



UNITED STATES INSTITUTE OF PEACE
**ACADEMY FOR INTERNATIONAL CONFLICT
MANAGEMENT AND PEACEBUILDING**

GOVERNANCE AND DEMOCRATIC PRACTICES IN WAR-TO-PEACE TRANSITIONS

Washington, DC
April 20-24, 2015

Lead Instructor:
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For countries emerging from conflict, it is critical to strengthen accountable and transparent governance institutions to support rule of law, good governance, and enduring peace. The need to support effective and representative institutions; to strengthen access to justice; to help build capacity toward an effective public administrative system, and create a robust civil society ensuring participation of women and traditionally marginalized groups is fundamental for establishing the foundation of an open and stable society. How can this be achieved, however, in states that have collapsed? This course will address these fundamental concerns of democratic state practice. Further, it will distill lessons learned and examine current areas around the world to provide the set of tools required to help rebuild and strengthen nation states. The Governance course will help enable practitioners, policy makers, diplomats, and civil society leaders in developing and implementing effective strategies for building democracy and governance in conflict-to-peace transitions.

A successful strategy in developing effective governance involves a multidimensional and cross-cutting approach. While elections, for example, form an essential component in a democratic transition, the impact of elections may not bring about the anticipated political results or transitions. Elections in an environment without an interim government seen as legitimate in the eyes of the populace and the international community, and without some form of common legitimizing of the electoral process within civil society, might be reduced to an exercise in futility. No less important will be the requisites to democracy building such as: developing a written constitution and or a system of checks and balances; strengthening the justice system; supporting an active and engaged civil society; and combatting corruption.

In rebuilding states, the international community plays different roles in helping to negotiate, establish, and implement peace agreements. Forms of intervention range from preventive diplomacy to deployment of a peacekeeping/peacebuilding mission -- one of the more prominent types of intervention in conflict-to-peace transitions occurs with the UN assuming a leading role. Other types of intervention involve international or regional coalitions. This course will pay special attention to international post-conflict recovery and state-building countries.

Learning Objectives

By the end of this course, participants will be able to:

- Understand the elements/factors/components (“framework”) that are necessary to promote a culture of democratic governance with systems of accountability in transition environments
- Use the framework to analyze a specific conflict to understand the strengths and areas for strengthening in a society
- Identify multidimensional issues within governance, and how these issues relate to each other
- Assess pre-existing factors on-the-ground that will inform how best to move forward in re-establishing, strengthening and/or building institutions
- Develop a strategy for promoting governance in a particular transition environment
- Apply lessons learned in considering current conflict-to-peace transitions in evaluating governance
- Develop and apply strategies for creating successful transitions from post-conflict environments to more stable political systems

Teaching Methodology and Structure

This course takes a problem-based approach to the role and function of governance in war-to-peace transitions, and will be punctuated by illustrative and timely case studies that are designed to underscore the challenges and lessons of establishing a viable and vibrant political system. Instructors, some of whom may not only have had direct experience in the field with post-conflict or transition scenarios but also are professors at distinguished Washington-based and international universities, will conduct intensive and interactive lectures and round-table seminars.

Case studies, interactive exercises, and simulations will be used to provide in-depth application of thematic issues, and will allow each student to solve problems from the vantage point of relevant institutions (from UN agencies to humanitarian groups to those in interim governments). These case studies will allow for serious discussion and analysis of cross-sector issues and perspectives from economic reconstruction to rule of law reform.

In addition to defining “success” and measured achievements, the primary challenge will be to first understand the core conditions for success of the identified state-building efforts, and to identify factors that are specific to those particular cases. It is the expectation that participants in this course will be able to take away lessons learned from these exercises and apply them to their work.

