



ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Programme *
for the for the
SPECIALISATION COURSE on:

NEGOTIATION AND MEDIATION SKILLS IN INTERNATIONAL CRISIS MANAGEMENT MISSIONS

*This Course Concept, drafted by the **Netherlands Institute of International Relations 'Clingendael'**, has been approved by the ENTRi partners at a meeting held in Mengeš (near Ljubljana) on 30th of May 2017.

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Modules, subject areas and specific learning objectives

The course is divided into four different modules over the four days. Participants are introduced to a new element of negotiation & mediation skills and are then presented with different tools they are able to apply in the crisis management context. Following each exercise, the concepts relevant to negotiation and mediation skills are further explained and taught. Ample time will be devoted to prepare, execute and debrief simulations and role-play exercises. Below, for each module, the topics, the content (divided in essential and desirable) and specific learning objectives are listed.

TOPIC	CONTENT	MINIMUM SPECIFIC LEARNING OBJECTIVES	RECOMMENDED TRAINING METHOD	# OF HOURS
Opening of the Course	<ul style="list-style-type: none"> • Welcome and introduction to course • Outline ENTRi project and objectives • Define learning expectations • Presentation of participants and trainers • ENTRi in-test 		<ul style="list-style-type: none"> • Presentation • Interactive introduction 	1-2
MODULE 1: Experiences in negotiation and mediation from international crisis management				
TOPIC	CONTENT	MINIMUM SPECIFIC LEARNING OBJECTIVES		
Introduction to Negotiations	<ul style="list-style-type: none"> • Key aspects of negotiation and mediation in international crisis management at various levels decision-making [essential] • Negotiation & mediation: definition, similarities and differences [essential] 	<ul style="list-style-type: none"> • Verify definitions of what is negotiation and what is mediation. • Review ‘negotiated context’ at political-strategic, operational and tactical levels in crisis management missions • Examine key principles underpinning a successful negotiation / mediation • Uncover concept of negotiations and identify different negotiation settings. 	<ul style="list-style-type: none"> • Group discussion • Reflective lecture 	2

Reflecting on experienced and observed cases of negotiation & mediation	<ul style="list-style-type: none"> Experiences with negotiation and mediation [desirable] Regional organisation's crisis management decision-making and/or mediation (support) efforts [desirable] 	<ul style="list-style-type: none"> List key stakeholders in crisis management decision-making Describe crisis management procedures of selected Regional Organisation Recognise efforts of selected Regional Organisation in third-party mediation 	<ul style="list-style-type: none"> Presentation Questions & Discussions 	1-2
MODULE 2: Concepts and practice of negotiations and accompanying skills and competences				
TOPIC	CONTENT	MINIMUM SPECIFIC LEARNING OBJECTIVES		
Distributive negotiations	<ul style="list-style-type: none"> Concepts of distributive negotiations [essential] Theory/concept: the Onion Model [essential] Theory/concept: BATNA and ZOPA [essential] Bilateral distributive negotiations [essential] Multilateral distributive negotiations [desirable]- Phases of negotiation processes: exploration, bidding, bargaining, settling [essential] 	<ul style="list-style-type: none"> Apply skills and competences I in realistic crisis management situations Order negotiations into positions, interests, needs and values Sketch Best Alternative to a Negotiated Agreement & Zone of Possible Agreement Chart various phases in any negotiation process, in particular the importance of preparation and information-gathering. Deduce and appraise cultural differences in negotiation processes. 	<ul style="list-style-type: none"> Group assignments and debriefings Reflective lecture/presentation Exercise and role-play Reflection session 	4
Integrative negotiations	<ul style="list-style-type: none"> Concepts of integrative negotiations [essential] Theory/concept: Thomas-Killman model [essential] Assessing individual conflict-handling styles [desirable] 	<ul style="list-style-type: none"> Distinguish between negotiation approaches and decide when to apply which competences, tactics and processes Infer psychological processes in general relate these to negotiation and mediation situations 	<ul style="list-style-type: none"> Group assignments and debriefings Lecture/presentation Exercise and role-play Self-assessment Reflection session 	4

¹ Refer to paragraph VI for detailed description of essential and desirable skills and competences.

