

THE INCAS INSTITUTE IN MALTA TRAINING MODULES

INTRODUCTION

We measure the success of our work not only in terms of whether a problem has been solved, but also whether the solution is sustainable. To ensure sustainability we tend to adopt an approach which incorporates a strong capacity building component in our assignments for clients. We believe that our emphasis on capacity-building provides good value for money and the provision of solutions that are cost-effective for clients in the medium to long term.

As part of our training programme, we have developed several hands-on training modules in key areas. These training modules are designed on the basis of applied experience and focus on practical situations and issues. They are delivered by trainers with substance know-how, but also with hands-on experience in dealing with the daily challenges faced by trainees. Courses are tailor-made to meet client requirements and are given to management, planning, security, and frontline staff.

They have been delivered successfully to a range of corporate, governmental, and intergovernmental clients – including Shell, the governments of Rwanda, Switzerland, and United Kingdom, as well as the United Nations, European Union, League of Arab States, and ECOWAS, to mention some.

COURSE MODULES

Conflict analysis

Conflict analysis is the basic diagnostic tool for organisations/companies operating in conflict and violence-affected situations. Its purpose is to enable a deeper understanding of the operating environment, which in turn informs how to operate more effectively.

Training in conflict analysis provides different tools to understand the context and stakeholders involved, as well as the applied steps involved in using these tools. It enables intervention planning and helps pinpoint what, where, and when something can be

done to impact positively on conflict/violence dynamics.

Given access to information, trainees of an INCAS conflict analysis course will be able to quickly map out what a conflict situation is about, who the players are, and what can be done about it. The course can be delivered in two (short), three (abridged), or four days (full-length).

Conflict impact assessment

Conflict impact assessment is a basic due diligence tool for organisations/companies that implement projects, develop policies, and invest resources in conflict and violence-affected situations. Its purpose is two-fold. On the one hand, it gives a clear sense of how conflict and violence has or will impact a project or resource investment. On the other, it provides pointers on the positive and negative impact of a project/resource investment on the conflict and violence environment.

Training in conflict impact assessment normally involves a strong conflict analysis component. It provides a range of tools to understand the impact of conflict/violence on a project/investment, and vice versa. It also involves a “planning for positive impact” component to help make projects/investments more “conflict and violence” sensitive and includes practical steps for doing such assessments.

With the right information, trainees will be able to identify problem areas/issues in a planned project/investment and provide recommendations on how to minimise negative conflict/violence impacts on these. The course is delivered over three (abridged) or four (full-length) days.

Analysis of situations of criminalised violent conflict

Whereas conflict analysis is normally focused on analysing grievance, the analysis of situations of criminalised violent conflict involves looking at greed. The purpose of this course is to help trainees better understand the criminal dimensions of violent conflicts. It involves a different methodology that is based on the INCAS experience in such contexts.

Training in analysis of situations of criminalised violent conflict provides the tools to understand the infrastructure of violence and mechanics of criminal activities, how money flows in these contexts, actors, and impacts. Trainees are also introduced to how these issues can be researched safely.

The training will enable trainees to undertake a comprehensive analysis of situations of criminalised violent conflict and to identify entry-points for response. The course is delivered in two (abridged) or three (full-length) days.

Scenario building and planning

Scenarios are used to prepare for the future – often in terms of preparedness, contingencies, and for prevention. The purpose of scenario building and planning is look into the future of a given conflict/violence situation and identify risks and opportunities for an organisation, company, or investment.

Training in scenario building and planning draws heavily on both conflict analysis and impact assessment – as often it is the inter-play of context, stakeholders, and interventions that determine the future. The training provides the tools for drawing out best, worst, and middle case scenarios – and defining, within an appropriate planning framework and considering institutional capabilities, what can be done to secure the best case, transform the middle case, and prepare/prevent the worst case.

Our own track-record in drawing out scenarios that eventually unfold is fairly high – with roughly a 60-70% accuracy rate. The training provides trainees with the same applied techniques to draw out probable scenarios and define measures to deal with different futures. The course is delivered in four (abridged) or five (full-length) days

Risk assessment and early warning

Risk assessment and early warning are key instruments for anticipating events and managing highly complex and fluid conflict situations. Their ultimate purpose in a corporate environment is to map high risk areas (risk assessment), then monitor and manage risks (early warning) around specific assets.

