



**National Defense University
Global Alumni Summit**

Combating Terrorism and Building Partner Capacity

Curriculum

Rabat, Morocco
Tuesday 26 June to Friday 29 June 2018

The National Defense University Global Alumni Summit convenes practitioners and analysts to discuss emerging security threats and opportunities, creating a forum for the exchange of lessons learned and to discuss new answers to the most vexing strategic questions of our time. The event will feature a mix of international perspectives from leading think-tanks and universities, speakers from the NDU's growing and burgeoning alumni community of practitioners and leaders, as well as the latest research and insights from NDU's own faculty. This multidisciplinary representation of speakers and attendants mirrors the underlying call for a multifaceted understanding of contemporary security problem and a networked approach to developing resolutions.

The event is structured around seven separate panels, three break-out sessions, and one group exercise. The seven panels respond to the area of security, peace, and strategy identified by the NDU faculty and our alumni as requiring urgent attention.

This curriculum provides an introduction to each panel, a synopsis of the scheduled presentations, and a set of discussion points and learning objectives for the break-out groups. Our faculty at the National Defense University stand by to assist our alumni with academic analysis and guidance to meet their strategic and operational needs.

Day 1 – Tuesday 26 June 2018: Regional Threat Analysis

Panel 1: Strategic Trends in Africa

Moderated by COL (ret.) Kirklin Bateman, Ph.D., CISA

This panel explores current and emerging security trends on the African continent. Expert speakers will examine strategic-level developments in Africa with international or transnational dimensions so as to frame the discussion of more specific cases and topics in the panels that follow.

- Ms. Amanda Dory of the National War College, NDU, will present a *tour d'horizon* of the **African security context and challenges**, focusing on long-term trends plus threats/opportunities associated with change, shocks, and discontinuities. Her comments will touch on changes in demography, governance, security, economics, technology, climate, and energy.
- Dr. Benjamin Nickels of the African Center for Strategic Studies, Department of Defense, will present on **the strategic trends within Africa's asymmetric threat environment**, especially as it concerns Al Qaeda and ISIS-related groups in the Horn, North, Sahel, and Lake Chad Basin regions.

- Dr. Djallil Lounas of the School of Humanities and Social Sciences, Al Akhawayn University, will present on the **re-composition within the jihadi scene** in the Sahel in the wake of the collapse of Daesh. He will especially focus on relations between the Daesh affiliate in the Sahel (ISGS) and local al Qaeda elements. His presentation examines the evolution of the relationship between these groups and what we should expect in the near future.

Panel objectives:

- Evaluate the main strategic and security trends affecting Africa today.
- Examine evolutions in the activities and alliances of leading terrorist and insurgent groups threatening African security.
- Position security-related threats within their political, social, and economic context.

Discussion Questions:

- What are the comparative roles of ideology and grievances in fomenting security threats on the African continent?
- Does Africa suffer from an image problem internationally? If so, why is this? If not, what is the African global niche and how is its story best told?
- Glass half full or half empty? What are the leading challenges and opportunities in Africa today and where do you see the likely future for the continent?

Panel 2: Africa Security Review: Practitioners' Perspectives

Moderated by Dr Kat Fisher, CISA

Featuring speakers from NDU's alumni, this panel will provide an update and overview of some of the most pressing security threats and opportunities within the North African and Sahel regions. The panel provides an opportunity for our alumni to present how their experience in the field impacts upon our understanding of common strategic challenges. More specifically, this panel will enable us to discuss how what was learned as a student impacts what we do as "graduate-practitioners" within the fields of security and peace-building.

- Brig.-Gen. Adeyinka Laguda, Nigerian Army, JDSC JCWS 2009, will examine **the operations against Boko Haram** and provide an evaluation of recent successes and challenges in countering this exceptionally lethal group. Based on his own experience in the Nigerian north, Brig. Gen. Laguda will give us a clearer idea of what might lie ahead for Boko Haram and what we can learn from this case.
- Col-Maj. Sory Kone, Malian Air Force, CISA CTF 2009, will present on the **international efforts at stabilization in Mali and the Sahel**. This area of the world is

affected by a large number of non-state armed groups, both large and small, with some adopting insurgent strategies, and others engaging mostly in terrorism, and others yet pursuing criminal objectives. The Mali state response benefits from international and regional assistance, but coordination and integration can impose new challenges. What can we learn about the unfolding of this conflict in recent years? Col-Maj. Kone provides a practitioner's perspective based on operational experience in Mali.

- Lt-Col Deo Assimwe, Ugandan People's Defence Force, CISA CTF 2017, will discuss **the role of strategic communications in the multi-lateral response to Al Shabaab**. Basing his comments on his own experience engaging in strategic communications, Lt-Col Assimwe will comment on the ways in which al Shabaab creates narratives to overcome its military inferiority and build legitimacy. This leads to a discussion of state responses, drawing on the case of Uganda, and the lessons learned from this experience.

