Module 4

The practice of peacemaking: Diplomacy, negotiation, mediation and associated forms of conflict resolution

“A thorn under a Baobab tree pricks deeper”
Module Title: The practice of peacemaking: Diplomacy, negotiation, mediation and other forms of conflict resolution

Module Rationale: Module 4 focuses on various types of peacemaking interventions in conflict situations, with special attention to understanding the role and potential of regional organisations as intermediaries.

Part I of the module begins by discussing different meanings ascribed to conflict resolution itself through an exploration of a variety of methods of peacemaking in conflict situations, ranging from preventive diplomacy to negotiation and mediation, from arbitration to adjudication, from facilitation to dialogue. Using examples from the region of focus (the Sahel), participants will review these methods with the aim of understanding their specificities, strengths and weaknesses. In particular, attention will be given to the two central non-violent modes of conflict resolution and peacemaking: negotiation (strategies, dynamics, outcomes) and mediation (techniques, actors, types).

Particular attention will be given to the multifaceted issues surrounding Africa’s regional and sub-regional organisations as intermediaries (mandates, roles, potential), including reflecting on the challenges and opportunities of mediation by these very specific types of actors. To this end, participants will review the legal and political mandates that support preventive diplomacy, negotiation and mediation interventions by the AU and the REC’s and reflect on current efforts to establish mediation support units (MSUs) within these organisations.

Furthermore, and in order to experience some of the complexities inherent in these processes, participants will take part in two role playing exercises, one focusing on negotiation (in week 1) and a full mediation simulation exercise (in week 2). Indeed, the second part of the module is designed to expose participants in a more practical way to the mediation processes, deepening their awareness of skills, methods and techniques. Finally, the module will also include presentations and working sessions on gender and women in conflict resolution as well as a final session with a specific focus on a key challenge affecting the Sahel region: the question of whether or not negotiation and mediation should/could be considered in cases of terrorism and violent extremism.

Module Objectives: Focusing on diplomacy, mediation and negotiation as practiced by regional and sub-regional organisations, this module aims at equipping participants with key information, concepts and practical know-how needed for the design of a specific type of intervention for a given situation, including recommendations of a technical and operational nature.

On the knowledge dimension, this module aims at (i) introduce participants to the practice of diplomacy, negotiation and mediation as practiced by African regional and sub-regional organizations; (ii) enabling participants to understand, reflect and experience in a simulated setting negotiation and mediation approaches/activities; (iii) allowing participants to develop proposals in the area of strengthening mediation support in the context of Africa’s regional and sub-regional organisations; (iv) allow participants to reflect on and discuss current issues on the African peacemaking agenda such as gender and the role of women in mediation as well as thinking through whether negotiation and mediation should be used in cases of violent extremism/terrorism.

In terms of the attitudinal dimension, this module aims at: (i) enabling participants to appreciate the requirements and challenges of mediation and associated forms of third party interventions; (ii) reinforce participants’ understanding of the practical application of conflict
resolution methodologies as they relate to specific case-studies; (iii) deepening participants’ appreciation of the strengths, weaknesses and challenges of African regional and sub-regional organizations as mediators. In terms of skills’ development, this module aims at: (i) strengthening/developing participants’ ability to reflect on the whole spectrum of steps/tools in mediation and associated forms of third party intervention; (ii) deepen participants’ understanding and appreciation of the specific mandates, powers and functions of Africa’s regional and sub-regional organizations in peacemaking, and finally, (iii) enable participants to improve their presentation and communication skills.

