

George Mason University  
Spring 2007  
MNPS 702-5P1/PUBP 651

## **PRACTICE OF PEACE OPERATIONS**

Thursdays, 4:30-7:10 p.m.  
Arlington Campus (Old Building), Room 253

**Professor:** Allison M. Frendak-Blume, Ph.D.  
**Office:** Arlington Campus, Room 228  
**Mailing Address:** 3401 North Fairfax Drive, MS 3B1  
George Mason University, Arlington, VA 22201-4498  
**Phone:** 703.933.4983  
**Fax:** 703.993.1701  
**E-mail:** afrendak@gmu.edu  
**Office Hours:** Thursdays, 3-4 p.m.

### **Overview**

This course will examine knowledge, skills, and abilities required of the professional engaged in peace operations. Included in these are emerging professional challenges that require broad competence in theoretical, technical, institutional, and procedural knowledge. The course challenges students to question traditional assumptions concerning roles and responsibilities of actors involved in these missions. Of particular importance is developing an appreciation for the extent to which the applicability of different sets of decision approaches (e.g., cost-benefit analysis, asset management, or public participation) depends upon the consensus on values and objectives among participants involved in the operations, and the nature of the conflict addressed by the intervention. Peacemaking, peacebuilding, peacekeeping, and peace support functions serve as the core thematic platform, and planning, implementation, and assessment as phasing, for investigating the practice of peace operations. Experiential reflections and practical knowledge are shared throughout the semester by guest speakers engaged in past, and present, missions.

### **Course Requirements**

- 1) (10%) A five-to-ten minute formal, in-class *project proposal presentation*.
- 2) (45%) "*Planning*," "*Implementation*" or "*Assessment*" *project* numbering 20-30 double-spaced pages (details below).
- 3) (20%) Completion of *second UNITAR-POCI course* (details below).
- 4) (25%) *Class participation*.

### **Required Readings:**

#### *Books to Purchase*

Jett, Dennis C. 2000. *Why peacekeeping fails*. New York: St. Martin's Press.

Rieff, David. 2002. *A bed for the night: Humanitarianism in crisis*. New York: Simon & Schuster.

#### *Materials to be E-Mailed or Obtained by Students through GMU Library Databases*

Coordinator for Reconstruction and Stabilization (S/CRS). 2005. *US Government draft planning framework for reconstruction, stabilization, and conflict transformation*. Norfolk: United States Joint Forces Command J7. (Will be e-mailed to class)

Farrand, Robert William. Unpublished manuscript. (Will be e-mailed to class)

- McCreedy, Kenneth O. 2001. Planning the peace: Operation eclipse and the occupation of Germany. *The Journal of Military History* 65, no. 3 (July) : 713-739. (ArticleFirst or E-Journal Finder on the GMU Library webpage: <http://library.gmu.edu/>)
- Rathmell, Andrew. 2005. Planning post-conflict reconstruction in Iraq: What can we learn? *International Affairs* 81, no. 5 : 1013-1038. (ArticleFirst or E-Journal Finder on the GMU Library webpage: <http://library.gmu.edu/>)
- Rolfe, Jim. 2001. Peacekeeping the Pacific way in Bougainville. *International Peacekeeping* 8, no. 4 (Winter) : 38-55. (ArticleFirst or E-Journal Finder on the GMU Library webpage: <http://library.gmu.edu/>)
- United Nations (UN). 2003. *Standardized training generic modules—Level 1. UN support—SGTM 15: United Nations logistics*. Universal resource link located at: <http://www.un.org/depts/dpko/training/sgtm/sgtm.htm>; accessed on 5 January 2007.

### **Correspondence Course:**

This semester we will continue with the inclusion of a correspondence course into the regular syllabus. This course, *The History of UN Peacekeeping Operations following the Cold War*, by F.T. Liu, may be obtained via: <http://www.unitarpoci.org>. The course must be completed and the graded certificate turned in prior to the April 5, 2007 class. Since this course will require significant time outside of the classroom two periods have been designated as compensatory time.

