

UNMO STM Lesson 3.2 and 3.4 Learning Activity Liaison and Interviewing Techniques- Role Playing Exercise

In this role-playing exercise with a military scenario, UNMO in training should put into practice the Liaison and Interviewing Techniques and tools presented in UNMO STM Lesson 3.2 and Lesson 3.4



Learning Activity Time Required:

10 minutes	activity introduction and instructions and reading the scenario
20 minutes	role-playing exercise
05 minutes	debrief in small groups
10 minutes	debrief in the plenary group
Total time:	45 minutes

Gamagara Ceasefire Violation Scenario

The current crisis in Naraland (see attached map), a fictitious island country off the eastern coast of Southern Africa, has its origins in pre-colonial times. In the 1800s the Kambo tribe was forced to flee from its ancestral lands by the more powerful Mananca. The Mananca retained possession of the land now called Manancaland, while the Kambo eventually settled east of the Mananca, in what is now the province of Kambona. The Kambo have never abandoned their claims to Manancaland.

During the 1960s, the Kambo launched an unprovoked attack on Manancaland, which the Mananca successfully halted. The areas held by the belligerent parties at the end of those hostilities established the current provincial boundaries. Those boundaries have never been accepted by belligerents, despite efforts by the Naraland Government to mediate. Since then, repeated minor combats have taken place between the two provinces and both sides have formed militias that have caches of light weapons and landmines at their disposal.

In recent times, the Kambona Liberation Movement (KLM) and the Manancaland Resistance Movement (MRM) have launched several attacks on each other's provinces. Despite heavy fighting which has resulted in a large number of casualties, especially among the civilian population, neither of the belligerents has been able to achieve its military objectives. The Naraland Government was able to negotiate a ceasefire (the Treaty of Windhoek) and both parties agreed to international mediation and intervention.

The UN has responded by deploying an observer mission, the United Nations Mission in Naraland (UNMIN), to monitor the belligerent parties. The Treaty of Windhoek set in motion the establishment of a demilitarized zone (DMZ) and disarmament of militias.

UNMIN has now been deployed for 8 months and is well established. During the past month, in particular the last 10 days, various incidents have occurred that indicate an

upsurge in tension among the two parties, including several shooting incidents, reports of smuggling, unrest and recruitment in the internally displaced persons (IDP) camps, and evidence of freshly laid anti-personnel mines.

As a result, the Special Representative of the Secretary-General has tasked the Chief Military Observer to instruct all the Sector Commanders to arrange meetings with the local rebel commanders and people involved in allegations in order to stabilize the situation and reaffirm their commitment to the implementation of the ceasefire agreement.

Activity Guidelines:

1. Use the first few minutes to distribute and allow the participants to read through the scenario background and instructions.
2. Divide the participants into three/four groups of equal size:
 - Designate in each group one Mayor of Kambona Province
 - The rest of participants must be organized as a UNMO team with one Senior UNMO.
3. Ensure that someone is appointed to observe the process and report back to the group after the role-playing exercise.
4. Allow each group to study its own brief and decide on the strategy. Each group should select one of its members to play the role.
5. Allow the liaisons and interviews to take place according to the scenario until 5 minutes before the end of the exercise. The role players are allowed to call short breaks (of no longer than 1 minute) to revise their strategy or approach or to consult with one of the other role players. Arrange for a time-out signal for this purpose.
6. Stop activities 5 minutes before the end of the exercise. Have each of the groups evaluate its own performance in terms of liaison efforts and report back to the class as a whole during the debriefing in the plenary discussion.
7. As instructors/facilitators, monitor the progress and content of the discussions and regularly remind participants of the objective of the exercise, without interfering unduly.
8. Participants should, by using effective interviewing techniques and good liaison skills collect comprehensive information, recognize the HR issues and identify possible ceasefire violation.

Confidential Brief for UN Military Observer

You are the Senior UNMO in Sector East. You have been tasked to liaise and interview local authorities in your sector to clarify alleged abductions of local people.

You are instructed to meet the mayor of Kambona Province on his site. Notice that the mayor knows the local warlord very well. They are concerned about the escalation of hatred incident in the province.

During the interview, you should:

- Conduct a formal liaison
- Maintain transparency of the UNMIN intentions
- Organize your team and designate responsibilities.
- Employ a mixed approach technique to conduct the interview.
- Try to determine what happened
- Draw conclusions.
- Prepare a report on the case.

Your approach is that of an impartial observer with a task of liaison. Your task is to determine if the allegations are true and prepare a report on the case.

Confidential Brief for the Mayor of Kambona Province

You are the Mayor of Kambona Province. You know very well the local warlord since you have been together at school. You are aware of the abductions from Mananca (3 nights before) but you do not want to talk about it: it is most probable that abductions was committed by KLM and you were appointed by province commander of KLM, you have a low profile on this kind of matter. You wanted to meet the UNMOs to discuss the issues of ethnic hatred and of missing persons, even though you see UNMIN as an occupational force on the side of Mananca authorities.