Module Summary Contents:

<table>
<thead>
<tr>
<th>Day</th>
<th>Topic/Theme of the Day</th>
<th>Leading Questions of the Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 4 — Week 1</td>
<td></td>
<td></td>
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<tr>
<td>Day 1 Sunday 6 March</td>
<td>Discussion of individual assignments with participants</td>
<td>• Non-applicable</td>
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<tr>
<td>Day 2 Monday 7 March</td>
<td>Introduction: The different meanings and methods of peacemaking, conflict resolution and transformation. Peacemaking in the Sahel: A birds’ eye view of peacemaking in Mali and Tunisia</td>
<td>• What are the different meanings of conflict resolution? • What are the main methods of peacemaking, conflict resolution and transformation? • What are the strengths and weaknesses of each method? • Understanding peacemaking in Mali and Tunisia</td>
</tr>
<tr>
<td>Day 3 Tuesday 8 March</td>
<td>A 50% Solution to Civil War? Understanding negotiation strategies, dynamics, outcomes</td>
<td>• Negotiations are war by other means - or are they? • What are the different types of negotiations? • Why is the record of negotiated settlements in civil wars so poor? • Why do we need intermediaries? • What factors made progress difficult in the Multilateral Force Game negotiation? • What did the simulation help you understand about negotiation behaviour and skills?</td>
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<td>Day</td>
<td>Wednesday 9 March</td>
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<td>Mediation:</td>
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<td>Developing a mediation strategy</td>
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- What is mediation and what are its determinants?
- What is specific about mediation?
- What are the key skills a mediator needs?
- How do we define professionalism in mediation?
- What, in your view, defines a successful mediation?
- How to develop a mediation strategy

- What is the relationship between culture and conflict resolution/peacemaking?
- What are the advantages and disadvantages of indigenous approaches to conflict resolution?
- What role, if any, can traditional conflict management practices have today?
- Peacemaking and culture/religion in the Sahel

- What are the legal and political mandates for preventive diplomacy and mediation interventions at the AU and the REC?
- What are the capabilities of the AU and the REC to mediate violent conflict in Africa?
- How can mediation and other forms of “soft” intervention be strengthened at the AU and the REC?
- What do the AU/REC need (structure, personnel, resources, knowledge) to perform its preventive diplomacy mission better?
- What would I propose the structure of a Mediation Support Unit for the African Union should look like?

- What is the importance of gender in peacemaking and conflict resolution?
- What specific contributions can women bring to the negotiation/mediation?
- Why are there so few high profile women mediators in Africa?
- How do we promote the role of women at all levels of the peacemaking spectrum?
### Day 8
**Tuesday 15 March**

**Mediation Simulation (I)**

- *International Peace Mediation Simulation*

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### Day 9
**Wednesday 16 March**

**Mediation Simulation (II)**

- *International Peace Mediation Simulation*

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### Day 10
**Thursday 17 March**

**“In-house” Assignment:**
- Critical success factors for preventive diplomacy and mediation by Regional/sub-regional organisations in the Sahel

- Essay on the AU, ECOWAS, CEN-SAD and one of the crises in the Sahel

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### Day 11
**Friday 18 March**

**Negotiating/mediation in the context of violent extremism and terrorism: Quo vadis?**

- What is the experience of Africa in dealing with terrorist organisations?
- Should we negotiate with terrorists/violent extremists?
- How can a strategy be developed on how to deal with terrorism and move towards an African doctrine in this respect?
- What about mediation and other forms of third party intervention in cases of terrorism?

**Wrap-up and evaluation**
Module Contents (Day by Day)

Day 1: 
Presentation of individual distance learning assignments

Day 2: 
Peacemaking in the Sahel: A bird’s eye view of peacemaking in Mali and Tunisia
The different meanings and methods of peace-making, conflict resolution and conflict transformation

Questions of the day

1. What are the different meanings of conflict resolution?
2. What are the main methods of conflict prevention, peacemaking and conflict transformation?
3. What are the strengths and weaknesses of each method?
4. Understanding peacemaking in Mali and Tunisia

Rationale and objectives: Day 2 of Module 4 is dedicated to introducing participants to some of the most important methods to manage, settle and resolve violent conflicts: negotiation, mediation, dialogue, arbitration, adjudication. With the guidance of the resource person, participants will reflect on the different meanings of the term “conflict resolution” – a reflection which is key for an understanding of the reasons underlying parties (including third parties) preference for a particular approach. As Allan Tidwell as emphasized: “resolution means many things to many people…to some resolution means an end, and therefore conflict resolution means merely the end of conflict…Thus for some, resolution may include such things as victory in battle, an opponent simply vanishing, or other such conclusive events…For others, resolution means a very specific kind of an end to conflict where the means and methods are prescribed to be non-violent, participatory and voluntary.” The objective of today is therefore to introduce participants to varied landscape of peacemaking and conflict resolution methods and tools, including a brief introduction to negotiation, mediation, conciliation, arbitration and adjudication.

