

## **Training**

# **“Mediation, Dialogue and Conflict Analysis in International Civil Crisis Management Missions”**

Clingendael Academy and the European Union Civilian Training Initiative

24 August 2022

## **Course Concept**

## Request

Based on the training needs provided by the EUMM Georgia, Clingendael Academy developed this concept, adapted to the needs of the mission. The following thematic priorities have been identified and used as a starting point for building and tailoring the course:

- Negotiation, Mediation & Dialogue (skills)
- Confidence Building
- Introduction to Conflict Analysis Tools
- Conflict dynamics, relevant to Georgia case

The angle will be peacebuilding/ peacekeeping. It should cover behavioral skills and tools to enhance personal effectiveness of the participants. Request was to focus on mediation and dialogue, and to make it relevant to Georgia's context. Through an extensive consultation with the POLADs of the mission, the trainers have tailored the programme to the context and specific needs. Conflict Analysis was requested to ensure participants learn how to do an analysis of root causes, which is expected to strengthen mediation efforts. The request is to organise two of the same courses in Tbilisi, Georgia – in order to host a total of 40 participants (split into two). EUMM would like Clingendael to do a **pre-course survey** as part of the application form for the course so as to allow organisers to fine-tune the content to the needs of selected participants at an individual level.

## Introduction

From 12 to 16 September 2022 in Tbilisi Georgia, Clingendael trainers will provide a training to staff from the EUMM Georgia. The overall themes of the training are Mediation & Dialogue, and Conflict Analysis. Negotiation skills will also feature, but in light of the topic of mediation. The elements and skills of these topics are relevant to every level of international crisis management. From the political-strategic level up to that of the on-the-ground activities of mission members; from the mandate of a crisis management mission to the physical posture of individual mission staff. Initially, some descriptive definitions of negotiation, mediation and skills are outlined. Understanding negotiation processes contributes to being a good mediator. In the training the mediation part follows the negotiation elements. The training will deal with the particular context of negotiation and mediation in the setting of international crisis management. Building on this, conflict analysis tools will be introduced and participants will work with cases to apply these and discuss the process, enhancing their situational awareness, and conflict sensitivity.

## Course Aim

The aim of the course is to enable participants to ameliorate their ability to:

- explain the key elements of effective negotiation and mediation processes;
- analyse conflict and the contexts in which they work
- choose the right tools and techniques that are applicable, available and suitable to the situation;
- test their own strong and weak competences in applying the above and recognises the competences of others.

By being more consciously aware of the different approaches/methodologies, the differences between various methods, by being provided with practical tools and sharpening one's micro-skills, participants will be more effective in achieving the political-strategic objectives of the various international crisis management missions through their enhanced skill-set in negotiation and mediation, and conflict analysis. These course aims correspond to a large extent to those of the course concept of the 'Negotiation and Mediation' training (February 2022).

## Description

In a five-day high intensive training the participants will be trained in mediation and conflict analysis skills within the framework of EU missions. The course will start with an introduction to the topic of mediation. The course continues by looking at underlying negotiation strategy and tactics (both bilateral as multilateral). Participants will have to simulate a mediation process, negotiate with local stakeholders, government officials and other international organizations. In the negotiations, participants are defending their own interests. In the mediation part of the training, will learn to mediate as an (impartial) actor between negotiating (conflict) parties. We discuss and draw lessons from other real-life case studies of mediation and dialogue processes (relevant to the context of Georgia). In addition, we will provide tools and guidance on conflict analysis. Participants must use several different tools (such as a stakeholder mapping), by applying it to a real case. Consequently, the course will deal with conflict sensitivity: how this impacts on individual choices, and applying the 'do no harm' concept in a mission environment. Finally, participants will reflect on applying what they've learned to their work.

## Learning objectives<sup>1</sup>

After completion of this training, participants should be able to:

- 1) Apply individual skills and competences in negotiation and mediation in real-life situations;
  - a) Order negotiations and mediations into positions, interests, needs and values;
  - b) Sketch Best Alternative to a Negotiated Agreement & Zone of Possible Agreement (BATNA/ZOPA);
  - c) Chart various distinct phases in any negotiation or mediation process;
  - d) Employ more confidence and effectiveness in (international) negotiation and mediation settings;
  - e) Use a variety of conflict-handling styles to different negotiation situations;
  - f) Apply skills and competences in realistic crisis management situations;
  - g) Use tips and strategies for negotiators and mediators;
  - h) Infer cultural differences and relate these to negotiation and mediation processes.
- 2) Examine the key concepts and practices of successful and sustainable negotiation or mediation outcomes (e.g. a peace agreement and its implementation);
  - a) Verify definitions of what is negotiation and what is mediation;
  - b) Distinguish between negotiation and mediation approaches and decide when to use/apply which competences, tactics and processes;
  - c) Uncover concepts of negotiations and identify different negotiation settings;
  - d) Uncover concept of mediation and know how to facilitate a mediation process;
  - e) Deduce and appraise cultural differences in negotiation and mediation processes;
  - f) Detect psychological processes in general and individual reactions to negotiation and mediation situations specifically;
  - g) Contrast the role, mandate and attitude of the mediator compared to the negotiator.
  - h) Detect entry points for mediation/mediation support
- 3) Design advices on negotiation and mediation activities for engagement in local, national and international negotiations and mediations in the context of international crisis management missions

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<sup>1</sup> Learning objectives 1, 2, 3, and 4 correspond to those in the course concept for the EUCTI negotiation and mediation training in February 2022.