Panel objectives:

- Evaluate the developments in Africa's leading fronts against violent Islamist extremism.
- Identify commonalities and contrasts in threat strategy and state response across the three theaters of operation discussed.
- Evaluate best practices, conditions for success, and main limitations, in the specific cases and more generally.

Discussion Questions:

- Is Africa winning the so-called 'War on Terrorism'? What accounts for the level of success experienced in recent years?
- Why do states struggle against actors with an exclusionary ideology and limited military means? How can we do better?
- Is legitimacy the center of gravity in the cases under review, or in irregular warfare more generally? Is this lens useful or not – and why?

Panel 3: Global Perspective on Countering Security Challenges

Moderated by Dr Peter Thompson, CISA

This panel will include participation from our alumni from beyond the North African region, who will share their experiences and provide insight on international responses to security challenges. As with Panel 2, the presentations by former NDU students provides an invaluable opportunity to mesh theory with practice, and to marry the curriculum of studies with the challenges of engaging on the ground, as a practitioner.

- Brig.-Gen. Santosh Dhakal, Royal Nepalese Army, CISA CTF 2011, will discuss **evolutions in non-state armed group strategy**, as based on Nepal's history with the Communist Party of Nepal (Maoist). The case represents analytical ambiguity and forces a careful re-assessment of insurgent strategy and operational art in the 21st century. As the CPN(M) achieved what no other Maoist actor has done since the Vietnam War, it is a case study rich in lessons both for other insurgent groups and for state seeking to craft an effective response.
- Col Eduardo D'Avila, Brazilian Air Force, CISA CTF 2015, will discuss the challenge of state pacification of various criminal and **gang-related security threats in Brazil**. Looking at the emergence and converge of illicit actors, gangs, and criminal insurgencies, the presentation explains of how one country, Brazil, has sought to orient itself to fight the threats of the 21st century. The brief will look at lessons learned from these experiences and provide insight into how other states can best learn from Brazil's experience.
- LTC Danielle Veira, Suriname Army, CISA CTF 2015, will discuss the latest developments in the **women, peace and security** effort. This major drive, finding its roots in the UN Security Council Resolution 1325 of 2000, seeks to include women actors in peace-building processes, from peace and reconciliation activities to peacekeepers. This presentation builds on the speaker's research at NDU and her career in this field and will add a valuable gender perspective to our discussion of international peace and security.

Panel objectives:

- Evaluate the lessons from the cases under review to other efforts at combating terrorism and countering violent extremism.
- Discuss the terrorism-crime nexus and other innovations in the strategies and operational art of non-state armed actors.
- Appraise the contribution of the Women, Peace and Security lens to current international security challenges.

Discussion Questions:

- What are the most challenging evolutions in global insurgent and terrorist tactics and operations? Has the character of counterinsurgency changed since the manuals were written?
- What is a criminal insurgency and to what degree can state responses draw from counterinsurgency literature and best practices in crafting an effective response?
- Discuss the importance of adding a female voice and actors to processes of peace-building and reconciliation.

Day 2 – Wednesday 27 June 2018: Countering Irregular Threats and Actors

Panel 4: Building Partner Capacity

Moderated by LTC David Oakley, Ph.D., U.S. Army, CISA

Recognizing that contemporary security challenges are complex and require international assistance and cooperation to be countered effectively, this panel will home in on the practice and challenges of building partnership capacity. Multilateral cooperation is a foundation for successful action against irregular threats, particularly as these often spread transnationally and across borders in their operations, attacks, and effects. Thus, the need for partnership is paramount, but there are significant challenges relating to knowledge transfer, cooperation, and sustainability. This panel will explore these issues from three separate but related perspectives and provide insight into how to move forward with this critical component of international cooperation.

- Brig Gen. Steven deMilliano, USAF, Deputy J-5 at U.S. AFRICOM, will discuss the US experience with **building partnership capacity through the AFRICOM combatant command**. American efforts to work “by with and through” African partner nations have been ongoing since shortly after 9/11 – and in some cases precede these terrorist attacks – but have only recently caught the attention of the mainstream media. Questions abound about the strategic effectiveness, conditions for success, and overall theory of victory surrounding the so-called “indirect approach.” Brig.-Gen. deMilliano will touch upon these issues.
- Col-Maj. Moussa Salaou Barmou, Niger Army, CISA CTF 2008, will discuss the “**host-nation**” **perspective on building partnership capacity**, drawing specifically on the Nigeran experience of working with international sponsors and advisers within the realm of special operations. Col-Maj. Barmou will provide a different lens on building partnership capacity efforts, bringing to light the viewpoints and insight of the partners through which the United States and other nations seek to meet common goals of counter-terrorism and counterinsurgency.
- Mr Neilesh Shelat, USAID, will offer a presentation on the **civilian side of building partnership capacity**. For civilian agencies, BPC often takes a slightly different meaning than in military contexts. This perspective is critical to include, as the efforts of countering irregular threats are so often predominantly political and require a whole-of-government approach to be resolved. For this reason, Mr. Shelat’s presentation will

provide a non-military perspective on the indirect approach, comment on lessons learned, and draw some conclusions on the way ahead.