During the afternoon, and working in groups, participants will conduct a brief SWOT analysis (strengths, weaknesses, opportunities and threats) of several CR methods (negotiation, mediation, arbitration, adjudication, conciliation, dialogue) in the resolution of contemporary civil/civil internationalised wars in Africa.
Schedule of Day 2:

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic/Activity</th>
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<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
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<tr>
<td>09:15–10:15</td>
<td>“Peacemaking in the Sahel: A bird’s eye view of peacemaking in Mali and Tunisia”</td>
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<td>Roundtable</td>
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<tr>
<td>10:15–10:45</td>
<td>Tea and coffee</td>
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<tr>
<td>10:45–12:45</td>
<td>“Understanding the variety of conflict resolution tools, methods and processes”</td>
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<td>Presentation by the Resource Person</td>
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<tr>
<td>12:45–14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:15</td>
<td>Group work on “SWOT of Conflict Resolution Methods: Negotiation, Mediation, Arbitration, Adjudication”</td>
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<tr>
<td>15:15–15:30</td>
<td>Tea and coffee</td>
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<tr>
<td>15:30–16:15</td>
<td>Presentation of Group Work on “SWOT of Conflict Resolution Methods: Negotiation, Mediation, Arbitration, Adjudication and Dialogue”</td>
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<tr>
<td>16:15</td>
<td>Closing by Facilitator</td>
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Resources:
- Resource Person Presentation
- HO1 Taxonomy of Third Party Intervention
- HO2 Negotiation
- HO3 Peacemaking
- HO4 Mediation
- HO5 Arbitration
- HO6 Adjudication
Day 3:
A 50% Solution to Civil War? Negotiation strategies, dynamics, outcomes
Negotiation Simulation: The Multilateral Force Game

Questions of the day
1. Negotiations are war by other means - or are they?
2. What are the different types of negotiations?
3. Why is the record of negotiated settlements in civil wars so poor?
4. Why do we need intermediaries?
5. What factors made progress difficult in the Multilateral Force Game?
6. What did the simulation help you understand about negotiation behavior and skills?

Rationale and objectives: Yesterday participants were introduced to different conflict resolution tools and approaches. Today, participants will be introduced to the theory and practice of negotiation as we know that violent conflict will in most cases at one point lead to some sort of negotiation. But negotiations may or not may end a violent conflict – in fact, some argue that negotiation may indeed prolong conflict. Our objective is to try to understand, reflect and explain negotiation theory and practice the dynamics of negotiation.

In the afternoon, participants will begin to deepen their understanding of “mediation” as a complement to the negotiation process. Why do we need mediators? There is no best way to answer this question but to be placed in an environment where the intermediary becomes crucial. Such environment will be provided by the first simulation of this week: the Multilateral Force Game! Following the simulation exercise participants will reflect on the experience with a view to answering the following questions: What factors made progress difficult in this negotiation? What factors made progress possible in this negotiation (if progress was made)? What did the simulation help you understand about negotiation behaviour and skills? Does the participant think that a mediator was needed? Why or why not? How would the participant prepare his or her intervention?

NOTE: the day will end with the screening of the movie “Endgame” about the pre-negotiations in South Africa.
## Schedule of Day 3:

