

Executive Course

Field Analysis of Fragile States and Transitions



19–21 June 2013
School of Public
Policy (CEU),
Budapest

The Executive Education course on Field Analysis of Fragile States and Transitions at the Central European University's School of Public Policy will provide participants with insights into field-based research on early warning, prevention and resolution of violent conflicts and transitions in fragile states. Focusing on key practical techniques, policy interventions and presentation, the three-day course is aimed at building skills for those whose work involves dealing with countries undergoing rapid, destabilising change.

1. Background

In the past decade, policymakers have faced a number of situations in which it was necessary to make rapid assessments of unexpected change and develop policies to support political transitions in the wake of conflicts or revolutions. Over this decade we have learned that many of the ways in which we analyse these situations are inadequate and that responses have been poorly integrated. International actors have failed to anticipate conflict or to find ways to promote development, democracy, human rights, rule of law and security at the same time. Coordination of aid has been weak. Money for militaries has been plentiful; money for justice, policing and capacity building less so. But beyond finances, there has been a failure in the way the international community approaches many transitions.

This executive workshop offers a unique opportunity for exceptional candidates from international and non-governmental organisations, government and think tanks to hone their skills in conducting analysis in some of the world's most demanding settings. Jointly conducted by three senior experts in the fields of early warning, conflict prevention and resolution and transitions, the course offers practical guidance in everything from how to conduct interviews in an insecure setting to shaping and presenting analysis and recommendations in a way that will result in changed policies.

Using innovative learning technologies, case studies, and lively interaction between instructors and students, the course is designed to give individuals the real world tools they need to effectively promote peace, security and the rule of law in complex and volatile environments.

The course will take place over three days with participants required to do some advance reading and watch a number of short video lectures.



2. Objectives

▶ *The course will focus on three key areas:*

- How to analyse rapid political developments that may lead to conflict and how to develop policy on the run during conflicts and political transitions.
- Integrating policies that promote security, rule of law, development and democracy.
- The lessons learned since 2001: Kosovo, Afghanistan, Iraq, Kyrgyzstan, the Arab Spring and other transitions and complex emergencies.

▶ *The course seeks to impart skills in five areas:*

- Information gathering
- Analysis
- Policy development
- Advocacy and presentation
- Personal awareness

▶ *Questions and issues to be explored in ten working sessions:*

- **Gathering information**

How can you gather relevant information on the ground while keeping yourself and your contacts safe? What skills do you need to improve?

- **Assessment and Analysis**

What pitfalls are there in analysing fragile states and transitions? How can analysts avoid group think? How can early warning be improved?

- **Conflict Dynamics**

What are the key dynamics to consider in conflicts and political transitions? What are the hallmarks of international responses and why are they framed this way? How have the concerns changed in recent years?

- **Policy Responses**

Why are policies so rarely integrated and how can this be improved? How can policymakers anticipate and prepare for conflicts and transitions? What should we learn from the mistakes of the past decade? What can we learn from recent history and how can we move from early warning to integrated policymaking in transitions?

3. Draft Agenda

▶ 19 June **INFORMATION AND ANALYSIS**

Session I **Conflicts and Political Transitions in Fragile States**

Key dynamics, the framing of analysis.

Coffee break

Session II **Conflicts and Political Transitions in Fragile States**

Newly emerged concerns – early warning, gender (UNSCR 1325), terrorism, natural resources.

Lunch

Session III **Information Gathering and Analysis**

Who to talk to and why, how to keep yourself and them safe.

Coffee break

Session IV **Information Gathering and Analysis**

How and why do bureaucracies get it wrong? What are the key pitfalls and how do you avoid them?

▶ 20 June **POLICY DEVELOPMENT**

Session V **Developing Policy in Fragile States**

What is achievable? What roles can the international community play and how is that changing?

Coffee break



Session VI **Developing Policy in Fragile States**

Emerging concerns: Policy integration, civilian protection, gender, terrorism, and crime.

Lunch

Session VII **Policy Approaches to the Conflict Cycle**

Integrating core aspects of advance warning, prevention and resolution. Security and the rule of law. What are the gaps in our knowledge?

Coffee break

Session VIII **Policy Approaches to the Conflict Cycle**

Aid flows and coordination mechanisms. Do quick impact projects work? What is the role of targets and conditionality? What are the key levels of engagement?

