

Curriculum

To be reviewed by <i>February 2026</i>	Activity number 28	Mediation, negotiation and dialogue skills for CSDP	ECTS 2
CORRELATION WITH CTG/MTG TRAs			EQUIVALENCES
Civilian Training Area n. 16: Mediation, negotiation and dialogue skills for CSDP			N/A

<p style="text-align: center;"><u>Target audience</u></p> <p>Participants should be members of the EEAS, public servants from defence, justice, diplomatic services, police and military establishments, or personnel who are already deployed or will be deployed to civilian and military CSDP missions and operations, who wish to become familiar with mediation, negotiation and dialogue skills for CSDP crisis management activities.</p> <p>Open to representatives of:</p> <ul style="list-style-type: none"> EU Member States/institutions EU candidate countries third countries 	<p style="text-align: center;"><u>Aim</u></p> <p>The course aims to develop the participants' ability to negotiate for themselves and to use the mediation process, which includes negotiation in helping other parties to prevent, manage and resolve conflicts. The practical part of the course (simulation) provides an opportunity for the participants to apply and to put into practice what they have learned and relate to a relevant international peace-building scenario.</p>
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Learning Outcomes	
Knowledge	LO1. Explain alternative dispute resolution techniques (ADR), particularly mediation and negotiation and dialogue LO2. Appreciate how these techniques may be applied in CSDP operations and missions (incl. for internal or inter-personal disputes) and how MND can be instrumental to implement the mission mandate LO3. Identify both the methodology and the concepts that underpin those skills LO4. Learn specific MND techniques
Skills	LO5. Apply mediation, negotiation, and dialogue skills and techniques LO6. Practice the dynamics of generating constructive, creative and concrete options with a view to achieving consensus LO7. Apply the relevant skillset (analysing, questioning, reformulating, empathic/active listening), being aware of inter-personal dynamics LO8. Learn how to facilitate discussions with and between local stakeholders, being mindful of the challenges of intercultural communication

	LO9. Manage crisis of one sort or another (in the work environment and outside) LO10. Learn how to communicate effectively in Adversity LO11. Learn how to deal with freedom of movement, human rights and gender issues in CSDP missions and operations
Responsibility and autonomy	LO12. Apply basic conflict analysis tools to conflict scenarios LO13. Be ready to play an active role in the prevention of conflicts and crisis management]

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model, particularly level 1 evaluation (based on participants' satisfaction with the course) and level 3 evaluation (assessment of participants' long-term change in behaviour after the end of the course). Evaluation feedback is given in the level 1 evaluation of the residential modules.

In order to complete the course, participants have to fulfil all the learning objectives, and are evaluated on the basis of their active contribution to the residential modules, including their teamwork sessions and practical activities, and on their completion of the eLearning phases. Course participants must complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated test/quiz. However, no formal verification of the learning outcomes is provided for; the proposed ECTS is based solely on participants' coursework.

The Executive Academic Board takes these factors into account when considering whether to award certificates to participants. Module leaders provide an evaluation report for each residential module. The Course Director is responsible for overall coordination, with the support of the ESDC Secretariat, and drafts the final evaluation report, which is presented to the Executive Academic Board.

Course structure

The module is held over five days (one week) and is highly interactive with a strong emphasis on inter-personal engagement and learning by doing.

1. Contribution in the international environment	7 (4)	1.1. EU and CSDP structures
2. Understanding how mediation, negotiation and dialogue work	18 (8)	2.1 Mediation-specific lectures (incl. on inter-personal conflict mediation) 2.2 Negotiation-specific lectures 2.3 Dialogue and active listening
3. Applying alternative dispute resolution (ADR) techniques	13 (3)	3.1 Developing sensitivity to the challenges of applying ADR techniques in CSDP
4. Simulation exercise	14 (3)	4.1 Planning templates 4.2 Decision making 4.3 Drafting techniques 4.4 Meeting techniques
5. Metacognition	4	4.5 Knowledge retention and self-reflection
TOTAL	56 (18)	

<u>Materials</u>	<u>Methodology</u>
<p>Required: <u>Essential eLearning</u> AKU 2: The EU Global Strategy AKU 10: Concept on strengthening EU mediation and dialogue capacities Group work materials, scenarios and other documents provided by course director AKU 55: The Strategic Compass</p> <p>Recommended: <u>suggested eLearning</u> AKU 4: CSDP crisis management structures and chain of command AKU 6: CSDP decision shaping/making AKU 11A: Gender and the UN SCR 1325</p> <p>Recommended reading: ESDC Handbook for Decision Makers <i>Getting To Yes: Negotiating an agreement without giving in</i>, Roger Fisher and William Ury, edited by Bruce Patton, http://6thfloor.pp.fi/fgv/gettingtoyes.pdf</p> <p>EEAS Peace, mediation guidelines (December 2020) Concept on EU Peace Mediation (13951/20. Council of the EU)</p> <p>Managing a Mediation Process, Amy L. Smith and David R. Smock, http://www.usip.org/sites/default/files/managing_mediation_process.pdf</p> <p>UN Guidance on Effective Mediation, http://www.un.org/wcm/webdav/site/undpa/shared/undpa/pdf/UN%20Guidance%20for%20Effective%20Mediation.pdf</p>	<p>The course is based on the following methodology: lectures, panels, workshops etc.</p> <p>Pre-questionnaire on learning expectations and possible briefing topic from the specific area of expertise may be used.</p> <p>All course participants must prepare for the module by completing the relevant mandatory eLearning preparatory phase.</p> <p>The material proposed for supplementary (eLearning) study will reflect current developments in the field of mediation/negotiation in general and relevant EU policies in particular.</p> <p>The course offers participants the possibility to familiarise themselves with the dynamics of negotiation/mediation. The simulation exercise spans two days and students work into the evening as required. It is divided into three phases: an exploratory talks phase to establish a rapport with the parties; a proximity talks phase (with talks held with each party separately) to come up with feasible options; and a final talks phase during which all parties discuss the issues together, supported by the mediation team. Participating as a team member in this kind of exercise gives an understanding of the processes at play at the highest level of peace mediation; these processes have the same cogency and relevance at every level.</p> <p>The Chatham House Rule is applied during all residential modules of the course, i.e., 'participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s) or any other participant(s), should be revealed'.</p> <p>Course participants must be available for the whole course, which includes the eLearning phases and residential modules, and must be willing to contribute their specific expertise and experience throughout the course.</p> <p>Nominations of participants are submitted via the ESDC channels by the designated national ENLIST nominators. The Member States will be encouraged to nominate two-three candidates from different domains, but only one seat per Member State will be allocated. The ESDC network may also forward proposals from academia and industry to the Secretariat. Based on the applications, the Head of the ESDC will decide on the final list of participants and will forward this list to the co-organisers.</p>

Coordinated by ESDC Training Manager, Maria Grazia Romano