



PEACEKEEPING and STABILITY OPERATIONS INSTITUTE

Memo

For: 2016 PSOTEW Working Group 5

Subject: Work Group 5 Read-Ahead; PKSOI Courses

Listed below is courses that PKSOI is currently offering to the U.S. Army War College, these courses and/or specific lessons could be considered as possible additions to the Peacekeeping and Stability Operations Base-Line Knowledge Course

PS2206 TITLE: INTRODUCTION TO INTERNATIONAL DEVELOPMENT: DOES U.S. AID TO FOREIGN COUNTRIES REALLY WORK?

SCOPE: What is international development and why does the United States Government continue to give aid to developing countries?

This course addresses the challenges of international development and examines its role within U.S. Foreign Policy and national security. Specific topics will explore the synergistic relationship between defense, diplomacy and development; the potential role of the military as it relates to international development; the role of non-governmental organizations (NGO's); the concept of fragile and failed states; corruption, conflict and stabilization; and post-conflict reconstruction.

The course will also examine the usefulness of current development approaches including, but not limited to: economic growth and energy, democracy and governance, education, health, transnational threats (pandemics, narcotics, etc.), humanitarian emergencies, funding local organizations/governments and others.

Class and learning methodology will utilize a variety of approaches. Through discussions, case studies, video-teleconferences, and a series of in-house and guest lectures, students will gain professional knowledge and a greater appreciation for the complexity of problems- and solutions- in the area of international development. The course will incorporate the role of culture and environment in the development process.

LESSONS:

Lesson 1 – Introduction: International Development in the U.S. National Interest

Lesson 2 – Role of External Actors and Aid Effectiveness

Lesson 3 – Country Development and Cooperation Strategies, Budget Process

Lesson 4 – Health and Infectious Diseases

Lesson 5 – Humanitarian Assistance, Risks and Opportunities; Fragile and Failing States

Lesson 6 – Economic Growth, Energy and Environment

Lesson 7 – Visit to USAID Washington D.C.

Lesson 8 – Education and Capacity Development

Lesson 9 – Student Presentations and Course Review

Lesson 10 – Post-Conflict Reconstruction, Transformation, and State-Building

**PS2208 TITLE: FACILITATING COLLABORATION:
ECONOMIC AND INFRASTRUCTURE DEVELOPMENT**

SCOPE: Successful strategic leaders must facilitate collaboration, innovation, and creative problem solving within and amongst diverse organizations---including local, regional and international partners in the public, private, and service sectors. These cross-sectoral partners will have varied and often conflicting goals, incentives, power bases, resources, and cultures. Using the case study method, students will strengthen their capacity to creatively apply the collaborative leadership needed in a wide range of future forums, especially economic and infrastructure development in fragile and failed states.

After surveying the global context of fragile states and transnational wicked problems, students will evaluate the theory and practice of collaborative leadership within and amongst diverse organizations, sectors, and cultures. Students will then evaluate the theory, policy, doctrine, and practice of economic and infrastructure development—including the relevant actors, resources, and the socio-economic-cultural-political context. After talking to U.S. policy experts during a day trip to Washington D.C., students will create, present, and exercise their group case study strategy for facilitating collaboration to address their selected economic and infrastructure development challenge.

LESSONS:

Lesson 1 – Global Complexity and Fragile States

Lesson 2 – Collaborative and Facilitative Leadership; Economic and Infrastructure Development

Lesson 3 – Cross-Sector Collaboration: Theory and Practice

Lesson 4 – Case Study Mission Analysis: Collaboration and Innovation Climate

Lesson 5 – Facilitating Partnerships: Frameworks for Analysis, Decision-making, and Assessment

Lesson 6 – U.S. Policy Fieldtrip to Washington D.C.

Lesson 7 – Leveraging Resources and Players (Local to International)

Lesson 8 – Lessons Learned in Iraq, Afghanistan and elsewhere; Case Study Mission Analysis: E&ID Climate

Lesson 9 – Designing Cross-Sector/Culture Collaboration for E&ID; Case Study Mission Analysis: Cross-Sector for E&ID

Lesson 10 – Course Case Study: Group Presentations and Discussions

PS2212 TITLE: HUMANITARIAN INTERVENTION

SCOPE: This 10-lesson course addresses how military forces may be employed to prevent or respond to genocide and other mass atrocities. The course examines concepts such as the Protection of Civilians (PoC), the Responsibility to Protect (R2P), and Mass Atrocity Response Operations (MARO) and provides military planning constructs that can be applied for “humanitarian interventions.”

