



CONFLUXCENTER

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POLITICAL NEGOTIATION  
THEORY AND PRACTICE  
*Styles, Skills, & Techniques*

EVALUATION FORM

*27 February — 2 March 2023*

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Conflux Center for Intercultural Dialogue and Mediation

# Speakers & Organizers

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## *Senior Mentor:*

**Ambassador Miloš Strugar**  
*UN Senior Mediation Adviser*

## *Guest Speaker:*

**Ambassador Kishan S. Rana**  
*Professor Emeritus DiploFoundation*

## *Facilitators & Lecturers:*

**Issaka K. Souaré, PhD**  
*Senior Mediation Adviser*

## *Course Director:*

**Emilija Marić**  
*Conflux Center*

**Ambassador Amr Aljowaily**  
*Visiting Faculty Member at UNITAR's  
Multilateral Diplomacy Program*

## *Project Officer:*

**Ambassador Bojan Bugarčić, PhD**  
*Executive Director of the Serbian  
Academy of Sciences and Art*

**Mina Strugar**  
*Conflux Center*

**Renata Avila**  
*CEO Open Knowledge Foundation,  
International Human Rights Lawyer,  
Co-Founder - Alliance for Inclusive  
Algorithms*



# About the Course

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## Overall Goal

The aim of the course is to develop a deeper understanding of negotiation theory and practice, and to enhance specific knowledge and skills in negotiation which could be successfully applied in emerging and ongoing conflict situations.

The course will cover negotiation theories and practices in addressing conflicts, with a special focus on new trends and actors in international affairs. Both interest-based and value-based conflicts will be addressed through the lens of cross-culture negotiations and identity issues. Developing negotiation skills will be our primary goal, hence simulation and role-play exercises based on real case scenarios will comprise more than fifty percent of the content. The course is balanced between the political and operational level, and most of negotiation skills, techniques and tools are catered to the field work. The course will also address the role and required skills of negotiators related to public diplomacy, communications with the media, as well as information and reputation management.

## Learning Objectives

By the end of the course, participants will be able to:

- Apply a range of skills, techniques and good practices in negotiation;
- Frame the problem (positions) and prioritize list of issues (interests and needs) for negotiation;
- Determine a minimally acceptable deal, i.e. the “walk away point” or BATNA (Best Alternative To a Negotiated Agreement), and anticipate the bottom line (BATNA) of the other side;
- Determine a bargaining range, i.e. Zone of Possible Agreement (ZOPA);
- Design and run the negotiation process;
- Develop negotiation strategy to create political leverage;
- Identify personal strengths and weaknesses as negotiators;
- Deal with moral, legal and political dilemmas which may arise in negotiation
- Identify risks and opportunities of information and communication technologies in negotiation.

## Target Audience

The course program is designed for mid and senior level staff in peacekeeping operations, political and peacebuilding missions of the UN and regional organizations (AU, OSCE, EU etc.), diplomats, those working in governments and non-governmental organizations and academic institutions.

## Content and Structure

The virtual course will take place over a period of four days, from **27 February – 2 March 2023** via the **online platform Zoom**. The training will consist of lectures and facilitated discussions by senior experts and practitioners in the field, and the activities are devised to be highly interactive through discussions, Q&A sessions, group work, role-play and hands-on exercises and assignments. A virtual space will be provided for group discussions and best practices and experience sharing among the participants under the guidance of the senior mentor.

Upon completion of the course, certificates of participation will be issued in PDF, and a hard copy can be sent via post upon request.

# Course Program

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## DAY 1

27 February 2023

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09:00 – 09:15

*Opening & Introduction —  
Agenda & Program of Work*

09:15 – 09:30

*Tour de Table & Expectations*

09:30 – 10:15

### SESSION 1:

*“What is Negotiation? —  
Purpose, Theory, Historic Evolution”*

**BOJAN BUGARČIĆ**

10:15 – 10:30

COFFEE BREAK

10:30 – 11:30

### SESSION 2:

*“Approaches to Negotiation —  
Win-Win, Win-Lose, Lose-Lose Situations;  
Positive Sum, Zero Sum, Negative Sum  
Situations;  
Best Alternative to a Negotiated Agreement  
(BATNA), Zone of Possible Agreement  
(ZOPA)”*