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
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<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
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<tr>
<td>09:15–10:45</td>
<td>“A 50% Solution? Negotiation strategies, dynamics, outcomes”</td>
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<td>Presentation by the Resource Person/Q&amp;A</td>
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<tr>
<td>10:45–11:00</td>
<td><em>Tea and coffee</em></td>
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<td>11:00–13:00</td>
<td>Negotiation Simulation Exercise:</td>
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<td>“The Multilateral Force Game”</td>
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<td>13:00–14:00</td>
<td><em>Lunch</em></td>
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<td>14:00–15:30</td>
<td>Negotiation Simulation Exercise:</td>
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<td>“The Multilateral Force Game”</td>
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<td>(Negotiation)</td>
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<td>15:30–15:45</td>
<td><em>Tea and coffee</em></td>
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<tr>
<td>15:45 – 16:15</td>
<td>“Reflections on the Exercise from a Mediation Perspective”</td>
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<td>Discussion with the Resource Person</td>
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<td>16:15</td>
<td>Closing by Facilitator</td>
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<td>16:15–18:00</td>
<td>*Tea, Biscuits and Film:</td>
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<td>“Endgame”</td>
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### Resources:

- *Presentation by the Resource Person*
- HO2 Negotiation
- HO14 Negotiation Elements
- HO15 Negotiation or Mediation?
- Activity Sheet Simulation Multilateral Force Game
**Activity Sheet Reflection from a Mediation Perspective**

**“Endgame”, the movie**

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**Day 4: Mediation: Definitions, techniques, actors and types**

**Developing a mediation strategy**

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**Questions of the day**

1. What is mediation and what are its determinants?
2. What is specific about mediation?
3. What are the key skills a mediator needs?
4. How do we define professionalism in mediation?
5. What, in your view, defines a successful mediation?
6. How to prepare a mediation strategy?

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**Rationale and objectives:** Today is devoted to a comprehensive discussion and reflection on mediation, the considered the ‘most versatile of intermediaries roles’ as it often incorporates other modes of intermediary activity (good offices, conciliation and fact-finding) and requires a deeper degree of involvement by a third party. In the morning, the resource person will present and discuss in detail the theory and practice of mediation focusing on definitions, approaches and techniques. On this day, our objective is to try to understand, reflect and explain the dynamics of mediation, focusing the following questions:

(i) what distinguishes mediation from other modes of conflict resolution?
(ii) what are mediation determinants?
(iii) what are the skills a mediator needs?
(iv) what defines successful mediation?

Our purpose is to enable participants to reflect on and discuss the conduct of specific mediation processes, by using their specific case-studies, including the targets and prerequisites of intervention as well as the mechanics and dynamic of mediatory activity.

In the afternoon, participants will focus on working together in the development of a mediation strategy on the basis of the Sahel Regional Conflict Assessment developed by the class in Module 3.

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**Schedule of Day 4:**

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
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<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
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<tr>
<td>09:15–10:45</td>
<td>“Mediation: Definitions, approaches and techniques”</td>
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<td>Resource Person</td>
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<td>Time</td>
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<tr>
<td>10:45-11:00</td>
<td>Tea and coffee</td>
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<td>11:00-12:45</td>
<td>“Mediation: Processes, Actors and Levels”</td>
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<td>Resource Person</td>
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<td>12:45-14:00</td>
<td>Lunch</td>
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<td>14:00-14:45</td>
<td>Group work on “Developing a Mediation Strategy on the basis of the Sahel Regional Conflict Assessment”</td>
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<tr>
<td>14:45-15:00</td>
<td>Tea and coffee</td>
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<tr>
<td>15:00 – 16:00</td>
<td>Presentation of Group Work on “Developing a Mediation Strategy on the basis of the Sahel Regional Conflict Assessment” Discussion with the Resource Person</td>
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<tr>
<td>16:15</td>
<td>Closing by Facilitator</td>
</tr>
</tbody>
</table>

**Resources:**
- Resource Person Presentation
- HO4 Mediation
- HO17 Mediation
- HO19 USIP Mediation Methodology
- HO20 UN Mediation Strategy Guidelines
- HO18 What Mediators Do
- Activity sheet: “Developing a Mediation Strategy on the basis of the Sahel Regional Conflict Assessment”

**Must Read:**
- “United Nations’ Mediation Start-Up Guidelines”
- “United States Institute of Peace Managing a Mediation Process”
Day 5: Culture and peacemaking:  
From traditional conflict resolution approaches to understanding the critical role of cultural determinants today  
Peacemaking and culture/religion in the Sahel

