

ADVANCED COURSE

Mediation & Dialogue in International Civil Crisis Management Missions

29 May – 31 May 2023

Tbilisi, Georgia

COURSE CONCEPT

The Request

Clingendael was approached in 2022 by the EUMM Georgia to provide two trainings on Mediation, Dialogue and Conflict Analysis for its own and other relevant staff in the mission. In 2023, it requested an **advanced course** for selected participants to deepen their skills and knowledge, and focus more on the mission context itself. The course was developed for staff of the mission in Georgia but the curriculum can be adapted for other target audiences with the same/similar characteristics and needs.

The Proposed Offer

Clingendael Academy offers a three-day training for (senior) international crisis management personnel. This training is part of the European Union Civilian Training Initiative (EUCTI), a consortium financed by the European Commission. It is designed to involve senior management where possible.

The Course

The aim of the course is to enable participants to ameliorate their ability to conduct and support mediation and dialogue activities as part of their organisation in the conflict context.

In a three-day highly intensive training the participants will be trained in mediation and dialogue skills within the framework of the mission. The course will start with a recap of what was previously covered regarding mediation, negotiation and conflict analysis. Participants will apply the dividers and connectors tool to the local context, and work with them to see how this can inform programming and design of activities. The participants will do an exercise on how to increase trust, and then work on how to design a dialogue process, also having the formal (facilitation) processes and related work in mind. The topic of balancing mediation with having an own agenda will be addressed. Participants will reflect on all of these topics between each exercise. In addition, there will be group discussions on collaboration within teams and departments within the organisation. Furthermore, the training will focus on how to deal with deadlocks and difficult processes, and practice with cases and mitigating measures. Finally, the participants will reflect on what they've learned, and be asked to formulate lessons (learned) and possible recommendations on organization, design and process to senior management members of the mission.

Commented [AC1]: These para are only for internal use but should not be part of the final course concept since this document is meant to be made available to all EUCTI partners and to a wider audience interested in delivering similar courses in the future and to allow them not to start from scratch. This specific background info of the Course for the mission in Georgia should not be placed in this kind of document for the same reason. So when finalizing the concept for its wider use, we can say that the course was developed for staff of the mission in Georgia but the curriculum mutatis mutandis can be adapted for other target audiences with the same/similar characteristics and needs

Commented [AMDG2]: Please make clear that the Course is offered in the frame of EUCTI project, financed by the EC....

Commented [HG3]: This is a mix b/w content and methodology. Suggest reviewing in light of the above and the section on methodology

The Target Audience

This course is designed for participants who have already followed the first training as a basis, namely on Mediation, Dialogue and Conflict Analysis. Practitioners (mid to senior level) working at an EU crisis management mission- who implement conflict-sensitive projects and activities. Specifically, it would be for political advisors, staff working on confidence building or peacebuilding related projects, and human security. Participants attending this course already have an advanced level of knowledge on mediation, dialogue, and conflict analysis, as a result of a previous training intervention, or their level of seniority and experience. The course is designed for 20 to max. 25 participants.

The Expected Learning Outcomes

After following this in-person course, participants will 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, and distinct phases in any negotiation or mediation process;
 - b) Employ more confidence and effectiveness in (international) negotiation and mediation settings;
 - c) Use tips and strategies for negotiators and mediators;
- 2) Develop a deeper understanding of the key concepts and practices of successful and sustainable mediation outcomes;
 - a) Understand mediation approaches and concepts, and know how to facilitate a mediation process;
 - b) Contrast the role, mandate and attitude of the mediator compared to the negotiator.
 - c) 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
 - a) Discover different situations and construct strategies accordingly that enable effective negotiation and mediation;
 - b) Practice with dealing with deadlocks and building trust
 - c) Assemble lessons learned from the training in your own context.
- 4) Apply conflict analysis and conflict sensitivity tools in a systematic way, and integrate them into planning and programming processes relevant for their work

The 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.

In that light, the training is designed to enhance the ability of participants 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.

Modules

For this training we will have three inter-connected elements:

1. Negotiation & Mediation concepts and tools for conflict resolution
2. Trust-building and Dealing with deadlocks
3. Process design and team coordination in support of dialogue processes: reflection on real-life examples of sustainable negotiation or mediation outcomes, and key elements to facilitate dialogue;

They will not be treated as separately, as they are interlinked. We work, for instance, with a Dividers and Connectors tool to translate conflict analysis to entry points for mediation. We visualize constituency interest with current and ideal flows of interest. And we analyse deadlocks through a variety of lenses, among them a negotiation theory lens. Each element of the training is closely connected with the other modules.

The Logistics

This training will take place in Tbilisi, Georgia (Radisson Blu). Clingendael will also use an e-learning platform during the course and as a repository of information for participants.

The Training Structure

See below for the training programme.

Commented [HG4]: Need coherence b/w the aim of the course and the learning outcomes. I would rework that section taking as a reference the learning outcomes. One sentence about the objective of the course and the content itself.