

Course Curriculum

To be reviewed by <i>February 2023</i>	Activity number 28	Mediation, negotiation and dialogue skills for CSDP	ECTS 2
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<p><u>Target audience</u></p> <p><i>Participants would normally be members of the EEAS, public servants from defence, justice, diplomatic, police and military establishments of EU Member States and third countries, 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 and dialogue skills for CSDP crisis management activities.</i></p>	<p><u>Aim</u></p> <p>The course aims to develop the participants' ability to negotiate for themselves and then 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 put into practice what they have learned and relate it to a relevant international peace-building scenario.</p>
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Learning Outcomes	Knowledge	<ul style="list-style-type: none"> • Explain alternative dispute resolution techniques, particularly mediation and negotiation • Appreciate how these techniques may be applied in CSDP operations and missions • Identify both the methodology and the concepts that underpin those skills
	Skills	<ul style="list-style-type: none"> • Apply mediation, negotiation and dialogue skills and techniques • Practice the dynamics of generating constructive, creative and concrete options with a view to achieving consensus • Apply micro-skills of analysing, questioning and listening
	Competencies	<ul style="list-style-type: none"> • Apply relevant UN and EU mediation principles, such as inclusiveness and adherence to international norms (including prohibition of amnesty for serious war crimes) while resisting advocacy and remaining flexible and creative

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it uses level 1 evaluation (based on participant's satisfaction with the course).

In order to complete the course, participants must accomplish all learning objectives. This is evaluated based on their active contribution during the residential module, including the syndicate session 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 out-test/quiz. There will be active observation by the course director/lead instructor, and course participants will be asked to fill in a feedback questionnaire at the end of the course.

The content is highly interactive with a strong emphasis on inter-personal engagement and learning by doing. The assessment/review and feedback provide an opportunity for participants to report on their experiences during the simulations and discuss, compare their scenarios with those of fellow participants, and criticise, defend and evaluate their personal learning experience.

However, no formal verification of learning outcomes is foreseen; the proposed European credit transfer system (ECTS) score is based on participants' workload only.

Course Structure

Main Topic	Recommended Working Hours (of which eLearning)	Content
Contributing in an international environment	7 (4)	<ul style="list-style-type: none"> EU strategies and CSDP structures
Understanding how mediation and negotiation work	18 (8)	<ul style="list-style-type: none"> Mediation-specific lectures Negotiation-specific lectures
Applying alternative dispute resolution (ADR) techniques	13 (3)	<ul style="list-style-type: none"> Developing sensitivity to the challenges of applying ADR techniques in CSDP
Simulation exercise	14 (3)	<ul style="list-style-type: none"> Planning templates Decision making Drafting techniques Meeting techniques
Metacognition	4	<ul style="list-style-type: none"> Knowledge retention and self-reflection
TOTAL	56 (18)	

<p style="text-align: center;"><u>Materials</u></p> <p>ESDC Handbook for Decision Makers</p> <p><i>Essential eLearning:</i> AKU 10: Concept on strengthening EU mediation and dialogue capacities AKU 2: European Global Strategy</p> <p>Syndicate materials, scenarios and other documents provided by course director</p> <p><i>Recommended study on voluntary basis:</i> 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><i>Suggested reading material [selection]:</i> <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><i>Managing a Mediation Process</i>, 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/un_dpa/shared/undpa/pdf/UN%20Guidance%20for%20Effective%20Mediation.pdf</p>	<p style="text-align: center;"><u>Additional information</u></p> <p>Pre-course 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 residential module by going through the relevant eLearning preparatory phase; this is mandatory.</p> <p>The materials 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>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential module: '<i>participants in the course are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed</i>'.</p>
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