Questions of the day

1. What is the relationship between culture and conflict resolution/peacemaking?  
2. What are the advantages and disadvantages of customary approaches to conflict resolution?  
3. What role, if any, can traditional conflict management practices have today?  
4. Peacemaking and culture/religion in the Sahel

Rationale and objectives: Today is devoted to a comprehensive discussion and reflection on culture and its relationship with conflict resolution and peacemaking. This is a key dimension of peacemaking, with significant implications for the conduct of negotiation, mediation and other associated forms as well as the sustainability of solutions. Participants should recall the increasingly visible role that at continental and sub-regional levels, councils of the wise and panels of eminent elders have played as key components of Africa’s peace and security architecture. Following former President Obasanjo’s initial call for an “African Elders Council for Peace” (CSSDCA process) several regional and subregional organisations have instituted these mechanisms. In fact, in creating a Panel of the Wise, the AU in many ways recognized the importance of customary, traditional conflict resolution mechanisms and roles and the continuing relevance of these mechanisms in contemporary Africa, including the importance that councils of elders continue to play in many African societies in mediating disputes and conflicts.

Yet, culture should not merely be seen as ‘folklore’ but understood in a deeper way, in an actor-centred way, or in the words of Avruch, through an “emic” approach. Indeed, we will follow this author in exploring some of the more glaring assumptions about culture, and reflect on the role of custom, tradition and religion as key variables in conflict resolution and peacemaking. If conflict resolution (differently from management, regulation, settlement, mitigation) is focused on transformation - getting at the root causes of conflict - then ‘culture’ (as it deals with perceptions, beliefs, cognition) is critical.

Using the Sahelian region/countries as case-studies, our objective is to try to understand, reflect and explain the relationship and role of cultural elements in negotiation and mediation dynamics focusing the following questions:

1. What is the relationship between culture and conflict resolution/peacemaking?  
2. What are the advantages and disadvantages of customary approaches to conflict resolution?  
3. What role, if any, can traditional conflict management practices have today?
Schedule of Day 5:

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
</tr>
<tr>
<td>09:15-10:45</td>
<td>“Culture, Peacemaking and Conflict Resolution: An introduction”</td>
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<td>Resource Person</td>
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<tr>
<td>10:45-11:00</td>
<td>Tea and coffee</td>
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<tr>
<td>11:00–12:45</td>
<td>“Applying Traditional Methods to Modern Conflicts? Indigenous Knowledge and the importance of customary conflict management practices and institutions in addressing modern conflicts”</td>
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<td>Resource Person</td>
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<tr>
<td>12:45–14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00–14:45</td>
<td>Group work on “Cultural and religious determinants of conflict resolution in the Sahel region”</td>
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<tr>
<td>14:45–15:00</td>
<td>Tea and coffee</td>
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<tr>
<td>15:00 – 16:00</td>
<td>Presentation of Group Work on “Cultural and religious determinants of conflict resolution in the Sahel region” Discussion with the Resource Person</td>
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<tr>
<td>16:15</td>
<td>Closing by Facilitator</td>
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</tbody>
</table>

Resources:
- Resource Person Presentation
- HO21 On Culture
- HO22 Culture and Conflict
- HO23 African customary approaches
- HO24 The African Union Panel of the Wise
- Activity Sheet: Cultural and religious determinants of conflict resolution in the Sahel region
Day 6: Regional Organisations as Mediators?
Strengthening mediation capacity at the AU and the RECs

Questions of the day

1. What are the legal and political mandates for preventive diplomacy and mediation interventions at the AU and the RECs?
2. What are the capabilities of the AU and the RECs to mediate violent conflict in Africa?
3. How can mediation and other forms of “soft” intervention be strengthened at the AU and the RECs?
4. What do the AU/REC need (structure, personnel, resources, knowledge) to perform its preventive diplomacy mission better?
5. What would I propose the structure of a Mediation Support Unit for the African Union should look like?

