Introductions
 Syllabus Review**

Introduction of the Strategic Framework

Students will be asked to introduce themselves, describe their previous experience and explain their reasons for taking the course. Students will receive an overview of the "Strategic Framework" and the rationale behind the selection of the desired end states.

**10:30 – 12:30 Safe and Secure Environment End State, Lecture and
 Discussion**

Safe and Secure Environment End State

This session describes the importance of achieving a safe and secure environment as the essential basis for follow-on activities in peace and stability operations. The class will introduce the key objectives included in the Strategic Framework for achieving this desired end state. It will describe the participants involved and the challenges they are likely to encounter. The class will review a number of past instances where failure to rapidly establish security negatively affected the success of an operation. Students will

identify the specific issues that contributed to operational difficulties such as a failure to understand the conflict environment, unclear operational mandates, and lack of coordinated responses.

12:30 – 1:00 LUNCH

1:00 – 1:30 Read Safe and Secure Environment case study

Case Study: Perito, Robert. “United Nations Police Force in Bosnia,” in *The American Experience with Police in Peace Operations* by Robert Perito. Clemensport, The Canadian Peacekeeping Press, 2002. Chapter 6.

1:30 – 3:30 Safe and Secure Environment case study and discussion

Guest Lectures (Taped):

Dan Serwer, U.S. Special Envoy and Coordinator for the Bosnian Federation

Renata Stuebner, Democratization Officer for the OSCE Mission to Bosnia and Herzegovina in Sarajevo and Special Assistant and Interpreter to the Head of Mission

This session will focus on the breakdown of public order that occurred during the transfer of the “Sarajevo suburbs” from Bosnian Serb to Bosniak control in February-March 1996. The case study illustrates the challenges of establishing a safe and secure environment at the outset of a peace operation. The return of the villages surrounding Sarajevo to Bosniak control was the first act of implementation required under the Dayton Peace Accords that ended the Bosnian War. The failure of NATO military and UN police forces to prevent the destruction of these areas, and the forced removal of their inhabitants, dealt the peace operation a setback from which it took years to recover. From this case study students will derive lessons learned for establishing safe and secure environments in stability operations.

3:30 – 4:45 Fontinalis Exercise: Security

Readings

Hartmann, Michael E. “International Judges and Prosecutors in Kosovo: A New Model for Post-Conflict Peacekeeping,” *United States Institute of Peace*, Special Report No. 112, October 2003. Available at:
<http://www.usip.org/pubs/specialreports/sr112.html>

Day 2

9:00 – 9:15 Review

9:15 – 11:30 Rule of Law End State, Lecture and Discussion

Rule of Law End State

This session will emphasize the importance of establishing the rule of law as the essential basis for achieving progress in political reconciliation and economic reconstruction. Students will receive a broad overview from the fundamental requirement for a constitutional and legal framework, to the importance of incorporating traditional justice systems for dispute resolution. Presentations will focus on the importance of creating effective and impartial state institutions, police, courts, and prisons. They will also cover the need to ensure the protection of human rights, equal access to justice, and the recognition of past abuses.

11:30 – 12:00 Read Rule of Law case study

Case Study: Rae, James. “Implementing the Rule of Law in Kosovo,” *United States Institute of Peace*, 2008.

12:00 – 12:30 LUNCH

12:30 – 1:30 Rule of Law case study and discussion

Guest Lectures (Taped):

Teuta Gashi, Language and Administrative Assistant, UNMIK Kosovo

Collette Rausch, Director of Department of Human Rights and Rule of Law, OSCE Kosovo

This session will examine the UN’s effort to replace dysfunctional, biased, and intimidated jurists in Kosovo with international judges and prosecutors in cases involving abuse of human rights, organized crime and ethnic-based violence. The case study will highlight the largely successful UN effort to train a local police force, and the results of its failure to establish an effective prison system. Kosovo is an instructive example of the problems facing any effort by the international community to establish the rule of law in a peace and stability operation.

1:30 – 3:30 Stable Democracy End State, Lecture and Discussion

Stable Democracy End State

This session will discuss the critical need to provide effective governance and democracy development support during peace and stability operations. The class presentation will consider the timing of elections, the importance of essential services, the role of civil society and the representation of women and minorities. The class will consider the

impact of media and political parties as well as the influence of traditional entities such as tribal groups, traditional assemblies and local history and culture.

3:30 – 4:45

Fontinalis Exercise: Rule of Law

Readings

Case Study: Ward, Celeste J. “The Coalition Provisional Authority’s Experience with Governance in Iraq: Lessons Identified,” *United States Institute of Peace*, Special Report No. 139, May 2005. Available at:
<http://www.usip.org/pubs/specialreports/sr139.html>

Henderson, Anne Ellen. “The Coalition Provisional Authority’s Experience with Economic Reconstruction in Iraq: Lessons Identified,” *United States Institute of Peace*, Special Report N. 138, April 2005. Available at:
<http://www.usip.org/pubs/specialreports/sr138.html>

Day 3

9:00 – 9:15

Review

9:15 – 11:30

Stable Democracy case study and discussion

Guest Lectures (Taped):

Ambassador Ryan Crocker, former Director of Governance for the Coalition Provisional Authority

Sherri G. Kraham, Foreign Affairs Officer, formerly with the Coalition Provisional Authority

This case study will focus on the efforts of the Coalition Provisional Authority (CPA) in Iraq to govern while trying to create indigenous government at the national, provincial and local level. The study will describe the three independent and often competitive governance programs launched during the CPA and its failure to provide for representative government at any level. The case study will note failures to consider alternative sources of authority such as tribal councils and traditional leaders that came to prominence after the transfer of authority from the CPA to Iraqis.

