Stabilization and Peacebuilding: Understanding Dynamic Processes and Making Them Work

Example Course Syllabus

Course Information

Class Hours: 9:00 a.m. – 4:45 p.m.

Location:
U.S. Institute of Peace
Academy for International Conflict Management
  and Peacebuilding
2301 Constitution Ave NW
Washington, DC 20037

Faculty
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Course Description

A hands on course that provides students with principles for organizing and implementing integrated responses to peace and stability operations. The course uses "The Guiding Principles for Stabilization and Reconstruction" developed jointly by the United States Institute of Peace (USIP) and the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) from documentation and lessons learned from international experiences and the full-range of institutions engaged in peacebuilding missions (NGOs, IOs, civilian governments, defense). These principles provide a framework for organizing and implementing integrated responses 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. Students will learn the ultimate goals of stabilization and peacebuilding actors across institutions, and how their individual contributions support larger, comprehensive efforts. In this five day course, students, from diverse institutions, will develop integrated plans for critical issues in small groups exercises, and will jointly explore, in group discussion, past and present case studies that offer guidelines for success.

Course Objectives

Upon successful conclusion of this course, participants will:
- Possess a general understanding of desired end states and key objectives for stabilization and peacebuilding missions.
- Apply this general understanding of stabilization and peacebuilding 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.
- Have a general understanding of cross-cutting principles in stabilization and peacebuilding missions.

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. (Will be provided)

Preparation for course

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

Fontinalis General Scenario Overview

USIP and US Army and Peacekeeping and Stability Operations Institute. "Guiding Principles for Stabilization and Reconstruction." Introduction.
Found: http://www.usip.org/resources/guiding-principles-stabilization-and-reconstruction (download and read only the "Front End")

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Course Schedule and Agenda

Monday– January 31, 2011

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

Students will be asked to introduce themselves, describe their previous experience and give their reasons for taking the course.

9:30 – 10:30 **Introduction to the "Guiding Principles for Stabilization and Reconstruction"**

Introduction to the Guiding Principles, Guest Speaker: Beth Cole

.Students will receive an overview of the "Guiding Principles" and the purpose of civilian "doctrine" for stabilization and peacebuilding missions.

10:30 – 12:00 **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 Guiding Principles for achieving this desired end state. It will describe the participants involved and the challenges they are likely to encounter, including strategies for defeating militant extremists, containing obstructionists and channeling the competition for power into nonviolent processes.

12:00 – 12:30 **LUNCH**

12:30 – 1:00 **Read Safe and Secure Environment case study**

Case Study: *Haiti: Confronting the Gangs of Port-au-Prince*, by Robert Perito and Michael Dziedzic, USIP Special Report, September, 2008.

1:30 – 3:00 **Safe and Secure Environment case study and discussion**

Guest Lectures (Taped):

Haiti: Changing Cite Soleil, **ICRC Films**

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Dave Beer, **Police Commissioner, United Nations Mission in Haiti**

This case study focuses on the UN Stabilization Mission in Haiti (MINUSTAH) and its actions against illicit actors in Port-au-Prince. Beginning in 2006 and reaching its culmination in February 2007, MINUSTAH conducted a series of successful military and police operations against armed gangs based in sanctuaries in Cite Soleil and other urban slums that had terrorized the populace. The campaign resulted in the arrest of principal gang leaders and some eight hundred of their followers. If MINUSTAH had not been willing and able to confront the gang threat, the likely consequences would have been the collapse of the Preval administration and the failure of the UN mission. MUNUSTAH's success in confronting the gang threat suggests the conditions needed for successful mandate enforcement.

**3:00 – 4:30   Fontinalis Exercise: Conflict Analysis and Conflict
                                  Transformation**

Monday Night Readings

Carothers, Thomas. *Rule of Law Temptations.* In The Fletcher Forum of World Affairs, Winter/Spring 2009. Available at: http://www.carnegieendowment.org/publications/index.cfm?fa=view&id=23022&prog=zgp&proj=zdrl

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

9:00 – 9:30   **Review**

9:30 – 11:00   **Stable Governance, Lecture and Discussion**

Stable Governance End State, Guest Speaker: Debbie Liang-Fenton

This session explores the components that make up the stable governance end state and emphasizes the critical importance of public administration and the establishment of state services in war to peace transitions. Critical trade-offs that often confront governance practitioners will be explored, as well as the importance of civil society development.