Rationale and objectives: Today is dedicated to reflecting on the role, performance so far, as well as advantages and disadvantages of the involvement of regional and sub-regional organisations in conflict resolution (and in particular mediation). To this end, the legal and political mandate of the African Union and the RECs to get involved in mediation and associated forms of conflict resolution will be discussed. Participants will develop a pragmatic assessment of the capacities in place at both AU and the RECs and will critically review the expected contribution of expanded mediation capacities to the management of violent conflict in Africa. Group work will include a SWOT exercise focused on "the capabilities of AU and REC to mediate violent conflict in Africa". In addition, at present, several of these organizations have plans to further develop their mediation capacity through the establishment of specialised mediation units. In order to allow for the systematization of this knowledge and experience, today sees participants developing by themselves a 3-page policy brief for the African Union Peace and Security Department on the AU’s Mediation Support Unit. Participants are asked to develop this policy proposal by using a simplified version of the Logical Framework Matrix to focus on the mission, objectives, tasks, outputs and requirements of such an unit (the what, why and how questions). At the end of the day, groups will present their different proposals under the steering of the resource person/facilitator.

Schedule of Day 6:

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic/Activity</th>
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<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
</tr>
</tbody>
</table>
“Legal and political mandates for preventive diplomacy, negotiation and mediation of armed conflicts by regional organisations”

09:15-10:30

Resource person

10:30-10:45

Tea and coffee

10:45–12:00

Group work on

“SWOT of the AU and RECs to mediate violent conflict in Africa”

12:00–13:00

Presentation of Group work and discussion with the Resource Person

13:00–14:00

Lunch

14:00–15:30

Group work on

“AU Mediation Support Unit proposal:

The what, why and how of mediation at the AU”

Presentation of Group Work on

“The what, why and how of building mediation capacity at the AU”

15:30 – 16:15

16:15

Closing by Facilitator

16:15

Tea, biscuits and film

“Mediating in Africa: Interviews with Experts”

CMI Documentary Presentation

Resources:

Resource Person Presentation
Activity Sheet SWOT AU and RECs Mediation
HO9 Soft Power
HO10 External Actors in Mediation
HO11 IGOs and Mediation
CMI Documentary: Mediating in Africa: Interviews with Experts
Activity Sheet AU Mediation Support Unit

Must Reads:

Nathan Plan of Action to Build AU Mediation Capacity
AU Standard Operations Procedure for Mediation Support
APSA Needs Assessment
Day 7: Gender and inclusivity in peacemaking
Resolution 1325 and the promotion of women’s participation in conflict resolution

Questions of the day

1. What is the importance of gender in peacemaking and conflict resolution?
2. What specific contributions can women bring to the negotiation/mediation?
3. Why are there so few high profile women mediators in Africa?
4. How do we promote the role of women at all levels of the peacemaking spectrum?

Rationale and objectives: Today is devoted to a comprehensive discussion and reflection on gender and its relationship with conflict resolution and peacemaking. Similar to culture, this is a key dimension of peacemaking, with significant implications for the conduct of negotiation, mediation and other associated forms as well as the sustainability of solutions. Indeed, as correctly noted by Humanitarian Dialogue, “it has been almost 14 years since the adoption of UN Security Council Resolution 1325 in October 2000, the first of multiple UN Security Council resolutions promoting women’s participation in conflict resolution, prevention, peace building and post-conflict reconstruction. Despite an exponential growth in the number of organisations working on Women, Peace and Security and the establishment of this field as an area of study and vibrant global activism, women are still largely excluded from formal peace processes. Implementation of the adopted resolutions lags far behind”.

Indeed, participants should recall that, while the number of high level African envoys, mediators and negotiators is gradually increasing, the fact remains that very few women have been appointed to perform these roles. Why should this be the case?

Today, through presentations by the resource person as well as group work, participants will find tentative answers to the following critical questions: (i) What is the importance of gender in peacemaking and conflict resolution? (ii) What specific contributions can women bring to the negotiation/mediation? (iii) Why are there so few high profile women mediators in Africa? and, (iv) How do we promote the role of women at all levels of the peacemaking spectrum?

