Master in Human Rights and Conflict Management

Scuola Superiore Sant’Anna

The Master in Human Rights and Conflict Management is designed to provide students from different cultures and backgrounds with a deep understanding of the linkages between human rights and conflict management theory and practice. The curriculum, strongly field oriented, prepares participants for working with NGOs, governments, aid agencies, the UN system, regional organisations and other institutions where a deep understanding of these issues is critical.

The Master is a one-year post-graduate programme for which attendance is compulsory. It starts on January 15, 2019 and runs until Spring 2020. The syllabus of the Master Programme, in addition to individual studying and the preparation of a final written project (project work), will cover about 400 hours of classroom lectures and 480 hours of internship. Classroom lectures are from Monday to Friday and run from 10 January to the end of July 2019. The internship lasts three or more months starting from August/September 2019.
# Education time plan - XVII edition

**A.Y. 2018/2019**

<table>
<thead>
<tr>
<th>FIRST MODULE (15 Jan - 1 May 2019)</th>
<th>PERIOD</th>
<th>HOURS</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Human Rights Law I</td>
<td>January-April</td>
<td>70</td>
<td>7</td>
</tr>
<tr>
<td>International Law</td>
<td>January-February</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Contemporary Challenges to Human rights: a philosophical perspective</td>
<td>January-February</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Developing personal skills I (team building, career coaching)</td>
<td>January-March</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>International Humanitarian Law</td>
<td>January</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>Conflict studies</td>
<td>February-March</td>
<td>40</td>
<td>4</td>
</tr>
<tr>
<td>Theories and Techniques of Conflict Management I</td>
<td>April</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td>Business and Human Rights</td>
<td>April</td>
<td>20</td>
<td>2</td>
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</tbody>
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**Easter Holidays**

<table>
<thead>
<tr>
<th>SECOND MODULE (2 May - 31 July 2019)</th>
<th>PERIOD</th>
<th>HOURS</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>International PK and PB Operations</td>
<td>May-June</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td>International Election Observation Missions</td>
<td>June</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>International Project Development</td>
<td>June-July</td>
<td>24</td>
<td>3</td>
</tr>
<tr>
<td>International Humanitarian Operations</td>
<td>June</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Human Rights Law II</td>
<td>May</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Developing personal skills (managing interviews, focus groups, interviewing techniques, essentials of research writing)</td>
<td>May-July</td>
<td>36</td>
<td>2</td>
</tr>
<tr>
<td>International Human Rights Field Operations</td>
<td>May</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Conflict Management II</td>
<td>July</td>
<td>18</td>
<td>2</td>
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</tbody>
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**Min. 3 months Internship/field experience**

Between August and December 2019 (ideally)

Min. 480 credits

**Expected graduation (presentation of final dissertation)**

Spring 2020
Master’s programme - XVII edition  
A.Y. 2018/2019

CLASSES AND TOPICS COVERED  
WITHIN THE RESIDENTIAL PHASE (JANUARY- JULY 2019)

Please note that the description of courses’ topics is indicative and subject to adjustments that MAHRCM lecturers and didactic coordinator might deem necessary/opportune to make in the light of class composition, learning objectives’ and contents’ update on each MA Edition.

INTERNATIONAL LAW AND HUMAN RIGHTS LAW (I & II)

The initial and introductory part of the Course is intended to prepare students to properly deal with international legal issues linked to the management of conflict and post conflict situations as well as to attempt and assess where international law is now, whether there are gaps in the law and which are the present evolutionary trends. After addressing the main features of the international legal system, the course will focus on the current regulatory framework on the use of force between and within States and on contemporary collective security law. With regard specifically to Human Rights Law, the Course is further divided in two modules, Human Rights Law I and Human Rights Law II. The first module deals with international human rights law tout court, providing an overview of the substantive rights, the relevant instruments and the existing mechanisms available in case of violations. To this end, introductory classes on the core human rights instruments, from the ICCPR and the ICESCR to the CEDAW and the CRC, will be delivered by experienced professionals and international officers. The curriculum will then concentrate on the existing tools and mechanisms available for the protection of human rights and fundamental freedoms, from the international mechanisms (e.g. The United Nations and human rights: the Charter based and treaty bodies systems) to the regional systems in place for the protection of human rights (i.e. European, African, Inter-American).

The second module of the Course will instead deal with other international law regimes which present strong ties with Human Rights Law and are therefore mutually reinforcing and entwined: foundations of International Criminal Law; Refugee Law, Migration and IDPs Law; Trafficking in human beings; Transitional Justice.