**MILOŠ STRUGAR**

11:30 – 11:45

COFFEE BREAK

11:45 – 12:30

### SESSION 3 & CASE STUDIES:

*“Positions, Interests, Needs & Values  
in Negotiation”*

**MILOŠ STRUGAR**

12:30 – 13:30

LUNCH BREAK

13:30 – 14:30

### SESSION 4:

*“Prenegotiation or ‘Talks About Talks’ —  
When is a Conflict Ripe for Negotiation?  
Agreeing to Negotiate, Agenda, Procedures...”*

**MILOŠ STRUGAR**

14:30 – 15:30

### EXERCISE 1:

*“Talks About Talks”*

*— Work in groups using a fictitious scenario*

## DAY 2

28 February 2023

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09:00 – 10:30

### EXERCISE 1 CONTD.:

*Role-play using a fictitious scenario*

10:30 – 10:45

COFFEE BREAK

10:45 – 11:30

### SESSION 5:

*“Gearing for Negotiation: Process Design  
& Strategies — Positional, Cooperative &  
Competitive Bargaining”*

**ISSAKA K. SOUARÉ**

11:30 – 11:45

COFFEE BREAK

11:45 – 12:30

### SESSION 6:

*“Cross-Cultural Negotiation —  
Culture-Based Negotiation Styles &  
Approaches, Barriers, Communication Skills”*

**MILOŠ STRUGAR**

12:30 – 13:30

LUNCH BREAK

13:30 – 14:30

### SESSION 7:

*“Negotiation Skills & Techniques”*

**MILOŠ STRUGAR**

### EXERCISE 2:

*“Reframing, Empathic Listening”*

**MILOŠ STRUGAR**

14:30 – 15:30

### EXERCISE 3:

*“Applying Negotiation Skills & Techniques,  
BATNA & ZOPA”*

*— Work in groups using a fictitious scenario*

# Course Program

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## DAY 3

1 March 2023

09:00 – 10:30  
EXERCISE 3 CONTD.:

*Role-play using a fictitious scenario*

10:30 – 10:45  
COFFEE BREAK

10:45 – 11:30  
SESSION 8:

*“Virtual (Online) Negotiation”*

MILOŠ STRUGAR

11:30 – 11:45  
COFFEE BREAK

11:45 – 12:30  
SESSION 9:

*“In My Experience... The Use of Textual Techniques for Advancing Negotiations in Multilateral Diplomacy”*

AMR ALJOWAILY

12:30 – 13:30  
LUNCH BREAK

13:30 – 14:30  
SESSION 10:

*“Drafting & Negotiating Agreements — Types, Content, Form, Elements”*

ISSAKA K. SOUARÉ

14:30 – 15:30  
EXERCISE 4:

*“Drafting a Negotiated Agreement”*  
— *Work in groups using a fictitious scenario*

## DAY 4

2 March 2023

09:00 – 10:30  
EXERCISE 4 CONTD.:

*Role-play using a fictitious scenario*

10:30 – 10:45  
COFFEE BREAK

10:45 – 11:30  
GUEST SPEAKER:

*“In My Experience...”*

KISHAN S. RANA

11:30 – 11:45  
COFFEE BREAK

11:45 – 12:30  
SESSION 11:

*“In My Experience... The Use of Procedural Techniques for Advancing Negotiations in Multilateral Diplomacy”*

AMR ALJOWAILY

12:30 – 13:30  
LUNCH BREAK

13:30 – 14:15  
SESSION 12:

*“Tracking Influences of Media, Information & Communication Technologies, & Artificial Intelligence on Conflict”*

RENATA AVILA

14:15 – 14:30  
COFFEE BREAK

14:30 – 15:30  
CASE STUDIES:

*“How to Address Political, Moral & Legal Dilemmas in International Negotiation”*

MILOŠ STRUGAR

15:30 – 15:45

*Coffee Break & Evaluation*

15:45

*Course Wrap-Up & Q&A with Senior Mentor*

# *Additional Information*

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## *Technical Requirements:*

In order to join the virtual training, all attendees should have access to the internet and a personal computer (laptop), with an operational camera and microphone (external or internal). A stable internet connection is essential in order to minimize the chances of stutter or disconnection. It is advisable that the participants download the Zoom application (free of charge). It is also possible to join a meeting directly from a web browser, but the meeting experience and available features are limited.