Course Requirements

Participants enrolled in this course will find that it is ambitious and timely. Participants are expected to attend every seminar, and engage in discussions. Participants will be asked to summarize and comment on particular readings. In addition, participants will be asked to:

- Actively participate in all group discussions, exercises, and case studies
- Actively participate in the final simulation at the end of the course
- Draft and present country and policy analyses based on given exercise
- Develop guidelines for best practices



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AGENDA

DAY 1

Monday, April 20

9:00 am – 9:45 am

Introduction

- Course objectives and outline
- Introduction of participants

9:45 am – 10:30 am

Discussion Period

- What is governance? What is democracy?
- What is the role of the international community in supporting these ideas in a transition environment?
- Discussion of features of governance in war-to-peace transitions, and strategies for its promotion

10:30 am – 10:45 am

Break

10:45 am – 12:00 pm

TRANSITIONS AND INTERIM GOVERNMENTS

- Interim governments pose particular challenges from a governance perspective
- How is legitimate authority established in post-conflict countries, or countries undergoing a political transition, especially in cases where the state has been delegitimized because of actions that it may have taken against its own people?
- What is the role of the international community in establishing the institutions necessary for good governance—for example, an impartial judiciary, accountability in the security sector, and an education system for all sectors of society—and how can it best work with domestic actors?

12:00 pm – 1:00 pm

Lunch

1:00 pm – 1:30 pm	Case Study Exercise I: Democratic Governance in Afghanistan <ul style="list-style-type: none"> • Introduce case study
1:30 pm – 1:45 pm	Break
1:45 pm – 3:15 pm	Case Study Exercise I: Analysis, Debate, and Recommendations <ul style="list-style-type: none"> • Discuss and analyze political party development in Afghanistan • Participants will present their findings, identifying key challenges • Recommendations will be discussed and included in “guidelines to governance and democratic practices”
3:30 pm – 5:00 pm	SUPPORTING GOVERNANCE STRUCTURES FOR ECONOMIC RECONSTRUCTION: THE CASE OF AFGHANISTAN Guest Speaker: <i>William Byrd</i> , U.S. Institute of Peace <ul style="list-style-type: none"> • What are the priorities in • Examine the challenges to combating corruption • What is the role of the international community? • What are strategies for supporting local reform constituencies and pressure groups, as well as meeting transparency, inclusion, and participation needs?
5:00 pm – 5:30 pm	Recap main themes of the day

DAY 2

Tuesday, April 21

9:00 am – 9:15 am	Recap main themes from previous day
9:15 am – 10:30am	NONVIOLENT CIVIL RESISTANCE AND DEMOCRATIC TRANSITIONS Guest Speaker: <i>Maria Stephan</i> , U.S. Institute of Peace <ul style="list-style-type: none"> • What is nonviolent civil resistance and what is its relationship to democratic transitions? • How can political space be created through nonviolent mobilization mechanisms?
10:30 am – 10:45 am	Break
10:45 am – 12:15 pm	ACCOUNTABILITY AND RESPONSIBILITIES OF INTERNATIONAL ACTORS <ul style="list-style-type: none"> • Discussion on the role of international actors • The evolving role of the international community • Developing standards and principles governing state-building missions • The complex relationships among funding, organizational mandates, and groups intended to benefit

12:15 pm – 1:15 pm	Lunch
1:15 pm – 2:15 pm	Case Study Exercise II: Supporting Local Governance after Conflict <ul style="list-style-type: none"> • Introduction to case study and small group work
2:15 pm – 2:30 pm	Break
2:30 pm – 4:00 pm	Case Study Exercise II: Analysis, Debate, and Debrief <ul style="list-style-type: none"> • Participants will present findings, identifying key challenges • Recommendations will be discussed and included in “guidelines to governance and democratic practices”
4:00 pm – 5:00 pm	Recap main themes of the day