CONTEMPORARY CHALLENGES TO HUMAN RIGHTS: A PHILOSOPHICAL PERSPECTIVE

This Course will present political, ethical and moral challenges related to human rights by means of lectures delivered and debates conducted by distinguished guest lecturers. Human rights are the key
elements for achieving social and institutional stability, their implementation, or denial thereof, entails several issues and questions which go beyond a purely legal perspective. The status of human rights in a given country or region is crucial to evaluate how “healthy” such context is and to what extent it is progressing towards democratization, peace, social integration and justice. Looking at human rights from a philosophical perspective is thus instrumental to critically assess and understand the current challenges that the mankind is facing at the international, regional or national level. The issues of discrimination, autonomy and territorial integrity, as well as the questions rising from the current “religious wars”, the threat of radicalization and the concept of global justice shall be analysed and discussed adopting a combination of different approaches, i.e. philosophical, sociological and politological. The aim of the lectures is to introduce students to the conceptual bases of human rights principles, overcoming the legal dimension that will be dealt with in other modules in due course, and focusing on the major and actual challenges to the protection and implementation of human rights.

**INTERNATIONAL HUMANITARIAN LAW**

In its initial session the Course will provide a definition of IHL and explore the rationale that underpins the establishment of this body of law. It will then briefly look at its historical development and place IHL in the context of other branches of international law dealing with the protection of individual rights. Following sessions will focus on the questions of when, where and to whom the rules described by IHL are meant to apply and what are the linkages between IHL and international human rights law. The criteria IHL sets to differentiate between “combatants” and “civilians” and the legal consequences that this difference in status entails will be discussed, with a specific focus on the protection of Prisoners of War and Civilians. The curriculum will also address the law on targeting, covering issues such as the kind of objects that can be attacked and under what circumstances, the rights and obligations of those conducting the attack and of those who suffer it, the conditions under which “collateral damages” are acceptable, the kind of weapons and tactics which can legitimately be employed in combat. The Course will cover the following topics: Historical development of the law of armed conflict, its sources, its rationale and its fundamental principles, such as the principles of humanity, military necessity, distinction, proportionality and the rules on applicability ratione temporis, loci and materiae. Relationship and cross-fertilization between Human Rights Law and IHL. Rules relating to the conduct of hostilities, the legal regime applicable to protected persons (for instance civilians and prisoners of war) and the implementation and enforcement of the law.

**CONFLICT STUDIES**

The course in Conflict Studies reviews selected issues to understand trends and patterns in contemporary international politics through the prism of current conflicts and security concerns. It is designed to provide students with the necessary tools – including leading theories, conceptual frames, data sources and stakeholders’ approaches – needed to understand contemporary conflict dynamics and increase the awareness of professionals to be deployed in conflictual operational settings. The course is organised around macro-themes and offers examples of crises and wars flaring up and of insecurities unfolding, affecting states, societies, communities across different scales and in different regions of the world. After introducing the key trends, concepts and tools to understand contemporary conflict dynamics, the course delves into distinct modules highlighting specific topics such as: the changing international paradigms of conflict management, crisis response, intervention and development by leading international organisations tasked with conflict resolution and crisis response; the role of non-state actors as both victims and perpetrators of contemporary forms of warfare and organised violence; and the complex relationships between conflict dynamics and natural resources (and the governance thereof). For each of these topics, empirical cases will be presented to reflect upon the contexts and implications of security policies transnationally and globally.
CONFLICT MANAGEMENT (I & II)

The first part of the course (Conflict Management I) is organised around two modules: Module I on the study of theories and instruments of conflict management and Module II on the analysis of dispute and conflict resolution mechanisms adopted by international organisations. In the first module the course on “Conflict Management Theories and Instruments” will allow students to develop an advanced and critical understanding of theoretical and empirical perspectives on conflict and conflict management. This course examines a set of key pivotal conflict research concepts and theories, including sessions on peacemaking and peace-building. Conflict analysis is approached through the lenses of practice-based strategic conflict assessment methods. Furthermore, the course introduces students to major approaches to peacemaking and conflict transformation/peace building, ending with a session devoted to discussing practical cases of non-violent conflict resolution failure. Conflict management practices will be addressed in Module II by analysing dispute and conflict resolution mechanisms adopted by the UN and regional organisations. Classes of this module will complement those dealing with the analysis of international and regional organisation mechanisms for the protection of human rights (which will be held in the context of the Course on International Law and Human rights Law) and those dealing with the study of peace keeping and crisis management operations (which will be held within the Course on International Peace Building and Peacekeeping Operations).

The second part of the course (Conflict Management II) has an operational focus and is devoted to practical illustration of the concepts of the first part, by means of simulations/role play/ group exercises. Examples of covered topics are: Communication Skills, Principles of Negotiation, Roles of Third Parties: Facilitation & Consensus.