This course enables senior military and civilian leaders to understand an operational environment, frame the problem set, develop operational concepts for military interventions, and understand the associated risks. While focusing at the Combined and Joint Task Force (CJTF) level, the course also analyzes policy-related considerations such as the use of different elements of national power. The course examines the potential political, military, economic, social, infrastructural, and informational (PMESII) considerations and analyzes likely actors (perpetrators, victims, interveners, and others) as well as the probable situational dynamics. It includes preventive shaping and deterrent measures and different intervention approaches such as: area security, shape-clear-hold-build, separation, safe havens, enabling partners, containment, and attacking perpetrators.

The course includes a trip to the US Holocaust Memorial Museum which will feature a discussion of military leadership and ethical issues. The course also includes discussions with guest speakers and a practical exercise involving a hypothetical military intervention in a contemporary scenario.

LESSONS:

Lesson 1 - Introduction

Lesson 2 – Actors and Influences

Lesson 3 – Field Trip to U.S. Holocaust Museum

Lesson 4 – Protection of Civilians

Lesson 5 – Policy Issues

Lesson 6 – Mass Atrocity Prevention

Lesson 7 – Mass Atrocity Response

Lesson 8 – Historical Case Studies (Student Presentations)

Lesson 9 – Potential Scenarios (Student Presentations)

Lesson 10 – Course Conclusion

**PS2219 TITLE: PEACE AND STABILITY OPERATIONS: CONCEPTS,
PRINCIPLES AND CHALLENGES**

SCOPE: This 10 lesson course provides the student the opportunity to study the theory, principles, processes, doctrine and challenges of Peace and Stability Operations in a complex civil-military environment. The course begins with an overview of the current and emerging principles, concepts and doctrine of U.S., U.N., and multinational partners to determine where their approaches converge and diverge. The course then examines how peace and stability operations accomplish U.S. national policy and provide the basis for strategic landpower within the international and U.N. context. It focuses on the key aspects of peace and stability operations outlined in U.S. peace and stability operations doctrine, NATO peacekeeping doctrine, and United Nations/multinational peace operations doctrine. Core topics include civil-military relations, security sector and governance development, justice and rule of law efforts, information operations, economic and infrastructure development, and transition planning. Course will also include concepts and challenges of effective design and planning for major interagency and multinational interventions. Students will analyze the multiple aspects of a peace and stability operation that commanders must envision in conducting civil-military operations alongside JIIM partners. A course trip to interagency partners in Washington, D.C. and several senior guest speakers who have in-depth experience at the strategic and operational levels will enhance overall learning.

LESSONS:

- Lesson 1** – Course Introduction and Overview of PSO Principles, Doctrine and Concepts
- Lesson 2** – Overview of U.S. Policy and Interagency Planning for PSO
- Lesson 3** – Multinational Partnering: United Nations Operations and Coalition Organization and Planning for PSO
- Lesson 4** – A Comprehensive Approach: Overview of Stability Sectors Stability Sector 1 – “Security”
- Lesson 5** – Stability Sectors 3 & 4: Establishing and Developing Governance and Social Well-Being
- Lesson 6** – Stability Sector 2: Justice and Reconciliation and its Interplay with SSR
- Lesson 7** – Stability Sector 5: Economic Stabilization and Infrastructure Development
- Lesson 8** – Class Trip to Washington D.C. to meet with Interagency
- Lesson 9** - Country Assessment, Part 1: “Starting With the End in Mind” –Integration and Assessments In PSO’s: Security/Civil Security and Governance/Social Well Being
- Lesson 10** - Country Assessment, Part 2:“Starting With the End in Mind” –Integration and Assessments In PSO’s- Economics and Infrastructure

PS2220: PEACE OPERATIONS

SCOPE: This course analyzes peace operations and the challenges confronting the international organizations that conduct them. It examines peacekeeping, peace enforcement, peace building, peacemaking, and conflict prevention and looks at how international organizations such as the United Nations, NATO, African Union, and European Union approach integrated strategic assessment, mission design and planning, and execution. The course will include case studies of historical and current peace operations in the Balkans, Asia, and Africa. Seminar members will analyze the core principles, risks, trade-offs, and challenges that senior civilian and military leaders face in conceptualizing, forming, and coordinating multi-dimensional integrated missions. Using the resources of the USAWC Peacekeeping and Stability Operations Institute, students will share operational experiences and insights regarding peace operations through discussion, group presentations, and a table-top exercise featuring a hypothetical contemporary scenario. Course concepts will be reinforced with guest speakers who will share their observations on peace operations.