- a) Discover different situations and construct strategies accordingly that enable effective negotiations and mediation;
  - b) Predict bargaining tactics of parties and respond to these effectively;
  - c) Assemble lessons learned from the training in your own context.
- 4) Explain the main concepts and core elements of conflict analysis.
  - 5) Apply conflict analysis tools in a systematic way to a specific case study
    - a) Apply: stakeholder mapping tool, root-causes analysis 'the tree', the Clingendael conflict curve and the Galtung triangle.
    - b) Deduce conclusions about the nature and causes of the conflict, the behavior of the actors, their inter-relationships, and the phase the conflict is in.
  - 6) Use these tools in the future and identify ways to integrate conflict analysis into planning and programming processes relevant for their work
  - 7) Take a conflict-sensitive approach
    - a) by understanding the context in which it is operating, e.g. intergroup relations; the interactions between their own interventions and the context, to inform their decisions.

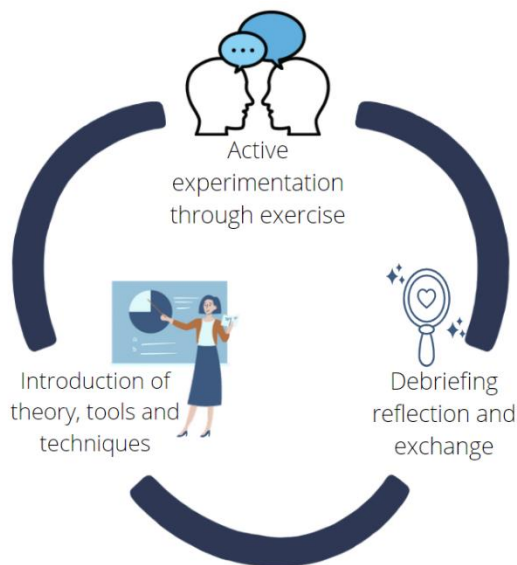
### **Target audience**

Practitioners (mid to senior level) working in crisis management/peace support missions – deployed within Georgia - who implement conflict-sensitive projects and activities. Specifically, it would be for political advisors, staff working on the hotline, and those working on confidence building projects. The course is designed for max. 20 participants.

### **Methodology**

The Clingendael Academy is dedicated to attuning training activities to fully correspond to participants' needs. Theory is followed by practical application, reflection and joint drawing of lessons and good practices. It ought to follow the principles of experiential learning, and draws by consequence heavily on exercises, assignments, simulations, and discussions. The outcomes are used by the trainer(s) to make the more theoretical concepts known and understood. In the end, the training is to equip people with a comprehensive skill-set comprising technical skills, tools and competences. The Clingendael Method is at the core of our training programmes: determining the best possible combination of training components, the particulars of which can be grouped into three basic categories:

- **Content** - what you need to know;
- **Competences** - crucial qualities and skills;
- **Work Process** – how to relate these to the professional context of the participants.



The aim of this training is to enhance your capacity to negotiate and mediate effectively in a variety of circumstances they may encounter whilst doing your work; and to be able to analyse a conflict's root causes, actors and dynamics systematically through conflict analysis tools. Although the training offers a theoretical framework of the topics, the majority of sessions take a more hands-on approach and participants will be encouraged to actively participate in a variety of simulations and assignments. Various simulations will encourage participants to analyse their own role as a negotiator/mediator and that of their counterpart(s). After every exercise, there is time to debrief on the experience, reflect on the usage of the tools and exchange ideas and insights on handling challenges during an exercise. In addition, they will be given a group assignment to apply and practice with the conflict analysis tools to a case study. The programme will be used in a flexible manner and may be adjusted slightly by the trainers if this appears to be beneficial in the course of the training.

### Assessment Procedure

Prior to the training, participants will receive a short online intake form in which they communicate their personal learning objectives and indicate their level of experience. This includes questions regarding their confidence and knowledge of negotiation. The Clingendael Trainers will adjust the content of the programme to the knowledge and understanding levels of the participants. After completion of the training, participants will be sent two links. First of all they will receive a link to a post-test, with similar questions to the pre-test. In addition they receive a link to an anonymous online evaluation form. In this evaluation the participants will indicate to which extent the training has benefited the learning goals

that were set. Moreover, participants are able to provide feedback on specific elements within the training. After 6 months, Clingendael will send the participants an impact survey to see whether they are able to apply the skills, knowledge and attitudes acquired in the training course for their working life.