BUSINESS AND HUMAN RIGHTS

Very often, when we think about human rights, we think about the state as the primary duty bearer. In fact, rampant evidence about business-related human rights (BHR) infringements (e.g. child labour, bonded labour, infringement of the right to health and life due to companies’ toxic waste, among others) has led scholars and policymakers to question the role that private firms play in society, especially that of large multinational companies (MNCs), which have grown to rival governments in size, and demonstrated to be very powerful agents in the global governance agenda. This course focuses on the relationship between MNCs and human rights. It combines management theories with elements of international law, to discuss the relevance and the origins of BHR infringements and seeks to spark thinking about normative solutions to prevent or remedy the abuses. The course is organized along three topics: (1) the magnitude of BHR infringements: how pervasive are BHR infringements? Can we measure this phenomenon? If so, what is its macroscopic evidence? How are BHR controversies distributed across geographies? (2) The origins of BHR infringements. What make them more likely to occur? Why do companies (and their managers) enact corrupt conducts leading to abuses of human rights? Can we predict BHR infringements? (3) The regulation of MNCs’ human rights conduct. This part will be mostly practical and oriented to providing students with managerial tools to address human right risks, by conducting human rights due diligences and impact assessments.

INTERNATIONAL PK AND PB OPERATIONS

The Course is intended to examine the legal and operational framework of a peace keeping/peace-building operation; the mission life cycle of such operations; recent trends in Peace operations (such as robust PKO, regional PKOs, etc.) and the legal status of field officers serving in international field operations.
INTERNATIONAL ELECTION OBSERVATION MISSIONS

The Course covers the following topics: The right to vote and to be elected and the legal framework of EOM; International electoral standards and code of conduct; International actors; LTOs and STOs; EOM structure and roles.

INTERNATIONAL PROJECT DEVELOPMENT

The Course aims at providing students with a good knowledge of the Logical Framework and the instruments to apply it in the form of Project Cycle Management; at making them able to work out budgets for complex projects; at making them aware of the strong and weak points of this methodology.

INTERNATIONAL HUMANITARIAN OPERATIONS

The Course is made of three modules.
Module 1. This module aims at identifying what makes humanitarian operations necessary and the broader context in which they take place, as well as to understand the specific role of international assistance within the broader scope of disaster management. It will cover the following issues: Complex emergencies (The changing nature of conflicts; the IASC definition of Complex Emergencies and its implications for humanitarian actors; the challenge of assisting IDPs); Natural disasters (Epidemiology and effects of geophysical and weather-related disasters; drought and famine; epidemics and pandemics); Disaster management and the role of international assistance (National and international disaster preparedness, response, recovery and reconstruction in the framework of disaster risk reduction).
Module 2. It aims at understanding: how humanitarian assistance is in fact a specialized form of protection; how a large number of diverse organizations participate in creating the humanitarian community; how humanitarian community deals with coordination at the operational and strategic level; what are the tensions between humanitarian, political and military actors. It will cover the following issues: Humanitarian assistance and protection; (Humanitarian principles; the right-based approach; the “protection egg”); Humanitarian actors (the “three pillars” of the humanitarian community – mandates, structure, activities; non-traditional actors); Operational Coordination (the Resident/Humanitarian Coordinator System; sector coordination and the humanitarian Clusters); Strategic Coordination and Financial Flows (the Common Humanitarian Action Plan and the Consolidated Appeal Process; donor policy and humanitarian aid flows); Humanitarian, political and military interventions (the UN “integrated missions” and the problems deriving from the blurring of the lines between humanitarian, political and military actors).
Module 3. It offers a thorough analysis of how all sectors of humanitarian assistance contribute to the ultimate goal of preventing avoidable deaths in a crisis. Topics include: Needs, Priorities and Indicators; Health in Emergencies; Water and Sanitation; Nutrition in Emergencies; Site Planning and Shelter; Specificities of Natural Disaster Response; Psychosocial support in emergency.

INTERNATIONAL HUMAN RIGHTS FIELD OPERATIONS

The Course offers to the students a background on human rights field operations by presenting their evolution and current status. It examines their mandates and the modalities for applying for these operations. It offers a thorough overview of human rights monitoring and reporting techniques (how to assess information, to conduct interviews, how to conduct meetings with government officials etc...) and
presents the dilemmas in field work. A specific part of the Course is devoted to applied international human rights law and the issue of how to reconcile local cultures with international human rights standards. Other topics include the protection of the Internally Displaced; Gender-based Violence; Work plan for a human rights office in a multi-dimensional peace operation.

DEVELOPING PERSONAL SKILLS

The Master programme aims not only at providing relevant theoretical knowledge but also at developing personal skills, which represent an essential component for the personnel operating in the field, in the context of complex emergencies and joint operations, as well as in the headquarters of NGOs and international organizations.

During the residential phase students will attend sessions on:

- Team Building and Leadership
- Career Coaching and recruitment drive
- Preventive Medicine and First Aid
- Outdoor Training on Personal Safety in Emergency, held by the Folgore Parachute Brigade in Livorno
- Stress Management Techniques
- Public information and media relations in un peace operations, and communication techniques
- Preparing and managing an interview in a sensitive environment
- Planning and managing a focus group
- Essentials of research and writing: introduction to research design; writing research papers; research design and academic writing