At the liaison visit conducted by UNMOs, you should:

- Accuse the UNMOs of being partial and of doing nothing to stop the propaganda against Kambos.
- Ask UNMOs to prevent ethnic hatred: almost every week there is a new incident either in his village or in neighbour villages.
- Urge UNMOs to search for the missing persons from the conflict, you are convinced that Manancalanders wanted to expel the Kambos.
- Explain that overnight someone made (for you they were Manancalanders) drawings on all walls of your office phrases stating that the only place for Kambos is buried deep in woods. They also tagged many gravestones in the cemetery. You find these acts odious and condemn them.
- Explain that from the conflict 10,000 persons are still unaccounted for. From your village and province, 200 persons are missing. The community is pressing to find their missing relatives and wants justice. You do not understand why this is not a priority for the UN and say UN is not fulfilling its mandate.

You have mixed feelings regarding the abductions from KLM: on one hand you understand because KLM has to survive, on the other hand these kidnappings deprive you from healthy men, harm the economy and scare the community. Your people have started to leave.

Even though you do not like the UN you are pressured from the citizens who want justice and to find their missing relatives. This is the reason why you have decided to see them. Also the ethnic hatred has not stopped with the ceasefire, it is ongoing. You do not know what to do, you have asked the warlord to intervene, but they have other more urgent and pressing needs.

You are to provide all information and evidence available to you.

The Gamagara Ceasefire Violation Situation / Incident

The current crisis in Naraland (see attached map), a fictitious island country off the eastern coast of Southern Africa, has its origins in pre-colonial times. In the 1800s the Kambo tribe was forced to flee from its ancestral lands by the more powerful Mananca. The Mananca retained possession of the land now called Manancaland, while the Kambo eventually settled east of the Mananca, in what is now the province of Kambona. The Kambo have never abandoned their claims to Manancaland.

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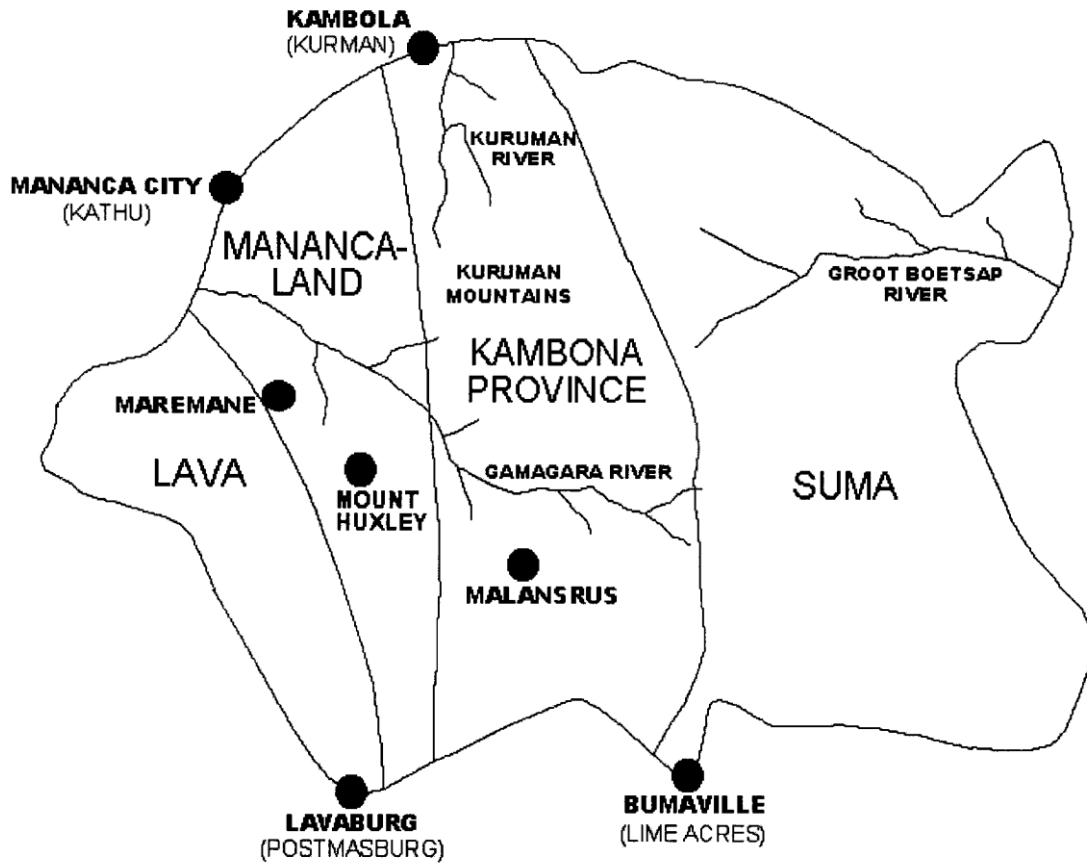
In recent times, the Kambona Liberation Movement (KLM) and the Manancaland Resistance Movement (MRM) have launched several attacks on each other's provinces. Despite heavy fighting which has resulted in a large number of casualties, especially among the civilian population, neither of the belligerents has been able to achieve its military objectives. The Naraland Government was able to negotiate a ceasefire (the Treaty of Windhoek) and both parties agreed to international mediation and intervention.