▶ **21 June** **CASE STUDIES AND POLICY ADVOCACY**

Session IX **Learning Lessons (Part 1)**

What are some of the lessons of Kosovo, Afghanistan and Iraq? What are the uses and abuses of history?

Learning Lessons (Part 2)

How could lessons from past transitions be applied in new cases such as Tunisia, Myanmar and elsewhere?

Lunch

Session X **Policy Advocacy**

Who matters and why? How to target local and international audiences. Who gets left out of the discussion? How to avoid the echo chamber? New technologies and their use. New actors and how to reach them.

Conclusions **Summary of Key Trends, Lessons and Challenges**



4. Biographies of Organisers

Mark FREEMAN
Institute for Integrated
Transitions



MARK FREEMAN is the Executive Director of the Institute for Integrated Transitions. A Belgian and Canadian citizen, Mark is an international lawyer and leading expert on human rights issues in contexts of democratic and post-conflict transition. During the last 15 years he has worked extensively with societies in transition including Algeria, Bolivia, Bosnia and Herzegovina, Burundi, Colombia, DR Congo, El Salvador, Kenya, Mauritania, Morocco, Nepal, Serbia, Sri Lanka, Tunisia, Turkey and Zimbabwe.

Mark helped launch and direct the International Center for Transitional Justice, in New York and in Brussels, and is the author of several leading texts on issues of political and post-conflict transition including *Necessary Evils: Amnesties and the Search for Justice* (Cambridge University Press, 2010) and *Truth Commissions and Procedural Fairness* (Cambridge University Press, 2006), which received the American Society of International Law's top prize. Mark is a lecturer-in-law on Transitions and Conflict Management at the KU Leuven Faculty of Law and previously served as Chief of External Relations at the International Crisis Group.

John NORRIS
Center for American
Progress



JOHN NORRIS is the Executive Director of the Sustainable Security and Peacebuilding Initiative at American Progress. He has served in a number of senior roles in government, international institutions, and nonprofits. John previously served as the Executive Director of the Enough Project at American Progress. John was the chief of political affairs for the United Nations Mission in Nepal as that country tried to emerge from a decade-long war. Previously, John served as the Washington chief of staff for the International Crisis Group, conducting extensive field work and senior-level advocacy for resolving conflicts in South Asia, Africa, and the Balkans.

Earlier in his career, John served as the director of communications for U.S. Deputy Secretary of State Strobe Talbott. He also worked as a speechwriter and field disaster expert at the U.S. Agency for International Development. John is the author of several books, including the *Disaster Gypsies*, a memoir of his work in the field

of emergency relief, and Collision Course: NATO, Russia and Kosovo. John has published commentary in the Washington Post, Los Angeles Times, Wall Street Journal, and elsewhere. He has a graduate degree in public administration.

Robert TEMPLER
**School of Public Policy,
Central European
University**



ROBERT TEMPLER is professor of practice at the Central European University's School of Public Policy. He was the director of the Asia Program at the International Crisis Group from 2001 until 2012. He opened a dozen offices around the region and was involved in the research and writing of 400 reports on conflicts in more than 20 countries. He has done considerable work on Islamism throughout Asia as well as developed reports on governance, post-conflict development, constitution writing and security sector reforms.

He was formerly a correspondent in several Asian countries and taught at the University of California at Berkeley. He is the author of *Shadows and Wind: A View of Modern Vietnam*. His articles have appeared in numerous publications around the world.



5. Other Information

Application:

The course is aimed at analysts in government and international organisations as well as those working in the non-profit and for-profit sectors. To apply please visit our website and fill out the form at <https://spp.ceu.hu/executive-courses-application-form>. All applications must be received by 17 May 2013. The course will be limited to a maximum of 25 participants.

Participation fee:

The fee for participation is €1,500 per person. This includes daily full-day instruction, a welcome reception and meals during the sessions. Participation fees will be used to make this course a sustainable and regular annual effort.

Travel/accommodation:

SPP will cover participants' travel, visa, accommodation or insurance costs only in exceptional cases. In principle, all travel and accommodation arrangements must be organized by the participant. SPP will, however, provide letters in support of participants' visa applications and secure accommodation options at special rates.

Course material:

Three weeks prior to commencement of the course, applicants will receive access to an online resource packet including required and suggested readings.



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