### **SPP Policy on Plagiarism:**

The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable. Plagiarism is the use of another's words or ideas presented as one's own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another's work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined. Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one's professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career. The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of "F." This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student's transcript. For foreign students who are on a university-sponsored visa (e.g. F-1, J-1 or J-2), dismissal also results in the revocation of their visa. To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student's work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it. (<http://www.gmu.edu/facstaff/handbook/aD.html>)

## Course Outline

### *Planning for Operations*

01: 25 January

- Introductions
- Overview of Class
- *Topic: How do NGOs become involved?*
- *Speaker: Bill Stuebner (ACDI/VOCA)*

02: 1 February

- *Topic: How do governments become involved?*
- *Speaker: Mark Sweberg (Former Deputy Director of the Office on Contingency Planning and Peacekeeping, U.S. Department of State)*
- Readings: McGreedy (all); Rathmell (all); S/CRS (pp. 6-31)

03: 8 February

- *Topic: How does the UN get involved?*
- *Speaker: COL Tim Cornett (U.S. Army Peace and Stability Operations Institute)*
- Readings: Jett (pp. 1-73)

### *Implementation*

04: 15 February

- *Topic: Disarmament, demobilization, and reintegration (DDR) of former combatants*
- *Speaker: Mr. Jack McCarthy (DAI)*
- Readings: Rieff (pp. 1-56); \_\_\_\_\_

05: 22 February

- *Topic: Logistics*
- *Speaker: Mr. Peder Cox (PSI, Inc.)*
- Reading: Rieff (pp. 57-120); UN (entire document)

06: 1 March

- Compensatory Time

07: 8 March

- Project Proposal Presentations

15 March

SPRING BREAK

08: 22 March

- *Topic: Returns and Multi-Ethnic Governance*
- *Speaker: Amb. (ret.) Robert William "Bill" Farrand (POPP)*
- Readings: Rieff (pp. 123-154); Farrand (pp. 1-17)

09: 29 March

- Compensatory Time

10: 5 April

- Correspondence Course Certificates Due
- *Topic: Elections*
- *Speaker: Mr. Jeff Fischer (formerly IFES)*
- Readings: Rieff (pp. 155-229); \_\_\_\_\_

11: 12 April

- *Topic: Demining*
- *Speaker: Mr. Mike Bailey (RONCO Consulting Company)*
- Readings: Rieff (pp. 231-265); Jett (pp. 133-144); \_\_\_\_\_

12: 19 April

- *Topic: Policing*
- *Speaker: Ms. Angelic Little-Turner (Office of Afghanistan & Pakistan, U.S. Department of State)*
- Readings: Jett (pp. 75-132); \_\_\_\_\_

### ***Assessment***

13: 26 April

- *Topic: Lessons Learned (Military-side)*
- Speaker: Col. Monte E. Dunard (Director, USMC Center for Lessons Learned)*
- Readings: Jett (pp. 145-195); \_\_\_\_\_

14: 3 May

- *Topic: Best Practices (Civilian-side)*
- *Speaker: Prof. Dave Davis (Director, POPP)*
- Readings: Rieff (pp. 267-335); \_\_\_\_\_

15: 10 May      Project Due

### **“Planning,” “Implementation” or “Assessment” Project:**

All students will meet individually with the professor to create a practical writing project for submission on the final day of class. One must first determine whether the focus will be on planning, implementation, or assessment, and then on the location and/or specific function to be examined. What follows are some examples:

#### ***Planning***

- Take S/CRS’ Stabilization, Reconstruction, and Conflict Transformation Planning Template, the CSIS/RAMP Post-Conflict Reconstruction Task Framework, or the Conceptual Model of Peace Operations and apply it to a potential, future, conflict area.
- Search the literature for a planning template and apply it to a potential, future, conflict area.
- Draft a grant proposal for operations in an existing conflict or post-conflict area.

#### ***Implementation***

- Pick a function—DDR, elections, policing, refugee assistance, demining, establishing courts, dealing with war criminals, etc.—and draft a “best practices” paper on how this should be conducted.

## *Assessment*

- Take the CSIS/RAMP Post-Conflict Reconstruction Task Framework or the Conceptual Model of Peace Operations and assess some aspect of a current or completed operation.
- Search the literature for an assessment framework and apply it to a current or completed operation.
- Take a planning document or strategy piece written prior to an operation, for instance CSIS' A Wiser Peace: An Action Strategy for a Post-Conflict Iraq, and assess its recommendations in light of what transpired on the ground.
- Take an assessment document and update its findings.