



INTERNATIONAL SCHOOL DRAFT PROGRAMME ON MEDIATION

Diplomatic Academy of the Department of International Relations and Cooperation
Pretoria, South Africa

2 to 15 November 2013

Programme

Day 1 : Saturday, 2 November 2013 – Arrival of Participants		
Day 2 : Sunday, 3 November 2013 – Welcome Event		
Full day	Visit to Pilanesberg Nature Reserve <ul style="list-style-type: none"> Game Drive Lunch at Kwa-Maritane 	DTRD
Day 3 : Monday, 4 November 2013		
Session 1		
08:30 – 09:00	Registration & Provision of Course Material	
09:00 – 09:05	Introduction by Programme Director: Ambassador XN Ngwevela	
09:05 – 09:45	Welcome: Ms M Dlomo, Deputy Director-General: Diplomatic Training, Research and Development	
09:45 – 10:00	Course Overview : Prof L Nathan , Director, Centre for Mediation in Africa Introduction of Participants	
10:00 – 10:30	Coffee/Tea break	
Session 2		
10:30 – 11:30	The Essence of Mediation <ul style="list-style-type: none"> <i>Working definition of mediation</i> <i>What are the goals, potential and limitations of mediation?</i> 	Centre for Mediation in Africa
Session 3		
11:30 – 12:45	African Mediation <ul style="list-style-type: none"> <i>What are the distinctive features and constraints of African mediation?</i> <i>Background on APSA</i> 	Centre for Mediation in Africa
12:45 – 13:30	Lunch break	



Afternoon: Conflict Analysis for Mediation		
<i>Aim: To introduce and explore ideas and conceptual tools for analysing conflict for mediation purposes.</i>		
Session 4		
13:30 – 15:00	Conflict analysis for mediation <ul style="list-style-type: none">• <i>What is the essential content of conflict analysis for mediation?</i>• <i>What are the structural causes of conflict in Africa?</i>	Centre for Mediation in Africa
15:00 – 15:15	Coffee/Tea break	
Session 5		
15:15 – 16:45	Conflict analysis for mediation (Continued...) <ul style="list-style-type: none">• <i>What are the conditions of ripeness for mediation?</i>• <i>What are the methods for analysing conflict?</i>	Centre for Mediation in Africa
16:45 – 17:00	Wrap-up	
Day 4 : Tuesday, 5 November 2013		
Morning: Developing Skills for Conflict Analysis for Mediation		
<i>Aim: To reinforce the participants' ability to analyse a conflict for mediation purposes.</i>		
Session 6		
09:00 – 10:30	Conflict Analysis Skills <ul style="list-style-type: none">• <i>Simulation exercise</i>	Centre for Mediation in Africa
10:30 – 10:45	Coffee/Tea break	
Session 7		
10:45 – 12:30	Conflict Analysis Skills (Continued...) <ul style="list-style-type: none">• <i>Simulation exercise</i>	Centre for Mediation in Africa
12:30 – 13:30	Lunch break	
Afternoon: Laying the Foundations for Mediation		
<i>Aim: To identify best practice regarding a mediator's mandate; and to identify best practice on confidence-building for mediation.</i>		
Session 8		
13:30 – 15:00	Exploring the Mediator's Mandate <ul style="list-style-type: none">• <i>What are the implications of various forms of mandates?</i>• <i>Can a mediator negotiate or renegotiate the mandate?</i>• <i>What can be done when the mandate contains substantial constraints?</i>	Mr Aziz Pahad