DAY 3

Wednesday, April 22

9:00 am – 9:15 am	Recap main themes from previous day
9:15 am – 10:45 am	EFFECTIVE PUBLIC ADMINISTRATION <ul style="list-style-type: none"> • Overview of the international experience in supporting public administration after conflict • How can public administration be used as an accountability mechanism? • Tools and strategies for public administration reform
10:45 am – 11:00 am	Break
11:00 am – 12:30 pm	Documentary <i>Iron Ladies of Liberia</i> “After nearly two decades of brutal civil war, Liberia is a nation ready for change—on January 16, 2006, Ellen Johnson Sirleaf was inaugurated the country’s first elected female president and Africa’s first freely elected female head of state. Johnson Sirleaf must not only find ways to reform a corrupt authoritarian government saddled by astronomical debts, but must also confront opponents loyal to former President Charles Taylor—all without alienating her voter base.” (<i>Independent Lens</i>)
12:30 pm – 1:30 pm	Lunch

1:30 pm – 3:00 pm	STRENGTHENING RULE OF LAW AND GOVERNANCE Guest Speaker: <i>Vivek Maru</i> , Namati <ul style="list-style-type: none"> • Discussion of linkages between the rule of law, democracy, human rights, and governance • How can legal and institutional reform be used to support and promote good governance after conflict? • Discussion of key challenges and alternative approaches to rule of law promotion • Tools and strategies
3:00 pm – 3:15 pm	Break
3:15 pm – 4:15 pm	Scenario Planning and Exercise
4:15pm – 5:30pm	Recap main themes of the day

DAY 4

Thursday, April 23

9:00 am – 9:15 am	Recap main themes from previous day
9:15 am – 10:30 am	GOVERNANCE CHALLENGES AND OPPORTUNITIES IN THE MIDDLE EAST Guest Speaker: <i>Karen Farrell</i> , National Endowment for Democracy <ul style="list-style-type: none"> • What are the challenges to both civil society and the international community in countries experiencing turbulent transition processes? • Where are opportunities for positive engagement?
10:30 am – 10:45 am	Break
10:45 am – 12:00 pm	THE ROLE OF ELECTIONS AND POLITICAL PARTIES Guest Speaker: <i>David G. Timberman</i> , MSI <ul style="list-style-type: none"> • Discussion of timing, sequencing, and purpose of elections • Trade-offs between inclusion and effective governance • Challenges surrounding former armed combatants
12:00 pm – 1:00 pm	Lunch
1:00 pm – 1:45 pm	Documentary (partial) <i>Confronting the Truth: Truth Commissions and Societies in Transition</i> “‘This film shows how countries, which have experienced massive human rights violations, have created official, independent bodies known as truth commissions. Since 1983,

truth commissions have been established in over 20 countries, in all parts of the world. *Confronting the Truth* documents the work of truth commissions in South Africa, Peru, East Timor, and Morocco.” (USIP)

1:45 pm – 2:00 pm

Break

2:00 pm – 3:15 pm

STRENGTHENING DEMOCRATIC OPENING IN DIVIDED SOCIETIES

- In what ways can citizen participation be supported?
- Examining challenges to democracy building
- Work with the media, justice initiatives, etc.
- What are effective tools and approaches that civil society may employ in transition environments? What is the role of the international community in this context?

3:15 pm – 4:30 pm

Recap main themes

- Explore necessary features for creating and strengthening democratic practices

DAY 5

Friday, April 24

9:00 am – 9:15 am

Recap main themes from previous day

9:15 am – 10:30 am

A MULTIDIMENSIONAL APPROACH TO GOVERNANCE

- Developing a framework for best practices

10:30am – 10:45 am

Break

10:45 am – 12:00 pm

FINAL SIMULATION: DEVELOPING SUSTAINABLE DEMOCRATIC PRACTICES

- Simulation in based on the events of the Arab Spring

12:00 pm – 1:00 pm

Lunch

1:00 pm – 3:00 pm

Simulation and Debriefing

3:00 pm – 3:15 pm

Break

3:15 pm – 4:30 pm

Recap main themes

- Debriefing of simulation exercise
- Debriefing of course overall
- Evaluations

4:30 pm – 5:00 pm

Course conclusion with distribution of certificates