Training in risk assessment and early warning focuses on two outcomes. The first is to enable trainees to understand how to develop conflict and violence risk maps – particularly through the use of indicators and data management. Secondly, is to equip trainees with the basic skills to oversee the development and manage an early warning system that aims to help stabilise an area or secure an asset.

Trainees emerge from this course with strong risk mapping capabilities – as well as the know-how of when an early warning system can help protect an asset, and how to manage it. The course is delivered over three days (full-length).

Conflict management and resolution

Conflict management and resolution is used to diffuse and transform situations of tension and conflict. The corporate purpose of this module is to enable frontline staff manage more effectively the highly volatile inter-personal or group-individual situations they encounter. For governments and inter-governmental organisations, it helps officials design dialogue processes and equips them with the skills needed for effective mediation or negotiation.

Training in conflict management and resolution involves three steps. The first, using cognitive behavioural techniques is to enable the trainee think clearly and strategically in situations of great duress. The second is to equip the trainees with key conflict management and resolution techniques that can be used to tackle volatile inter-personal and group-individual conflict situations. And finally, to provide trainees with the skills needed to plan a conflict management and resolution intervention at community levels.

The conflict management and resolution training provided by INCAS has been developed by a mix of behavioural psychologists, war-zone mediation and negotiation experts, and peace-making strategists. It is a difficult course to take and not recommended for individuals who find pressure and mental duress difficult. The course is only given to clients with a mandatory three month coaching and a three-day follow-up refresher. It is delivered over five days (full-length).

Applied negotiation

Negotiation processes in violent conflict settings involve the helping parties to conflict arrive at mutually agreeable solutions to a range of issues. For corporations that may be involved in disputes or operating in areas where conflicts are affecting operations, this course helps in defining a negotiation process and gives the skills to negotiate towards win-win solutions. For governments and inter-governmental organisations, it helps officials design negotiation processes and focuses on negotiation facilitation.

The training in applied negotiation involves three steps. First, trainees review real case negotiation processes and draws lessons learnt. Here a range of cases are used, including those negotiation processes which have taken place outside the context of a political agreement. Second, trainees are taken through good practice in negotiation process design. And finally, negotiation techniques and methods are learnt.

Trainees emerge from this course with an understanding of the challenges and good practice in applied negotiation, as well as with negotiation process design and facilitation skills. The course is delivered over three (abridged) or five days (full-length).

Other courses

Together with partners, we offer other courses too, including:

- Open Source Intelligence – Basic and Advanced
- Social Network Analysis – Basic and Advanced
- Communication for Effective Warning and Policy
- Stabilisation and Intervention Planning
- Human Rights – Basic and Advanced
- Monitoring and Evaluation

HOW WE DO IT

We always start our discussions on training with a client by seeking to understand the broader institutional capacity-building needs, outcomes that the training is expected to yield, and institutional

Who have we trained?

Australia-Indonesia Partnership for Reconstruction and Development
British Petroleum
Catholic Relief Services
Council of the European Union
European External Action Service
European Commission
Economic Community of West African States (ECOWAS)
Government of Nigeria
Government of Rwanda
Inter-Governmental Authority on Development (IGAD)
League of Arab States
Organisation for Security and Cooperation in Europe (OSCE)
Pearson Peacekeeping Centre
Rio Tinto Plc.
Shell Petroleum Development Company

capabilities and constraints. Based on these discussions, we then revert back to the client with a specific proposal on training – but where we may recommend added measures (for example, a training of trainers to build in-house training capabilities) for sustainability.

Our training modules are always practice-focused and hands-on. We emphasise application over theory and use a range of teaching methods to ensure that what we teach sticks. Our trainers are experienced practitioners with training skills – not pure trainers. Upon completion, we will critically evaluate training outcomes and client satisfaction – and use these insights to further improve our work.

We now offer training in Malta. Depending on trainee numbers, we will do these trainings in different premises; a villa for small groups of up to 15 participants, and other venues for larger groups. INCAS facilitates visa arrangements and supports other logistical needs according to client requirements.