



## Programme

### Day 1

08:30- 09:00	<b>Registration</b>
09:00 -10:15	<b>Welcome</b> <ul style="list-style-type: none"> <li>• The main dimensions of negotiation</li> <li>• Setting substance, relationship, time, place process and proportionality</li> <li>• Creating a negotiation framework</li> <li>• What is value?</li> <li>• Mutual or multi-party gain</li> <li>• Osterwalder and Pigneur's Business Model Canvas</li> <li>• The value triad</li> <li>• Example of a deal using systems thinking to create value</li> <li>• Deal-making negotiation and conflict resolution negotiation</li> </ul>
10:15-10:30	<b>Break</b>
10:30-13:00	<ul style="list-style-type: none"> <li>• Max-Neef et al and the discovery of fundamental human needs as deprivation and potential</li> <li>• Value in project finance, infrastructure and PPP deals</li> <li>• The conduct of successful and unsuccessful negotiators</li> <li>• Definitions' of negotiation</li> <li>• The Seven Point Preparation Method for Negotiation</li> <li>• The single sentence test</li> <li>• Criteria of a viable deal (Bell Laboratories)</li> <li>• Criteria of a sellable deal (Nielsen and Company)</li> <li>• Criteria of a legal deal</li> <li>• Active listening exercise</li> <li>• Brief negotiation case on value</li> </ul>
13:00-14h00	<b>Lunch</b>
14:00-15:30	<ul style="list-style-type: none"> <li>• Four Basic Phases of Negotiation</li> <li>• Getting Prepared</li> <li>• Rules of engagement cooperation, collaboration, competition and conflict – getting off on the right foot, what to share and keep to yourself</li> <li>• Conduct of good and bad negotiations</li> <li>• Selection of negotiation team</li> <li>• Negotiation scenarios</li> </ul>
15:30-15:45	<b>Break</b>
15:45-16:30	<ul style="list-style-type: none"> <li>• Developing a questioning model to identify and mitigate risks and therefore provide you with a negotiation mandate Laying the Groundwork</li> </ul> <p><b>Homework:</b> Read the negotiation case</p>
<b>Day 2</b>	
08:30 -10:15	<b>Prepare in groups for the;</b> <ul style="list-style-type: none"> <li>• The Privatisation of the Port of Maputo as it Relates to the Mozambican State-Owned Harbours and Railway Network</li> </ul>
10:15-10:30	<b>Break</b>
10:30-13:00	<b>Feedback</b>
13:00-14:00	<b>Lunch</b>
14:00-16 :00	<ul style="list-style-type: none"> <li>• Meetings and negotiation</li> <li>• Wicked problems and tame problems</li> <li>• Ideal Redesign and Interactive Planning</li> <li>• Closure</li> </ul>

### Botswana DFI Network Members



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The SADC DFRC is accredited by the Botswana Qualification Authority as a training provider



The SADC-DFRC is a  
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## Negotiation Skills



southern african  
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Masa Square hotel  
Gaborone, **BOTSWANA**



## Background

Infrastructure development is a key component of the development process of any economic region. The provision of good roads and railways, air and transport facilities, energy and information and communication technology, among others, constitutes a vital backbone for rapid development of commerce and the catalyst of economic development. SADC as a region has developed a Regional Infrastructure Development Master Plan, while individual member states have also developed their respective infrastructure development programmes.

Substantial resources through public expenditure, public private partnership and other forms of financing are required to support the successful implementation of these projects. In order to secure financing for such projects, it is necessary to determine the feasibility and sustainability of the project, the inherent risk, the stakeholder and the beneficiaries of the project. Consequently the development and effective application of tools to carry out the task is an essential part of any infrastructure development programme.

This course aims at equipping the participants with the essential skills - Integrated Investment Appraisal - to carry out these critical tasks.



## Objective

The objective is to enable the delegates to develop a unifying and generally applicable

negotiation methodology that is applicable in the investment and infrastructure space.

The course seeks to cultivate the knowledge and skills that are necessary to negotiate, create, plan and assess investment transactions.

The programme is designed to develop both the delegates' theoretical judgment and practical reasoning in negotiation on infrastructure and investment projects.

Theoretical judgment involves the search to understand the longer-term foreseeable consequences of a transaction. Practical reasoning involves addressing the here and now of a deal in terms of selecting the appropriate immediate next negotiation steps.



## Scope

This programme covers modern techniques of negotiation that are relevant to the project finance and investment space.

The programme will explore the main dimensions of negotiation and these dimensions are: substance, process, relationship, time, place and proportionality. It will seek to understand what is value and how can we best create it? Osterwalder's Business Model Framework will be used in this regard. This will provide the delegates with a practical framework that can be generally applied in infrastructure and project finance transactions, and also applied in board meetings.

A systems framework will be used and this will enable participants to understand the core negotiation elements of a social system and their relationship with fundamental needs, human development, growth and deep-rooted conflict. These systemic frameworks are useful for consideration in project finance and infrastructure deals.



## Facilitator

**Dr. Geoff Heald** is a Senior Lecturer in Negotiation at Wits Business School. He is also the Visiting Professor of Negotiation at the Pontifical Catholic University in Santiago Chile where he has presented the Negotiation on Deals between Developing and Developed Countries Elective in Latin America. He designed the African Negotiation Project, which will offer research, education, training and conferencing on bespoke transactions across the African continent.

He has a PhD in negotiation from Wits University. The title of his doctorate is; "Learning Amongst Enemies – A Phenomenological Study of the South African Constitutional Negotiations from 1985-1996." Geoff also hold an MBA Degree from Stellenbosch University and Bachelor of Social Science Degree in Psychology from the University of Cape Town.