15:00 – 15:15	Coffee/Tea break	
Session 9		
15:15 – 16:45	Confidence-building for Mediation <ul style="list-style-type: none">• <i>Lessons from the Oslo Process for Israel – Palestine</i>• <i>Lessons from South Africa's negotiations</i>	Mr Aziz Pahad
16:45 – 17:00	Wrap-up	
Day 5 : Wednesday, 6 November 2013		
Morning: Developing Skills for Mediation Strategy and Process Design		
<i>Aim: To strengthen the participants' ability to engage in strategizing and process design for mediation.</i>		
Session 10		
09:00 – 10:30	Strategizing and Process Design Skills <ul style="list-style-type: none">• <i>Simulation exercise</i>	Centre for Mediation in Africa
10:30 – 10:45	Coffee/Tea break	
Session 11		
10:45 – 12:30	Strategizing Skills (Continued...) <ul style="list-style-type: none">• <i>Simulation exercise</i>	Centre for Mediation in Africa
12:30 – 13:30	Lunch break	
Afternoon: Managing Multiple Actors		
<i>Aim: To identify and explore dilemmas and lessons regarding the mediator's engagement with conflict actors and other parties.</i>		
Session 12		
13:30 – 15:00	Who Should be at the Negotiating Table? <ul style="list-style-type: none">• <i>What are the implications of making mediation an exclusive endeavour?</i>• <i>What criteria should be used to determine which parties are directly involved in negotiations?</i>• <i>What can the mediator do to support women's participation at the table?</i>	Amb Welile Nhlapo
15:00 – 15:15	Coffee/Tea break	



Session 13 : Two parallel sessions		
15:15 – 16:45	<p>Session 13A: Involving Women and other Civil Society Groups</p> <ul style="list-style-type: none"> • <i>How can the mediator broaden the process beyond the negotiating table?</i> • <i>Is mediation possible where opposition movements are not well organized?</i> <p>Session 13B: Co-ordination and Co-operation with External Actors</p> <ul style="list-style-type: none"> • <i>How can the mediator and mediating body ensure co-ordination and co-operation among external actors?</i> 	Centre for Mediation in Africa Amb Welile Nhlapo
16:45 - 17:00	Wrap-up	
Day 6 : Thursday, 7 November 2013		
Morning: Developing Skills for Mediation: Getting the Parties to Agree to Negotiations		
<i>Aim: To enhance the participants' ability to undertake the first phase of mediation.</i>		
Session 14		
09:00 – 10:30	<p>Mediation Skills</p> <ul style="list-style-type: none"> • <i>Simulation exercise</i> 	Centre for Mediation in Africa
10:30 – 10:45	Coffee/Tea break	
Session 15		
10:45 – 12:30	<p>Mediation Skills (Continued...)</p> <ul style="list-style-type: none"> • <i>Simulation exercise</i> 	Centre for Mediation in Africa
12:30 – 13:30	Lunch break	
Afternoon: Content and Communication		
<i>Aim: To explore dilemmas and options regarding the content of mediated agreements and a mediator's communication strategies.</i>		
Session 16		
13:30 – 15:00	<p>Content Issues and Dilemmas</p> <ul style="list-style-type: none"> • <i>'Good' agreements, 'bad' agreements</i> • <i>How does a mediator deal with recurring challenges such as justice & peace, amnesties, and cease-fire versus comprehensive settlement?</i> 	Amb Lindiwe Zulu
15:00 – 15:15	Coffee/Tea break	



15:15 – 16:45	Communication Strategies <ul style="list-style-type: none"> How can a mediator engage the media in order to promote negotiations and peace? 	Amb Lindiwe Zulu
16:45 – 17:00	Wrap-up	
Day 7 : Friday, 8 November 2013		
Morning: Developing Mediation Skills: Facilitating Constructive Negotiations		
<i>Aim: To strengthen the participants' ability to facilitate agreements during negotiations.</i>		
Session 17		
09:00 – 10:30	Mediation Skills <ul style="list-style-type: none"> Simulation exercise 	Centre for Mediation in Africa
10:30 – 10:45	Coffee/Tea break	
Session 18		
10:45 – 12:30	Mediation Skills (Continued...) <ul style="list-style-type: none"> Simulation exercise 	Centre for Mediation in Africa
12:30 – 13:30	Lunch break	
Afternoon: Looking Forward		
<i>Aims: To identify best practice regarding mediation and the role of the mediator in the implementation of agreements; to evaluate the course and make recommendations for future courses; and to discuss follow-up training and support for the participants.</i>		
Session 19		
13:30 – 15:00	Mediation in Relation to Implementation <ul style="list-style-type: none"> How should the transition from negotiations to implementation be managed? What is the role of the mediator during the implementation of a peace agreement? 	Amb George Nene
15:00 – 15:15	Coffee/Tea break	
Session 20		
15:15 – 16:45	Course Evaluation, Recommendations for Future Courses, and Discussion on Follow-up Training and Support	Centre for Mediation in Africa
Session 21		
16:45 – 17:00	Wrap-up	Dirco



