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Research Strategy & Questions



**Peacekeeping & Stability
Operations Institute**

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The Peacekeeping and Stability Operations Institute (PKSOI)

Research Strategy

PURPOSE: To maximize resources such as time, money and subject-matter expertise to address knowledge gaps in a comprehensive manner in order to provide practical approaches to Peace and Stability Operations.

DISCUSSION: The U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) serves as the U.S. Army's Center of Excellence for Stability and Peace Operations at the Strategic and Operational levels in order to improve military, civilian agency, international, and multinational capabilities and execution. In order to do this - PKSOI has articulated the following goals:

- Shape USG policy and concept/doctrine development
- Enhance senior leader proficiency
- Facilitate joint, interagency, and multinational unity of purpose
- Support planning, preparation, and execution of Stability and Peace Operations

In order to meet the above goals, the organization proposes to be a voice for non-military, non-US organizations and through collaborative relationships, identify research gaps that need to be addressed. Research will be focused on the recognized need to operationalize stability and peace operations within the Combined Arms Center (CAC), U.S. Army, and Department of Defense (DoD).

PKSOI has built a joint, interagency, and multinational organization that supports the combatant commanders, joint force commanders, and the U.S. government, that are also supported by PKSOI efforts in building and maintaining key linkages with multinational partners across the globe, NATO and the United Nations and cross the spectrum of peace and stability training, education, planning and operations. To fulfill its mission, PKSOI recognizes that its research efforts must continue to:

- Sustain close connections through a comprehensive approach with key international organizations, nongovernmental organizations (NGOs), academia and the private sector;
- Assist in the education of future leaders in peace and stability operations;
- Assist in the development of emerging concepts and doctrine across the Joint Force, the interagency, and with multinational/international partners; and
- Collaborate with "Whole of Government" partners

PKSOI's research and publication agenda is a collaborative one. We continue to sustain close relationships with international organizations, NGOs, academia, the private sector and "Whole of Government" partners. It is through our collaborative relationships that we identify research gaps. Research and publications gaps are identified as follows:

- Annual Training and Education Conference ;
- PKSOI members participation in conferences, working groups, meetings and other venues;
- PKSOI's Research and Publications Board;
- Collaborative relationships with other organizations and individuals (military and civilian/national and international/academic);
- In-house subject-matter experts; and
- Peacekeeping and Stability Operations literature reviewed by SMEs, staff and interns.

We use technologies to help us meet our goals. We continue to foster relationships with others so we can help in the development of future leaders to ensure they are knowledgeable in the Peacekeeping and Stability Operations.

I. General Peace and Stability Operations

1. Future peace operations: What is needed? E.g. Instability is characterized by criminality, like in West Africa, and dominated by peace building but the tool for peace operations is military force - what should the future tools be for peace operations? How do we develop them?
2. Future of stability operations: What is needed? What should the future tools be? How do we develop or maintain them? (e.g. ad hoc structures like PRTs?).
3. What force capabilities are needed for stability operations and peace operations?
4. What should U.S. military engagement in peace operations look like?
5. Case studies.
6. Scenarios.

II. Metrics/Measurement/Benchmarks

1. What does "success" look like? How do you measure? Does MPICE suffice?
2. What are the components of a successful mission in Peace Operations? COIN? Stabilization? How can you design mission capabilities before the mission is launched?
3. What does a metrics system that measures outcomes, not inputs look like?
4. What indicators or metrics can be used to ensure transition is "on track" or will reflect positively for U.S. interest?
5. How to develop a unified assessment that supports a comprehensive approach.

III. Transition/Capacity Building/Resiliency

1. How do you prepare the SO community and military for transition?
2. Is there a capability gap in planning and implementing transition?
3. What are the metrics and best practices for transition? (critique MPICE, ICAF, etc. and explore models for military)
4. What role does capacity building play in transition? How do you link capacity with the right amount to 'transition'?
5. What is the importance in building community resiliency prior to, and directly following transition?
6. What is institutional capacity building and how do we develop it in Host Nation institutions?
7. How do we prepare USG/MN capacity to aid in building Host Nation capacity?
8. How can we match Islamic cultural norms with transitional justice mechanisms?
9. What/where are the critical linkages between security, rule of law, governance, economic, and social arenas?
10. How do you effectively transition from international to local control to sustain peace and prevent a lapse into conflict?
11. What are the things can be done after "the fight ends" to create lasting peace?
12. What is the correct balance between prioritizing short-term stability versus confronting impunity
13. What rule of law assistance should be provided and at what stages?
Transition points?
14. What are effective models to provide non-criminal justice assistance?