LESSONS:

- Lesson 1** - Introduction to Peace Operations
- Lesson 2** - The United Nations
- Lesson 3** - Other International Organizations
- Lesson 4** - Considerations in Peace Operations
- Lesson 5** - Reform Initiatives
- Lesson 6** - Exercise-Situational Assessment
- Lesson 7** - Exercise-Mission Planning
- Lesson 8** - Historical Case Studies (Student Presentations)
- Lesson 9** - Current Missions (Student Presentations)
- Lesson 10** - Course Conclusion

**PS2229 TITLE: SECURITY SECTOR FOR PRACTITIONERS:
A WHOLE-OF-GOVERNMENT APPROACH**

SCOPE: This course examines the key characteristics of security sector assistance and reform that impact on U.S. national security strategy and U.S. Stability Operations: Disarmament, Demobilization, and Reintegration (DDR) of former warring factions into society; comprehensive Rule of Law; Ministerial Advising, Military Reform; and Police Reform. This elective assesses the dynamics of the security sector as an integral element of stability operations, doctrinal guidelines, and best practices. Accordingly, it examines how the security sector contributes to broader U.S. Stability Operations objectives.

Students become familiar with the importance of political structures in shaping a stable environment, the various perspectives of stakeholders and their influence on the security sector process, the logic behind the whole-of-government and comprehensive approaches, key aspects of ministerial advising, case studies for practical consideration, and organizing for security sector programs. The course focuses on key aspects of Security Sector Reform, such as the responsibilities of countries providing assistance, international organizations/non-governmental organizations, and the host-nation government. Accordingly, the instruction considers military and police reform, democratic political structures, and ministerial reform. In summary, the seminar discusses policy and program objectives, challenges, and potential multi-ordered effects of activities and strategies so as to prepare the practitioner for security sector programs in transitioning and post-conflict states.

LESSONS:

Lesson 1 – Introduction to Security Sector Reform

Lesson 2 - Disarmament, Demobilization and Reintegration (DDR) as a Component of Security

Lesson 3 - Structures of Governance, Transition, and Security Sector Reform.

Lesson 4 - Liberia Case Study: SSR in Practice

Lesson 5 - Justice and Rule of Law Reform

Lesson 6 - Reforming Policing and Law Enforcement

Lesson 7 - Defense Reform: Civilian Oversight and Control Mechanisms

Lesson 8 - Biometrics and Forensics Support to SSR

Lesson 9 - Advising in Security Sector Reform, International Security Force Assistance

Lesson 10 - Organizing Security Sector Reform for Effectiveness

PS2231 TITLE: CONFLICT ASSESSMENT AND RESOLUTION: ANALYZING PEACE AND STABILITY OPERATIONS AROUND THE GLOBE

SCOPE: This course places diplomatic, military, and development conflict assessment tools within the context of the analytic schools of conflict resolution, management, and transformation, thereby offering the student a well-grounded ability to formulate operational priorities to end violent conflict; analyzes U.S. national security and foreign policy goals in relation to conflict resolution; and invites the student to debate the effectiveness of key U.S. operational options for resolving conflicts. This course is also designed to (1) provide a broad overview of key concepts and issues that strategists must grasp to better understand the use of U.S. instruments of power, both soft and hard; and (2) explore the growth, dynamics and effects of non-state security threats particularly in Africa and the Middle East.

LESSONS:

Lesson 1 – Course Introduction Survey of Key Objectives, Concepts, and Nigeria as Central Course Project

Lesson 2 - Discuss Overarching Issues from Pinker and Acemoglu –
Why is violent conflict currently declining in the world? Why do states fail and why do we care? Mass Atrocity as a subset of violent conflict.

Lesson 3 – Review Conflict Assessment Frameworks

Lesson 4 – Review Complete ICAF Case Study: Liberia

Lesson 5 – ICAF Project (Part I): Nigeria

Lesson 6 - ICAF Project (Part II): Nigeria

Lesson 7 – ICAF Project Iraq and Syria: Countering the Islamic State

Lesson 8 – ICAF Project the U.S. Rebalancing Strategy and Maritime Disputes in the East and South China Seas

Lesson 9 – Student Presentations

Lesson 10 – Student Presentations