Day 8 : Saturday, 9 November 2013		
FIELD VISIT		
Day trip	Visit to Maropeng/Cradle of Humankind	
Day 9 : Sunday, 10 November 2013		
Leisure Day		
Day 10 : Monday, 11 November 2013		
Session 18		
Morning: Exploring the Key Elements of International Negotiations		
<i>Aims: To identify the main features of concepts and strategies in negotiations and the dynamics of the negotiations process.</i>		
09:00 – 09:30	The Essence of International Negotiations <ul style="list-style-type: none"> • <i>Concepts in negotiations</i> • <i>Dealing with perceptions in negotiations</i> • <i>Synergy, synthesis and compromising in negotiation</i> 	Mr Ron Ton, Clingendael
09:30 – 10:30	Exercise on competences for successful negotiations	Mr Ron Ton, Clingendael
10:30 – 10:45	Coffee/Tea break	
10:45 – 11:45	Bilateral Distributive Negotiations <ul style="list-style-type: none"> • <i>Introduction</i> • <i>Exercise on bilateral distributive negotiations: The case of diplomatic transport</i> 	Mr Ron Ton, Clingendael
11:45 – 12:30	Simulation exercise on bilateral integrative negotiations: The case of complex trade negotiations	Mr Ron Ton, Clingendael
12:30 – 13:30	Lunch break	
Session 19		
Afternoon: Identifying Your Personal Style in Negotiations and the Practice of Multilateral Negotiations		
<i>Aims: 1) To understand better your preferential negotiation style and how to respond to different behaviour of other negotiators</i>		
<i>2) To practice negotiation skills in a multilateral environment</i>		
13:30 – 14:45	Assessment Exercise on Styles in Negotiations <ul style="list-style-type: none"> • <i>What is your preferential negotiation style?</i> • <i>How to communicate effectively with negotiators having opposite negotiation styles?</i> 	Mr Ron Ton, Clingendael
14:45 – 15:00	Coffee/Tea break	



15:00 – 17:00	Competence Management in Negotiations <ul style="list-style-type: none"> • <i>Applying a competence model in practical negotiations</i> • <i>Working with a 4-dimension model to stay in control of complex negotiations</i> 	Mr Ron Ton, Clingendael
17:00 – 17:30	Wrap-up	
17:30	End of Day	
Day 11 : Tuesday, 12 November 2013		
Session 20		
Morning: Develop Analytical Skills <i>Aim: To reinforce the participants' ability to analyse conflict modes in negotiations.</i>		
Developing Skills and Conceptual Analysis in Negotiations Techniques <i>Aims: 1) To understand better the role and impact of competence management in negotiations</i> <i>2) To practice in bilateral integrative negotiations</i>		
09:00 – 10:30	Exploring the Use of Conflict Handling Modes in Negotiations <ul style="list-style-type: none"> • <i>Assessment exercise on preferential styles in handling conflict in negotiations</i> • <i>Individual and group feedback</i> 	Mr Ron Ton, Clingendael
10:30 – 10:45	Coffee/Tea break	
10:45 – 12:30	Multilateral Simulation Game <ul style="list-style-type: none"> • <i>How to prepare effectively for a multilateral negotiations</i> • <i>How to design an opening intervention</i> • <i>How to work towards an acceptable solution for all delegations</i> • <i>Presentations on the resolutions and discussion</i> • <i>Feedback and debriefings</i> 	Mr Ron Ton, Clingendael
12:30 – 13:30	Lunch break	
Session 21		
Afternoon: Simulation Game on Internal and External Negotiations: The Case of World Bank Negotiations on a New Cooperation Agreement with Uganda <i>Aim: 1) To strengthen the participants abilities in linking internal to external negotiations</i> <i>2) To strategy on building coherent package deals</i> <i>3) To deliver an opening intervention and negotiate in plenary and informal sessions</i> <i>3) Comparing the simulation results to the realistic outcomes of the negotiations</i>		
<i>... next page</i>		