15. How are transition and partner capacity related?
16. How can capacity be built to aid transition?
17. What other topics are related to transition? How do they negatively or positively affect transition?
18. What indicators or metrics can be used to ensure transition is "on track" or will reflect positively for U.S. interest?
19. What lessons can be used from disaster management in addressing resiliency in post conflict/fragile states?
20. What is the importance in building community resiliency prior to, and directly following transition?
21. How do the concepts of vulnerability and resiliency be used to provide guidance to inform interventions?

IV. Security/Policing/Crime

1. What is/are the best way(s) to neutralize spoilers?
2. What are successful models of civilian oversight of security forces?
3. What role can/should the military police play in building policing capacity?
4. Create standards for police training that can be used by military police and civilian police.
5. What methods can be used to create collaboration between military and civilian police vice competition?
6. What is the correct balance between prioritizing short-term stability versus confronting impunity?
7. What is the threshold for enhancing legitimacy using international security forces instead of local forces?
8. How have violent extremist organizations impacted civilian communities?
9. What criminal activities are violent extremist organizations involved in to facilitate financing, training, and direct support to their operations?
10. What makes a radical? What are the factors that motivate one to violence? What are the factors that lead to disenfranchisement?
11. What are conditions that when existing concurrently, create an environment for radicalization? Are these conditions generalizable to all areas of the world?
12. Policing/Governance Structures: Top-Down versus Bottom up Approaches (who uses what approach? Is one more effective? Under what conditions?)
13. Policing: Military Model versus Participatory Models (Who uses what approach? Is one more effective? Under what conditions? How are they

institutionalized? Do organizations implement the model they purport to implement?

14. Case Studies for stability policing (why/how were they created? How have they been used? How have they been received? Particularly looking at India and Africa (not Afghanistan or Iraq centric)
15. Policing Capacity in the National Guard (not the formalized "police" but the guardsmen's civilian occupation and areas of expertise.
16. Job Task Analysis of Federal Police Agencies (what do U.S. Marshals, et.c. do and cross walk it with CALEA standards).

V. Rule of Law/Justice System/Legislation

1. How can M&E of rule of law assistance become institutionalized by the international community?
2. What structures are most effective in providing legal staff?
3. What rule of law assistance should be provided and at what stages?
Transition points?
4. What non-State justice systems exist? How can they be compared? How do they operate? What are the considerations for such systems for rule of law?
5. How can gender be incorporated into rule of law assistance?
6. What structures and/or incentives can be used to enhance participation of women in the development of rule of law strategies?
7. How do you promote a sense of lawfulness in society?
8. In what ways do legislation and criminal codes exacerbate or mitigate corruption?

VI. Gender/POC/R2P

1. How can gender be incorporated into rule of law assistance?
2. What structures and/or incentives can be used to enhance participation of women in the development of rule of law strategies?
3. What are strategies that can be used to address sexual and gender-based violence?
4. Analyze issues related to genocide, ethnic cleansing, mass atrocities, Protection of Civilians (PoC), and the Responsibility to Protect (R2P).

VII. Economics/Development

1. What are the consequences that occur through paying service providers and how can negative ones be mitigated?
2. Commander's Emergency Response Program (CERP): What are the consequences and how they can they best be used to stabilize communities?
3. What are key challenges to economic success in post conflict societies?

VIII. Public Administration/Governance/Ministry Reform

1. Policing/Governance Structures: Top-Down versus Bottom up Approaches (who uses what approach? Is one more effective? Under what conditions?)
2. What kind of political systems and legislation foster a culture of corruption?
3. In what ways do certain political systems foster corruption?

IX. The Interagency/Organizational Culture/Culture

1. Knowledge management within/without the Interagency? What issues affect the ability of the interagency to "speak with one voice?" How should knowledge be managed in an IA environment?
2. How does organizational culture affect interagency interaction?
3. What are strategic cultural considerations in stability operations?
4. How can the U.S. balance "the role of religion" and "Western ideals of separation of Church and State" in traditional, Muslim areas?

X. Training and Education

1. What are the required competencies for peace and stability operations and how can training facilitate joint peace and stability operations in the field?
2. What are current types of joint training and education and what are the lessons learned to date?
3. What are common training needs, where are the opportunities and potential obstacles for increased collaboration and what gaps can be identified?
4. What are the management/organizational requirements to implement cross training?
5. How to supply the field practitioner with the best all source info that is critical for shaping plans and projects.
6. Case Studies.
7. Scenarios.