



**UNITED STATES INSTITUTE OF PEACE
FOUNDATIONS OF CONFLICT ANALYSIS**

JULY 13-17, 2009

Course Facilitators:

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DRAFT AGENDA

For practitioners in the field of conflict prevention and conflict management, effective action depends upon insightful analysis. This course presents an introduction to the subject of conflict analysis, illustrating analytical tools used by practitioners through case studies and scenario gaming exercises. It examines evolving global threats to peace (e.g. fragile states/economies, ethnic and religious conflicts, weapons proliferation, environmental degradation and competition for natural resources). The course also provides a framework for assessing local or regional causes of conflict, potential triggers for escalation, and opportunities for productive engagement by third parties in order to prevent or mitigate violence.

Learning Objectives: By the end of this course, participants will

- Understand the “life cycle” of violent conflict from pre-crisis tensions to post-conflict peacebuilding, and the characteristics of each of these stages of the conflict cycle
- Understand various causes of conflict (including political, military, economic, historical, cultural, and environmental factors) that can threaten global security
- Understand how external actors, both governmental and nongovernmental, can influence a conflict either positively or negatively
- Recognize conflict early warning signs (e.g. inflammatory rhetoric, formation of paramilitary groups)
- Recognize potential “trigger” events when tensions may escalate into violent conflict
- Be able to analyze a conflict, identifying conflict drivers and key stakeholders, and to establish predictors for the potential future trajectory of the conflict.
- Be able to analyze how potential actions by external parties, both governmental and nongovernmental, are likely to influence the evolution of the conflict.

MONDAY, JULY 13

18.30 - 20.30 **Official Opening of the Course**
Welcome & Introductions

20.30 *Informal Welcome Dinner*

TUESDAY, JULY 14

9.00 – 10.30 **Introduction**

- *USIP background*
- *Personal and professional experiences in the field*
- *30-minute brainstorming on a conflict you know well:*
 - What is the conflict about?
 - How might it be escalated and/or de-escalated?

10.30 – 10.45 **Break**

10.45 – 12.30 **Causes of Global Conflict**

- *Dynamics and causes of 21st-century conflict*
- *Why conflicts turn deadly: realist, psychological, socioeconomic, and cultural perspectives*

12.30 – 13.30 **Lunch**

13.30 – 15.00 **Origins of the Rwandan Genocide**

- *Modes of conflict analysis and prevention*
 - *Systemic, structural, and operational prevention*
- *Rwanda on the brink, 1990-1993: Systemic, structural, and operational dimensions*
- *Distribution of readings for lessons learned case study*

15.00 – 15.15 **Break**

15.15 – 16.30 **Lessons learned exercise on conflict analysis toward Rwanda, 1990-1994**

- *Participants work in small groups, analyzing reporting and decision-making by the following entities:*
 - *U.S. Embassy Kigali*
 - *Washington-based U.S. government officials*
 - *International Commission of Inquiry*
 - *NGOs*
 - *UNAMIR leadership*
 - *Media reports*

16.30 – 17.30 **Video: *Chronicle of a Genocide Foretold* (1996)**

17.30 – 18.30 **Wrap up for the day**

- *Facilitator comments*
- *Participant comments/questions*
- *Discuss plan for next day*

19.00 **Dinner**

WEDNESDAY, JULY 15

9.00 – 10.30 **Rwanda Exercise Debrief: Cognitive Challenges of Conflict Analysis**

- *Early warning and the Rwandan genocide: who got it right, who got it wrong, and why?*
- *How did conflict analysis inform policymaking and vice versa?*
- *Cognitive Challenges: Groupthink, Black Swans, and Psychic Numbing*
- *Key take-away lessons.*

10.30 – 10.45 **Break**

10.45 – 12.30 **A Survey of Conflict Analysis Models**

- *Discussion of conflict early warning watchlists, conflict metrics instruments, and conflict assessment frameworks*

12.30 – 13.30 **Lunch**

13.30 – 14.45 **Strategic Listening**

- *The 6 W's: Who, What, Why, When, Where, How?*
- *The role of story-telling in escalating and resolving conflict.*

14.45 – 15.00 **Break**

15.00 – 16.30 **Case Study: Analyzing the Conflict over Kirkuk**

- *Discussion of historical and current political context of the conflict*
- *Small-group exercise utilizing the Strategic Listening Framework*

16.30 – 17.30 **Wrap up for the day**

- *Facilitator comments*
- *Participant comments/questions*
- *Discuss plan for next day*

THURSDAY, JULY 16

- 9.00 – 10.15** **Review of Previous Day; Kirkuk Exercise Debrief**
- 10.15 – 10.30** **Break**
- 10.30 – 12.30** **Scenario Planning and Game Theory (with Charles Martin-Shields)**
- *Presentation*
 - *Discussion*
- 12.30 – 13.30** **Lunch**
- 13.30 – 15.15** **Analyzing Conflict Along the Afghanistan-Pakistan Border**
- *Presentation*
 - *Scenario planning exercise*
- 15.15 – 15.30** **Break**
- 15.30 – 16.30** **Group Discussion: Analyzing Conflict Along the Afghanistan-Pakistan Border**
- *Conversation with Dr. Qamar ul-Huda, U.S. Institute of Peace (via videoconference link): Assessing threats to security in the Afghanistan-Pakistan border region*
- 18.00 – 18.30** **Wrap up for the day**
- *Facilitator comments*
 - *Participant comments/questions*
 - *Discuss plan for next day*
 - *Assignment of roles for situation analysis exercise*

FRIDAY, JULY 17

- 9.00 – 9.30** **Review of previous day; Debrief of Afghanistan Scenario Planning Exercise**
- 9.30 – 11.30** **Afghanistan-Pakistan Conflict Analysis—Continued**
- *Presentation on conflict transformation by Len Hawley, U.S. Institute of Peace (video recording)*
 - *Situation analysis exercise*
- 11.30 – 11.45** **Break**
- 11.45 – 12.30** **Debrief of Afghanistan-Pakistan Conflict Analysis**
- 12.30 – 13.30** **Lunch**

13.30 – 16.30

Concluding exercise

- *30-minute brainstorming on the conflict you analyzed on Day 1. Revisit the questions you addressed then:*
 - *What is the conflict about?*
 - *How might it be escalated and/or de-escalated?*
- *Discussion of practical applications of the course material for participants' own work*
- *Lessons learned & next steps*

16.30 – 17.30

Wrap up the seminar

- *Conclude workshop*
- *Participant comments*
- *Course evaluations*
- *Presentation of certificates*