13:30 – 14:45	Internal Negotiations <ul style="list-style-type: none"> • <i>Simulation exercise</i> External Negotiations <ul style="list-style-type: none"> • <i>Simulation exercise</i> 	Mr Ron Ton, Clingendael
14:45 – 15:00	Coffee/Tea break	
Session 22		
Afternoon: Simulation Game – cont.		
<i>Aim: To work towards an acceptable agreement for both parties.</i>		
15:00 – 16:00	Compiling a Resolution, Voting Procedure and Feedback <ul style="list-style-type: none"> • <i>Simulation exercise</i> 	Mr Ron Ton, Clingendael
16:00 – 17:00	Debate Session on Effective, Integrated Negotiations in Practice <ul style="list-style-type: none"> • <i>Implementing strategies and tactics in negotiations</i> • <i>Essential competences for mediators in negotiations</i> 	Mr Ron Ton, Clingendael
17:00 – 17:30	Wrap-up	
17:30	End of Day	
18:00 – 20:00	Evening reception at Dutch Embassy	Mr André Groenewald
Day 12 : Wednesday, 13 November 2013		
Session 23		
Field trip	Visit to the Constitutional Court	
Day 13 : Thursday, 14 November 2013		
Session 25		
Morning: Understanding the Normative, the International and African Institutional Framework of International Peacekeeping		
<i>Aims: Participants will be provided with an understanding of the norms, values and agreements that forms the international standard, as well as the institutional framework that is employed to manage peacekeeping and peacekeeping operations.</i>		
09:00 – 10:30	Normative Framework for Peacekeeping Operations <ul style="list-style-type: none"> • <i>Understanding Peacekeeping (conflict prevention, peacemaking, peace enforcing, peacekeeping)</i> • <i>The basic principles of peacekeeping</i> • <i>UN Charter, Human Rights, International Humanitarian Law</i> • <i>Security Council Mandates</i> 	Accord
10:30 – 10:45	Coffee/Tea break	



Session 26		
10:45 – 12:30	Peacekeeping Operations <ul style="list-style-type: none">• <i>Options for Involvement/Engagement</i>• <i>Key lessons and factors (Are the parties ready, regional dimensions, international mandate)</i>• <i>Integrated approaches</i>	<i>Accord</i>
12:30 – 13:30	Lunch break	
Session 27		
13:30 – 14:45	Peacekeeping Operations: African Case Studies <ul style="list-style-type: none">• Overview of best and worst practice and the grey areas in between.	<i>Accord</i>
14:45 – 15:00	Coffee/Tea break	
15:00 – 16:00	Peacekeeping Operations: African Case Studies (Continued...) <ul style="list-style-type: none">• Overview of best and worst practice and the grey areas in between.	<i>Accord</i>
16:00 – 16:30	Wrap-up	
16:30	End of Day	
Day 14 : Friday, 15 November 2013		
Session 22		
09:00 – 11:30	Rebuilding the Country, Government and the People <ul style="list-style-type: none">• <i>Reconciliation</i>• <i>Nation-building</i>• <i>State-building</i>	<i>Accord</i>
11:30 – 11:45	Coffee/Tea break	
Session 23		
11:45 – 12:30	Review: <ul style="list-style-type: none">• <i>Course Evaluation</i>• <i>Participant Feedback</i>	<i>DTRD</i>
12:30 – 14:00	Graduation Ceremony	
14:00 – 15:00	Graduation Reception	
15:00	End of Mediation Course	