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Map of Naraland



Liaison and Interviewing Techniques Check List

Liaison within an established framework

- ☑ A liaison plan has to be developed to coordinate the responsibilities between UN officials and to ensure timely and accurate passage of information up and down the chain of command.
- ☑ Assign responsibilities for liaison with specific authorities

Methods of Conducting Liaison

- ☑ Formal liaison is conducted through visits and meetings arranged in advance and organized for the specific purpose intended
- ☑ Informal liaison occurs through visits, social or casual contact. Informal liaison must be conducted deliberately even when it is spontaneous.

Directive technique of Interviewing.

- ☑ Frequent participation on the part of the interviewer.
- ☑ Emphasis on the influence of past actions on present behaviors.
- ☑ Seeking specific information.
- ☑ Making interpretations and judgments.
- ☑ Varying of the pace by the interviewer.
- ☑ The use of probing questions.

The nondirective technique of Interviewing

- ☑ Avoidance of “yes” and “no” questions.
- ☑ Use of questions calling for narrative type of responses.
- ☑ Emphasis on the present rather than the past.
- ☑ Frequent use of the silent question.
- ☑ Reflection of the interviewee’s comments.
- ☑ Viewing the interviewee from his frame of reference instead of the interviewer’s.

The mixed approach The mixed or combined approach is one that borrows from all fields. Interviewers are suggested to use the approach that is suited to the occasion and the interviewee. It is the responsibility of interviewers to get appropriate information and critical data, and evaluate them. In order to accomplish this, interviewers must get the interviewees to talk. Whatever technique enables the interviewer to do this effectively is a good one.

What to do in an interview

- ☑ Respect for the integrity of each person
- ☑ Speak in a well-modulated normal tone of voice. It is not only what you say that is important but how you say it.
- ☑ Get the interviewee to talk. Interviews are conducted to get information. The skilled interviewer induces interviewees to talk by varying the type of questions and employing techniques such as restatement of an answer, clarification and reflection, interpretation, and short periods of expectant silences.
- ☑ Get the facts. It is the responsibility of the interviewer to get reliable information and get all of it that is needed.
- ☑ Lead without show of authority. The interviewer will adjust the tempo of the conversation to the mental alertness and speed of the person being interviewed
- ☑ Make sure that the data is correct. Whenever the interviewer gives out information, what he says is usually interpreted as being an official statement.
- ☑ Ask only one question at a time.
- ☑ Formulate easily understood questions.
- ☑ Restate the answer. In restatement, the interviewer repeats the answer and says, "Is that right?" If the answer is incorrect or inadequate the interviewee has opportunity to clarify his meaning and perhaps to give additional pertinent information.
- ☑ Record data. Record all pertinent data, promptly, and openly. Thoroughness in recording information is essential. Complete all necessary recording immediately after the interview.
- ☑ Summarize. In most cases before concluding the interview, a brief summary of what has been accomplished.
- ☑ Terminate the interview. When it is apparent that the purpose of the interview has been accomplished, the interviewer should take steps to close the conversation and dismiss the interviewee in a graceful manner.

What not to do in an interview?

- ☑ Do not sit on the edge of the chair. This gives an impression that you are impatient with the interviewee and anxious to be rid of him/her.
- ☑ Do not fidget. Pronounced and unnecessary body movements, limit the ability of the interviewee to concentrate on the interview.
- ☑ Do not waste time. For satisfactory results it is essential that the interview proceed with dispatch once it is started.
- ☑ Do not hurry the interviewee. It is unwise to hurry the interviewee. He requires some time to get accustomed to the situation, to learn to feel at ease, to get ready to talk.
- ☑ Do not imply answers to your questions. Experienced interviewers avoid leading questions.

- ☑ Avoid or limit use of the pronoun “I”. The “I” pronoun is customarily used to express an opinion or relate a personal experience.
- ☑ Do not carry a patronizing attitude. In an effort to be helpful, the interviewer must maintain a climate of mutual respect.
- ☑ Do not ask unnecessary personal questions.
- ☑ Do not antagonize. Accurate information cannot be obtained by antagonizing the interviewee.
- ☑ Avoid shrewdness and cleverness.
- ☑ Do not make a promise to an interviewee. The interviewer should not be committed to a course of action after the interview is over.

Personal qualities of the interviewer

- ☑ **Personal appearance.** The personal appearance and personality of the interviewer should create a good impression. He should conduct interviews in a dignified manner with respect for the courtesies which good military bearing implies.
- ☑ **Freedom from bias.** Each mature person, over a period of years collects a fair quota of likes and dislikes.
- ☑ **Sincere interest in people.** Genuine interest in people is a personal quality which can be developed by associating with people from all levels of social, economic, and cultural status, and by developing an understanding and sympathetic appreciation of their interests and problems. By showing an interest in the respondent, the interview develops an increased capacity for gaining the respondent's confidence and assuring his cooperation.
- ☑ **Ability to meet people.** He must possess personal dignity, be courteous, serious, and conscientious. A mastery of these attitudes will enable him to convey to others the sincerity of his purpose and will gain him wholehearted cooperation.