



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

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| 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 | | |
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| <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 | |
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| 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 |



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| 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 | | |
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| 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 | |



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| 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 |



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| 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 | |



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| 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> | | |



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| 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 | | |
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| 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 | |