	<ul style="list-style-type: none"> • Bilateral integrative negotiations [desirable] • Multilateral integrative negotiations [essential] • Theory/concept: Shadow of the Past, Shadow of the Future and relationship management [essential] 	<ul style="list-style-type: none"> • Use handling styles to different negotiation situations • Apply skills and competences² in realistic crisis management situations 		
MODULE 3: concepts and practice of mediation and accompanying skills and competences				
TOPIC	CONTENT	MINIMUM SPECIFIC LEARNING OBJECTIVES		
Framework for effective mediation in international crisis management	<ul style="list-style-type: none"> • Defining mediation in comparison to negotiation. [essential] • Principles behind mediation: theory, tools and instruments. [essential] • Role and identity of the mediator [essential] • Mediation support: training, confidence-building, conflict analysis [essential] • Phases of the mediation process, including implementation. [essential] • Preconditions for effective mediation (role, mandate and attitude) [essential] 	<ul style="list-style-type: none"> • Distinguish between negotiation and mediation approaches. • Uncover concept of mediation and know how to facilitate a mediation process • Contrast the role, mandate and attitude of the mediator compared to negotiator • Identify entry points for mediation support • Chart various phases in any mediation process 	<ul style="list-style-type: none"> • Introductory lecture • Group discussion • Brainstorm & debriefing • Exercise 	3

² Refer to paragraph VI for detailed description of essential and desirable skills and competences.

Mediation in local conflict	<ul style="list-style-type: none"> • Forms of mediation: power-based, facilitative and interest-based [desirable] • Applying principles of mediation and the phases of a mediation process [essential] • Entry-points for mediation [desirable] • Role and identity of the mediator [essential] • International mediation versus insider mediation [desirable] • Reflection on use of competences during the mediation [essential] • Implementation of mediation and reconciliation approaches [desirable] • Mediation and creating dialogue [desirable] 	<ul style="list-style-type: none"> • Contrast the role, mandate and attitude of the mediator compared to negotiator • Detect entry points for mediation/mediation support • Chart various phases in any mediation process • Deduce and appraise cultural differences in negotiation and mediation processes • Discover and analyse different situations and apply strategies for facilitation of parties in mediation processes • Apply variety of conflict-handling styles 	<ul style="list-style-type: none"> • Group assignments and debriefing • Exercises and role-play • Reflection session • Self-assessment 	4
International and regional capacities for mediation	<ul style="list-style-type: none"> • Concept of mediation in civilian crisis management [essential] • Good practices from UN, OSCE, EU and other relevant regional organisations [desirable] • Mediation support activities by international and regional actors [desirable] • Differences between role/position of negotiators and mediators [essential] 	<ul style="list-style-type: none"> • List local and international capacities for mediation and mediation support • Recognise main practices in mediation by international crisis management organisations 	<ul style="list-style-type: none"> • Presentation • Expert meeting 	1-2
MODULE 4: advising on negotiation and mediation activities				
TOPIC	CONTENT	MINIMUM SPECIFIC		

		LEARNING OBJECTIVES		
Role of Mission's senior leadership	<ul style="list-style-type: none"> • Role and position of Head of Mission [desirable] • Various level playing fields for a Head of Mission³: Brussels, local authorities, contributing states, Mission-internal [essential] • Advising skills to the Head of Mission on negotiation/mediation intervention [essential] 	<ul style="list-style-type: none"> • Formulate the positions and requirements of a Head of Mission • Apply variety of conflict-handling styles • Propose comprehensive mediation advise, such as different forms of mediation and support activities to a Head of Mission 	<ul style="list-style-type: none"> • Presentation • Expert meeting • Group assignment and debriefing 	2-3
Exposure sessions to practitioners and experts	<ul style="list-style-type: none"> • Exposure to negotiation and mediation expert-practitioners [essential] • Identifying examples from the field of success factors in negotiation and mediation [desirable] 	<ul style="list-style-type: none"> • Assemble lessons learned from the training in your own context • Discover and analyse different negotiation and mediation situations 	<ul style="list-style-type: none"> • Panel discussion or interview carousel • Reflection session 	3-4
Plenary wrap-up	<ul style="list-style-type: none"> • Wrap-up of lessons identified by participants [essential] 	<ul style="list-style-type: none"> • Formulate general conclusions and lessons learned 	<ul style="list-style-type: none"> • Feedback and reflection 	1
Final remarks and evaluation	<ul style="list-style-type: none"> • Out-test [essential] • Feedback round on course content [desirable] • Handing out of certificates [desirable] 	<ul style="list-style-type: none"> • Assess individual learning effect during the course • Reflect on course format and content 	<ul style="list-style-type: none"> • Group discussion 	1

³ For other than EU CSDP Missions, this position could refer to (Deputy) Special Representative of the Secretary-General (UN), Force Commander, Special Representative/Ambassador, etc.