11:30 – 1:00

Sustainable Economy End State, Lecture and Discussion

Guest Speaker:

Raymond Gilpin, Associate Vice President, Sustainable Economies Center of Innovation, USIP

Sustainable Economy End State

This session will consider the critical elements necessary to create a functioning economy in the aftermath of conflict and the beginning of peace and stability operations. Lectures will focus on the challenge of reconstructing essential infrastructure and initiating economic activity in a manner that meets immediate needs and engenders public support, while providing the basis for long-term development. The class will consider problems of creating employment and establishing basic financial institutions. It will also consider the long-term challenges of managing the revenue from national resources and controlling corruption, smuggling and illicit trafficking. The class will look across the other end states to emphasize how economic progress relies upon and provides the conditions for success in other end states.

1:00 – 1:30 LUNCH

1:30 – 2:00 Read Sustainable Economy case study

Case Study: Harder, Ingrid. “Operation Economic Overhaul: CPA Efforts to Resuscitate the Iraqi Industrial Base: A Teaching Case,” *United States Institute of Peace*.

2:00 – 3:30 Sustainable Economy case study and discussion

Guest Lectures (Taped):

Ambassador Robin L. Raphel, Deputy Inspector General Special Inspector General for Iraq Reconstruction, CPA

Ambassador Timothy Carney, Senior Advisor at the Ministry of Industry and Minerals in Baghdad

This case study will examine the debate within the CPA over the fundamental approach to promoting economic development in Iraq. During the CPA’s tenure, debates regarding economic reconstruction pitted free market advocates against those who favored maintaining Iraq’s centralized economy as a means to quickly restart production and ensure general employment. The case study will note the problems created by evident consumerism and unseen economic deprivation. It will deal with the challenges to economic management of official corruption, illegal exploitation of natural resources, and the creation of an illicit economy – issues that affect the successful implementation of programs in all other end states.

3:30 – 4:45 Fontinalis Exercise: Economics

<h2>Readings</h2>

Carney, Timothy. “Some Assembly Required: Sudan’s Comprehensive Peace

Agreement,” *United States Institute of Peace*, Special Report No. 194, November 2007. Available at: <http://www.usip.org/pubs/specialreports/sr194.html>

Barsalou, Judy and Victoria Baxter. “The Urge to Remember: The Role of Memorials in Social Reconstruction and Transitional Justice,” *United States Institute of Peace*, Stabilization and Reconstruction Series No. 5, January 2007.

Day 4

9:00 – 9:15 **Review**

9:15 – 11:30 **Social Well-Being End State, Lecture and Discussion**

Social Well Being End State

This session will review the means available and methods utilized by intervening forces to ensure that a population has access to food, water, shelter, and other basic health and human services in the aftermath of conflict. It will address the plight of refugees and internally displaced people (IDPs). It will look at addressing the drivers of ethnic conflict and accounting for past injustices through truth commissions and other means of achieving reconciliation. It will also investigate the relationship with other end states in terms of both achieving and frustrating human and state security.

11:30 – 12:00 **Read Social Well-Being case study**

Case Study: Bachini, Elizabeth J. “Building Social Well-Being from Scratch: Sudan’s Multi Donor Trust Fund and the Implementation of Post-Conflict Recovery,” *United States Institute of Peace*.

12:00 – 12:30 **LUNCH**

12:30 – 1:30 **Social Well-Being case study and discussion**

Guest Lecture (Taped):

Ambassador Timothy Carney, US Ambassador to Sudan

Omer Ismail, founder Sudan Democratic Forum

This session will utilize a case study on the effectiveness of the Comprehensive Peace Accord (CPA) in the Sudan between the northern and southern regions. The Sudan is an example of the importance of bringing various parties to a conflict into a national reconciliation process in order to create legitimacy and sustainability towards rebuilding society. Students will examine the North-South conflict in Sudan to identify underlying persistent tensions between various parties that continue to the present. The case will also look at the CPA’s implementation and the avenues it presents for social reconciliation.

This case highlights the ongoing challenges faced by the UN and others in helping to redress historic injustices and to provide basic necessities to a divided, displaced and traumatized population.

1:30 – 4:45 Exercise: Integrated Strategic Plan

Using the framework provided in USIP's Guiding Principles document, students will put together an integrated plan for holding elections in Fontinalis. Students will not only consider cross-cutting sectoral issues and sequencing, they will examine critical principles for post-conflict missions such as upholding mission legitimacy, building unity of effort and strengthening host nation capacity.

Readings

FONTINALIS

Day 5

9:00 – 9:15 Review

9:15 – 1:00 Simulation

The cap stone simulation will also use the Fontinalis scenario. Students will be broken into teams to address a critical issue emerging in Fontinalis. Using lessons learned from course lectures, case studies and exercises, teams will put together a joint approach to the problem. They will then present their results to the other teams for comparison and critique.

1:00 – 1:30 LUNCH

1:30 – 4:00 Debrief, Class Lessons Learned