11:00 – 11:30   **Read Stable Governance case study**

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

11:30 – 12:00   **LUNCH**

12:00 – 1:30   **Stable Governance Case Study**

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.

1:30 – 3:00   **Rule of Law End State, Lecture and Discussion**

Rule of Law

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

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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.

3:00 – 4:45   Fontinalis Exercise: Rule of Law and Conflict Transformation

Tuesday Night Readings

Excerpt from *Criminals, Militias, and Insurgents: Organized Crime in Iraq*, by Phil Williams, (Strategic Studies Institute, June 2009).
http://www.StrategicStudiesInstitute.army.mil/

USIP's Work with Traditional Justice Systems in Afghanistan: A Case Study by Steven Ruder, Academy for International Peacebuilding and Conflict Management Case Study Series, January 2011.

9:00 – 9:30   **Review**

9:30 – 11:00   **Rule of Law case study and discussion**

Case Study: *Informal Dispute Resolution in Afghanistan*, Noah Coburn and John Dempsey, USIP Special Report, August 2010.
http://www.usip.org/files/resources/sr247_0.pdf

Guest Lectures (taped)

Noah Coburn, Traditional Justice Specialist, USIP, Kabul Office

Scott Worden, Senior Rule of Law Advisor, USIP.

This case examines USIP's rule of law work in Afghanistan and highlights the importance of exploratory research on and assessment of how Afghan citizens use available justice systems. This research suggests that informal and traditional dispute resolution systems are seen as less corrupt, faster, and more accessible than state systems, although lack enforcement mechanisms. State systems, on the other hand, are not as accessible, but insure enforcement. This suggests that the state needs to do more to recognize the amount of work being done in the informal sector and legitimize it to the proper extent, and that a national policy on dispute resolution to clarify the roles of the formal and informal sectors is needed. Establishing connections between the traditional and formal justice systems is also critical.

11:00 – 12:30   **Sustainable Economy End State, Lecture and Discussion**

Sustainable Economy End State, Guest Speaker: Dr. Raymond Gilpin, Associate Vice President, Sustainable Economies Center of Innovation, USIP

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.

12:30 – 1:00   **LUNCH**

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

Excerpt from *Criminals, Militias, and Insurgents: Organized Crime in Iraq*, by Phil Williams, (Strategic Studies Institute, June 2009). http://www.StrategicStudiesInstitute.army.mil/

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

When the United States invaded Iraq in March 2003, organized crime and corruption were the last things policy-makers in Washington were thinking about. Since then, however, criminal enterprises, criminal activities and corruption have had profoundly debilitating effects on US efforts to impose political and military stability as well as on its reconstruction efforts. This case study will examine the evolution of organized crime in Iraq from a largely state-controlled phenomenon under Saddam to a free market in criminality and identifies the factors which led to this transformation, not the least of which was the 2003 invasion. The case considers ways in which the power of criminal organizations can be diminished and the consequences of criminal activities mitigated.

3:30 – 4:45   **Fontinalis Exercise: Sustainable Economy and Conflict Transformation**

Wednesday Night Readings

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.

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9:00 – 9:30	**Review**

9:30 – 11:00   **Social Well-Being End State, Lecture and Discussion**

Social Well Being End State, Guest Speaker: Dr. Jeff Helsing, USIP, Dean of Curriculum, The Academy for International Conflict Management and Peacebuilding

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.

11:00 – 11:30   **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*.

11:30 – 12:00   **LUNCH**

12:00 – 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 – 3:00   Cross cutting Principle: Unity of Effort

Unity of effort s the outcome of coordination and cooperation among all actors, even when the participants come from many different organizations with diverse operating cultures. Unity of effort is an important cross-cutting principles: Thousands of institutions contribute to stabilization and reconstruction missions. In this module, participants will explore the forms of coordination in peacebuilding missions, how to achieve a shared understanding of a stabilization problem, and how to build a community of understanding to achieve unity of effort.

3:00 - 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, they will examine critical principles for post-conflict missions such as upholding mission legitimacy, building unity of effort and strengthening host nation capacity

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Thursday Night Readings

Fontinalis General Scenario Overview

Background reading on internally displace persons (IDPs)

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Friday– February 4, 2011

9:00 – 9:30   **Review**

9:30 – 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 – 2:00   **Working Lunch: Briefing**

2:00 – 3:30   **Debrief, Class Lessons Learne**

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