Schedule of Day 7:

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<td>09:00–09:15</td>
<td>Introduction by the Facilitator</td>
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<td>Time</td>
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<tr>
<td>09:15-10:45</td>
<td>“Resolution 1325 and the promotion of women’s participation in conflict resolution” Resource Person</td>
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<tr>
<td>10:45-11:00</td>
<td>Tea and coffee</td>
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<tr>
<td>11:00-12:45</td>
<td>Multiple group work on</td>
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<tr>
<td></td>
<td>A) “What specific contributions can women bring to the negotiation/mediation?” and</td>
</tr>
<tr>
<td></td>
<td>B) “Why are there so few high profile women mediators in Africa?”</td>
</tr>
<tr>
<td>12:45-14:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:00-14:45</td>
<td>Presentation of Group Work on</td>
</tr>
<tr>
<td></td>
<td>A) “What specific contributions can women bring to the negotiation/mediation?” and</td>
</tr>
<tr>
<td></td>
<td>B) “Why are there so few high profile women mediators in Africa?”</td>
</tr>
<tr>
<td>14:45-15:00</td>
<td>Tea and coffee</td>
</tr>
<tr>
<td>15:00 - 16:00</td>
<td>Roundtable Discussion</td>
</tr>
<tr>
<td></td>
<td>“How do we promote the role of women at all levels of the peacemaking spectrum?” Organised by Participants (Women or Men!):</td>
</tr>
<tr>
<td>16:15</td>
<td>Closing by Facilitator</td>
</tr>
</tbody>
</table>

**Resources:**
- Resource Person Presentation
- HO25 Resolution 1325
- HO26 Gender and peacemaking

**Activity Sheet:**
A) “What specific contributions can women bring to the negotiation/mediation?”
B) “Why are there so few high profile women mediators in Africa?”
Day 8 and 9: Mediation Simulation

(Scenario and other relevant materials to be provided by the Resource Person to participants ONLY during the afternoon of Day 7).

Must Reads in preparation for the simulation:
Managing Mediation Processes
Brahimi The Seven Deadly Sins of Mediation
Activity Sheet Mediation Simulation: The Alvian Case

Day 10: “In-House” Assignment:
Critical Success Factors for Preventive Diplomacy and Mediation by Regional Organisations in the Sahel

Rationale and objectives: Day 10 returns to the theme of preventive diplomacy and mediation in the practice of African intergovernmental organisations. But today we focus on some of the critical success factors that affect the success or failure of these interventions. In this module’s “in-house” assignment, participants are asked to individually conduct research and prepare a short essay on one such intervention in a Sahelian country (or countries) of their choice. This short essay will include: an overview of the intervention; the participant’s assessment of the overall success or failure of the intervention; a description of the five most important strengths as well as five most important weaknesses of the process and, finally, an analysis how these strengths and weaknesses accounted for the overall success or failure of the intervention.

Schedule of Day 10:

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic/Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:15</td>
<td>Introduction to the assignment by the resource person</td>
</tr>
<tr>
<td>09:15-10:15</td>
<td>Individual “in-house” assignment</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>Tea and coffee</td>
</tr>
<tr>
<td>10:30-13:00</td>
<td>Individual “in-house” assignment (cont)</td>
</tr>
<tr>
<td>13:00-14:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:00-15:00</td>
<td>Individual “in-house” assignment (cont)</td>
</tr>
<tr>
<td>15:00</td>
<td>Submission of assignment to MPSA Team</td>
</tr>
</tbody>
</table>
15:15–16:00 Discussion

Resources:
*Activity Sheet: “In-House” Assignment*

**Day 11: Negotiating/mediation in the context of violent extremism and terrorism: Quo Vadis?**

**Questions of the day**

1. What is the experience of Africa in dealing with terrorist organisations?
2. Should we negotiate with terrorists/violent extremists?
3. How can a strategy be developed on how to deal with terrorism and move towards an African doctrine in this respect?
4. What about mediation and other forms of third party intervention in cases of terrorism?

**Rationale and objectives:** The final day of Module 4 aims at providing the space for an informed and critical discussion of how non-violent approaches such as those discussed during these two weeks can be applied (or not) to the phenomenon of terrorism/violent extremism.