Panel objectives:

- Evaluate the potential and perils of building partnership capacity as an approach to countering irregular threats.
- Discuss the need for a whole-of-government approach to building partnership capacity.
- Relate building partnership capacity to the notion of strategy, which goes beyond capability and requires something more focused, more specific, and carefully planned.

Discussion Questions:

- What are the greatest challenges in building partnership capacity and how have and can these be effectively overcome?
- What is the role of governance reform in countering irregular threats and can these be achieved through Building Partnership Capacity efforts?
- Are BPC efforts too tactical? How should we integrate them into a strategic whole?

Panel 5: Countering Violent Extremism: International Perspectives

Moderated by Dr David H. Ucko, CISA

This panel provides various international insights on how violent extremism can and has been prevented in a variety of contexts and ways. Speakers from leading think-tanks and research institutions will share their experience and insight from engaging in multilateral and international CVE initiatives. This panel will generate discussion of lessons learned and best practices that could influence national-level CVE programs. The discussion is germane as a growing number of countries seek to add a CVE dimension to their counter-terrorism strategies. Is this a sound way forward? If so, what are the conditions for success?

- Dr Hassan Abbas, CISA, will discuss the **use and misuse of CVE**, homing in on the best and worst practices associated with this approach. The presentation will touch upon the politics of CVE and the conceptual challenges underlying the term. Looking specifically at the UAE/US-led Hedaya, the Saudi ‘Eidal’ program, and Pakistani anti-Taliban CVE initiatives, the talk will elaborate on the intellectual responses to violent extremism as well as the technological tools involved in countering it. Dr. Abbas’ presentation will also include an important discussion of the difficulties of measuring success appropriately.

- Dr Leanne Erdberg, United States Institute for Peace (USIP), will provide a presentation on **steps that nations can take to address the underlying conditions that foster radicalization**. Many of the mechanisms needed to craft and implement these improved practices already exist but need considerable scaling to meet the prevention needs in communities around the globe. Dr. Erdberg’s presentation proposes key questions that policy-makers intending to embark on CVE should ask.
- Dr William Lawrence, George Washington University, will speak about the **challenges of engaging twenty-first century youth**. The brief highlights CVE’s unintended problems, such as the stigmatization of communities, the disproven funnel theory, misperceptions of religion, and the insufficient focus on criminality, informal economics, corruption, repression, humiliation, and prisms of pain. Focusing on the diverse ways and variety of reasons in and for which youth radicalize, Dr. Williams provides ideas for how to improve our track record and practice of CVE.

Panel objectives:

- Appraise the difference between traditional counter-terrorism and CVE, and their relation.
- Evaluate the potential and pitfalls of CVE both in theory and as practiced.
- Discuss the respective roles of civil society and the state in conducting CVE.

Discussion Questions:

- Does CVE represent something new or is it just a new term for something that governments have typically chosen to neglect? Will the introduction of a new term make a difference?
- How political is CVE? What is the appropriate role of the state?
- When it comes to CVE, how does one measure success?

Panel 6: Countering Violent Extremism: Regional and Moroccan Experiences

Moderated by Dr Ben Nickels, ACSS, DoD

Morocco is engaging in a very exciting and ground-breaking program of CVE. This panel, featuring members of the Moroccan CVE community, will provide an opportunity to identify and engage with the best practices encountered in the Moroccan national context and the lessons learned in engaging against violent extremism. Speakers will share their programmatic experience and discuss ways in which other participants and players can learn from the Moroccan case study. The speakers will also relate the Moroccan case to the broader regional context, so as to achieve appropriate comparative insights based on other North African cases

and experiences. Specific topics include civil-military relations and CVE and the role of civil society in preventing mobilization into violence.