## *Registration:*

Registration is open until **24 February 2023** and can be done via the following link:

<https://www.confluxcenter.org/events/application-form/>

Upon online registration, participants will receive an invoice, pre-course video and reading materials, as well as information on how to use Zoom. The pre-course materials will also be available on Conflux Center's website. Instructions on how to use Zoom will also be presented during the introductory session of the course.

### **COURSE FEE:**

1,250 USD

Conflux Center alumni are eligible for a 20% discount. Partial subsidy could be available at a later stage. Those interested in a partial subsidy should send their CV and a motivation letter no later than **17 February 2023** to [office@confluxcenter.org](mailto:office@confluxcenter.org).

Conflux Center will not provide refunds for participants who face technical issues beyond its direct control. It is recommended that all prospective participants test Zoom for free at Zoom.us prior to confirming their payment.

- The participants should be relieved of their regular work duties for the duration of the course.
- The course is conducted in English and translation is not provided.
- All specified times are in accordance with CET (Central European Time) / UTC+1 (Coordinated Universal Time) time zone.
- Conflux Center reserves the right to modify the course program at any time.

For further details about the course, please contact us at:

[office@confluxcenter.org](mailto:office@confluxcenter.org) or **+381 63 130 89 97**



# Instructions for Materials Page

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Dear participants,

The aim of this introductory page is to provide you with guidelines on how to use the Materials Page on the Conflux Center website. It can be accessed via the following link:

<https://www.confluxcenter.org/materials-political-negotiation-theory-and-practice-styles-skills-and-techniques-virtual-course/>

The page is password-protected and each time upon entry you will be asked to type in the following password:

[negotiation0921](#)

The Materials Page will be used as the primary platform for sharing all of the resources related to the course. There are four different sections on the page:

## **1. PRESENTATIONS AND LECTURE MATERIALS**

At the end of each day of the course, all the presentations and other materials will be uploaded to the Presentations and Lecture Materials page, under the subsection corresponding to the day of the course (i.e. Day 1, Day 2, etc.).

## **2. MANDATORY READINGS**

This section includes the mandatory pre-course reading materials. We kindly ask you to read these materials prior to the start of the course, in order to be able to fully participate in discussions and group activities.

## **3. UN GUIDANCE AND POLICIES**

The UN Guidance and Policies section includes a variety of UN reports, policies, and official guidelines that will be discussed during the course.

## **4. SUGGESTED READINGS**

The Suggested Readings page consists of various articles which will be discussed throughout the course. We strongly encourage you to read them in advance, as they are relevant to the subject matter of the course.

## **5. ADDITIONAL READINGS**

This section is composed of different chapters of books that will be mentioned and referenced during the course. They are vital to the understanding of various topics related to the course, however it is not required for you to read them prior to the start of the course.

Please note that all of the resources will remain online and accessible on this designated Materials Page for two weeks after the course has finished. It is permitted to download and keep all of the files available on the page.





# List of Applicants

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1. **Therese Pauvresse** / F / MINUSCA
2. **Sarah Joshua Okwaci Nyilek** / F / UNMISS
3. **Farayi Nyamayaro** / M / UNMISS
4. **Teclaïre Same Moukoudi** / F / UNMISS
5. **Emmanuel Dukundane** / M / UNMISS
6. **Francesco Alberto Gherardi** / M / UNMISS
7. **Abraham Roch Okoko-Esseau** / M / ECCAS
8. **Aljoša Palija** / M / MFA Serbia
9. **Mohamed Hesham Sabry Mohamed** / M / LAWIO
10. **Mahmoud Elkordy** / M / Egyptian Armed Forces

# *List of Participants*

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1. Abraham Roch Okoko—Esseau
2. Aljoša Palija
3. Emmanuel Patay Menwon
4. Francesco Alberto Gherardi
5. Farayi Nyamayaro
6. Lt. Col. Mahmoud Elkordy
7. Major / Mohamed Hesham Sabry Mohamed
8. Sarah Joshua Okwaci Nyilek
9. Teclaire Same Moukoudi
10. Therese Pauvresse