Indeed, as recently noted by the AU during a high level retreat dedicated to this very topic: “the key observation is that Africa has extensive experience of dealing with armed conflicts in which a non-state belligerent party is designated as ‘terrorist’. These include liberation wars against colonial powers as well as insurgencies against independent sovereign governments. Africans also have a long history of dealing with violent extremism. This experience should not only form the basis for a constructive critique of international policies for combating terrorism and violent extremism and arrive at the development of a more comprehensive multilateral counter-terrorism agenda; to develop a strategy and principles informed by African experiences on how to deal with terrorism and move towards an African doctrine on counter insurgency; and to produce clearly-defined recommendations on shared responsibilities and co-ordination in preventing and combating terrorism between the AU, UN, Member states and bilateral partners.”

Today, through presentations by the resource person as well as group work, participants will find tentative answers to the following critical questions: (i) should we negotiate with terrorists/violent extremists?; (ii) how can a strategy be developed on how to deal with terrorism and move towards an African doctrine in this respect?; (iii) what about mediation and other forms of third party intervention in cases of terrorism?
## Schedule of Day 11:

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:15</td>
<td>Introduction by the Facilitator</td>
</tr>
<tr>
<td>09:15-10:45</td>
<td>“Should we negotiate with terrorists”</td>
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<tr>
<td></td>
<td>Roundtable with Facilitator, Resource Person and Guest</td>
</tr>
<tr>
<td>10:45-11:00</td>
<td>Tea and coffee</td>
</tr>
<tr>
<td>11:00-12:45</td>
<td>Group work on</td>
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<tr>
<td></td>
<td>“Is mediation possible in cases of terrorism/violent extremism?”</td>
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<tr>
<td>12:45-14:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:00-14:45</td>
<td>Presentation of Group Work on</td>
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<tr>
<td>14:45-15:00</td>
<td>Tea and coffee</td>
</tr>
<tr>
<td>15:00 – 16:00</td>
<td>Wrap-up and evaluation</td>
</tr>
<tr>
<td>16:15</td>
<td>Closing by Facilitator</td>
</tr>
</tbody>
</table>

### Resources:
- **Resource Person Presentation**
- **HO27 Negotiating with terrorists**
- **Activity Sheet: Is Mediation possible in cases of terrorism/violent extremism?**
Readings

Must-read:

- UNITAR and UNDPA, A Manual for UN Mediators: Advice from UN Representatives and Envoys, The Programme in Peacemaking and Conflict Prevention of UNITAR and Mediation Support Unit of the UN Department of Political Affairs, 2010.
- J Gomes Porto, Mediators not in the Middle: Revisiting the normative dimensions of international mediation, forthcoming, University of Leipzig Press, 2012.

Key websites

Beyond Intractability: this website is a rich source of information on skills, processes, the theories related to aspects of peacemaking (scroll down the list and you will find entries for negotiation, mediation, etc): http://www.beyondintractability.org/library/browse-beyond-intractability-virtual-bookshelves

The United States Institute for Peace website at www.usip.org is a very rich resource of information and analysis in support of your conflict resolution work.

UN Peacemaker is a web-based operational support tool for international peacemaking professionals. It contains an excellent collection of relevant documents as well as peace agreements (note that you have to register): http://peacemaker.unlb.org/index1.php

The Berghof Conflict Research offers a range of up-to-date papers and research projects on peacemaking: http://www.berghof-conflictresearch.org/en/publications/strategie/

Conciliation Resources’ ACCORD Series of Reports are excellent case-study analyses of peace processes: http://www.c-r.org/our-work/accord/pdfs/downloads.php
The Institute for Multi-Track Diplomacy promotes a systems approach to peacebuilding and to facilitate the transformation of deep-rooted social conflict. Go to www.imtd.org

The Carter Center can be found at www.cartercentger.org.

Academic readings on negotiation and mediation

- J Gomes Porto, Mediators not in the Middle: Revisiting the normative dimensions of international mediation, forthcoming, University of Leipzig Press, 2012.


• Kelman, H. 1996. The Interactive Problem-Solving Approach'. In Crocker, Hampson and Hall (eds).