- Dr Nizar Messari, Vice-President, Al Akhawayn University, will provide an overview of **Moroccan CVE efforts** and explain its unique experience with this approach to irregular threats. This overview of the Moroccan experience will consider the spiritual, security, and development-related policies established to counter terrorism and radicalization. The presentation will also promote the need for a Gandhian approach to CVE.
- Mr. Yassine Souidi, Rabita Mohammadia of Ulama, will discuss the **spiritual aspects of Morocco's CVE programs**. Given the role of religion in the ideology of Islamist non-state armed groups such as al Qaeda and ISIS, states must engage with the delicate tasks of religiously based de- and counter-radicalization. Morocco has substantial experience in this field, and Mr Souidi presentation will provide insight into its main programs and activities, to include the Morchida Initiative, which has received substantial international attention.
- Ms LeAnna Marr, USAID, will present on the **USAID's experience in enabling and supporting CVE projects in Morocco**. USAID has become one of the leading US institutions engaged in CVE activities and, as such, Ms Marr's presentation provides insight into how it approaches this work, how it engages with state and non-state actors, and how it measures its success.
- Ms Zineb Benalla, Eirene Associates International, will provide an overview of **regional civil-society experiences with CVE**, drawing on her own work in this field. With civil society the main leader in CVE efforts, Ms Benalla's presentation provides an opportunity to engage with how actors within this realm perceive and operate with CVE projects.

Panel objectives:

- Appraise and evaluate Morocco's experience with CVE vis-à-vis other countries and cases in the region.
- Examine the role of civil society actors in CVE and their relation to the state.
- Evaluate the operationalization of theoretical best-practice within Morocco's experience with CVE.

Discussion Questions:

- Does Morocco represent a CVE success story? How does it relate to other countries' experience, both regionally and beyond?
- What best practices can be drawn from the Moroccan experience?
- Is democracy a necessary prerequisite for successful CVE? What is the role of political opportunity structure?

Day 3 – Thursday 28 June 2018: Addressing Common Security Threats: Taking Stock and Looking Forward

Panel 7: Future Security Trends

Moderated by Dr Hassan Abbas, CISA

This panel will explore emerging security trends that are likely to shape state concerns and cooperation in decades to come. By examining the effects of likely developments affecting the security portfolio, the panel will also highlight areas urgently in need of more sustained attention, both academic and policy-oriented, so as to help craft an integrated response to common security challenges. This is a conversation that dwells not only on the possible dangers on the horizons, but should also consider opportunities, however fleeting, that must be seized to create a better future. Specific issue areas to be covered include: migration, cyber challenges, and insurgency.

- Ambassador Makila James, International Student Management Office, NDU, will discuss the **likely developments in Africa** in the decades to come. The presentation will highlight both challenges that must be met as well as opportunities that ought to be seized to create a better tomorrow. Specific areas of focus in Amb. James' presentation include demographics, governance, and economic development issues, as well as the trends of climate change, education, energy and domestic resource mobilization. Amb. James will also touch upon the Agenda 2063 plan as the African vision for the future and where it presents areas of synergy for the United States.
- Dr David Ucko, CISA, will discuss the **future of insurgency**, homing in on the likely adaptations in insurgent strategy and operational art that will occur in the coming few decades. Specifically, the presentation looks at how insurgent groups will exploit non-violent and narrative-building to offset their military inferiority, relying increasingly on infiltrative, localized, and ideational forms of struggle.
- COL Nancy Blacker, U.S. Army, College of Information and Cyberspace (CIC), NDU, will examine the likely **developments in the cyber domain** for the African continent and beyond. This discussion will elaborate on the likely challenges to be seen in the realm of accelerated technological advances, but also offer ideas for how states can prepare and counter these potential threats.
- Dr Rameez Abbas, CISA, will present on **emerging trends in migration**, an area that has become increasingly significant since the onset of the Syrian civil war. Dr Abbas will provide a trend analysis of migration patterns and discuss the likely drivers and factors underlying the movement and displacement of populations in the decade to come.

Panel objectives:

- Identify the most likely and most relevant trends for which states must prepare.
- Discuss the appropriateness of extant state capabilities in meeting the security challenges of tomorrow.
- Locate the main opportunities that might help states and the international community build a better tomorrow.

Discussion Questions:

- What are the main security risks and opportunities to emerge in different parts of the world?
- What is the role and potential of multilateral institutions in guiding a response to the over-the-horizon challenges?
- What is the role of history in understanding future challenges? Are we prepared for what is to come?

Group Exercise: Brief-Back

Moderated by COL (ret.) Kirklin Bateman, Ph.D., CISA

The NDU Global Alumni Summit will conclude with a group exercise in which each break-out group will reflect on the topics under discussion and relate them to their own contexts and experiences. The exercise will bring out the lessons learned and areas requiring particular attention in coming events. By conducting a gap-analysis of competence and capability, attendants to the conference will highlight the key take-aways from their discussions and prepare to brief these within the final session of the event. These take-aways will touch upon the main priorities for state consideration and investment so as to help integrate and improve the policy-making against irregular or non-traditional threats.