

Lesson 3.3 UNMO STM Learning Activity

Negotiation, Mediation and Use of Language Assistants

Role Playing Exercise

In this role-playing exercise with a military scenario, UNMO on mission in training should put into practice the negotiation and mediation techniques and tools presented in UNMO STM Lesson 3.3, Negotiation and Mediation as well as the techniques for the correct use of language assistants presented in Lesson 3.8



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 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 four groups of equal size:
 - One for the UN Military Observer (UNMO)
 - One for the Manacaland Local Commander
 - One for the Kambona Local Commander
 - One for the Language Assistant
3. Ensure that someone is appointed to observe the mediation 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 negotiations to take place according to the scenario until 5 minutes before the end of the exercise. Remember that the non-playing members are allowed to advise their group's role player. 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 negotiations 5 minutes before the end of the exercise. Have each of the groups evaluate its own performance in terms of negotiation strategy and mediation 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.

Confidential Brief for UN Military Observer

You are the Senior UNMO in Sector East. You have been tasked to meet with the commanders of the MRM and KLM in your sector. You have invited the two sides to a meeting to discuss the escalating tension and sporadic clashes.

During the meeting at your headquarters, you should:

- Analyze the conflict and try to identify the interests of the two parties in the dispute.
- Try to identify the root causes of the dispute and then work to persuade the two parties to negotiate mutually beneficial outcomes.
- Explain the impartiality of the UN in the negotiations and let the two parties realize that they are working out their own solution to their problem within the confines of the cease fire agreement.
- Explain the benefits of adhering to the terms of the ceasefire that both sides have agreed and signed.
- Explain the political consequences of breaking the ceasefire.
- Explain the material and moral consequences of breaking the ceasefire.
- Explain the importance of respecting and ensuring the safety of civilians.
- Try to persuade the parties to reaffirm the importance and legitimacy of the ceasefire.
- Identify possible points of agreement and try to assist the parties to reach an agreement on how best to uphold the ceasefire.
- If an agreement is reached, try to persuade the parties to agree to a joint verification mechanism that can investigate future violations of the ceasefire.

Your approach is that of an impartial mediator. You chair and facilitate the meeting and try to steer the two sides to an agreement. Your task is to persuade the two parties to reaffirm that they will uphold the ceasefire agreement that their leaders have signed.

You must apply the use of language assistant skills to communicate with belligerent parties.

You can not understand the local language at all.
The mission language is English.

Confidential Brief for the KLM Local Commander

You are the Local Commander of the KLM in the area. You have been invited to the UN base for talks about the problems between your faction and the MRM.

At the negotiations with the UNMO, you should:

- Argue that during the ceasefire negotiations, it was agreed that land acquired during the fighting was to be patrolled by the UN, while ownership remained with the party that had won it; specifically, the KLM.
- Argue that if the other side were deploying and violating the ceasefire, you could not just wait and watch.
- Argue that the area has been occupied by the MRM for a long time and you are taking back what is rightfully Kambonan.
- Argue that the UN appears to be on the side of the MRM because most of the people working for the UN as interpreters, drivers, cleaners and others are Manacans.
- Argue that on several occasions your people have reported that armed men wearing MRM fatigues and webbing had been seen in the DMZ and that you had given this information to the UN. Because the UN has done nothing to stop the MRM, you felt justified in protecting your areas. You have ordered your men to shoot any armed person in the DMZ.
- Argue that you have information that the MRM is caching arms in the banks of the old Gamagara river bed; if the UN is not going to do anything to stop the MRM, the KLM certainly will.

You should use a hard bargaining style throughout the negotiations. You are very emotional and angry. From time to time you may interrupt the UN Military Observer and RMR leader.

Initially, you do not agree with anything the UN mediator suggests or with his or her summary of the problem; later on you might agree, if you think his or her suggestions make sense to you.

You can only understand the local language
You can not understand English at all.

Confidential Brief for MRM Local Commander

You are the Local Commander of the MRM in the area. You have been invited to the UN base for talks about the problems between your faction and the KLM.

At the negotiations with the UNMO, you should:

- Argue that the greater part of the population in the area is Manacan and that the Kambonans had no right to take the area military.
- Argue that the Kambonans are greedy for land and power and cannot be trusted.
- Argue that the villagers have reported abductions, murders and rape of the people who sympathize with MRM.
- When confronted with the argument that most of interpreters, drivers and cleaners employed by UN are Manacans, respond that UN knows that Kambonans are thieves and cannot be trusted, so the UN hires Manacans in its own self-interest.
- Argue that the MRM has not violated the ceasefire and that you have no armed men in the DMZ.
- When confronted with the argument that armed MRM men have been seen in the DMZ, explain that you have received information that the Kambonans were harassing civilians and you deployed an unarmed unit to verify the information before you lodged a complaint with the UN. Insist that this group was unarmed, but you can confirm that they were wearing MRM fatigues and webbing.
- Argue that you have information that KLM is buying arms and anti-personnel mines and those arms are being smuggled to the KLM through the DMZ.
- Argue that the KLM is creating incidents and rising tensions as a pretext for attacking the Manacan people.

You should always remain calm and talk with a soft voice. Be very friendly with the UNMO and appear to support and agree everything the UN suggests.

You can only understand the local language
You can not understand English at all.

Confidential Brief for Language Assistant

You are a Manacan Language Assistant. You are not professionally trained. You have some knowledge of the mission language, which is English, and the local languages. You have been hired by the mission as a “language assistant”, and have been invited to the UN base to assist as such for talks about the problems between MRM and the KLM. At the negotiations with the UNMO, you should:

- Translate what UNMO and parties say trying to be the centre of the conversation.
- Maintain the focus of your attention to the parties but not to the UNMO.
- Keep the eye contact with MRM Local Commander and demonstrate proximity with him.
- Add comments and your own position (as Manacalaner) while translating.
- When asked by the UNMO: correct yourself and interpret as required.

Remember:

You have some knowledge of English.

You understand the local language.

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.

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.

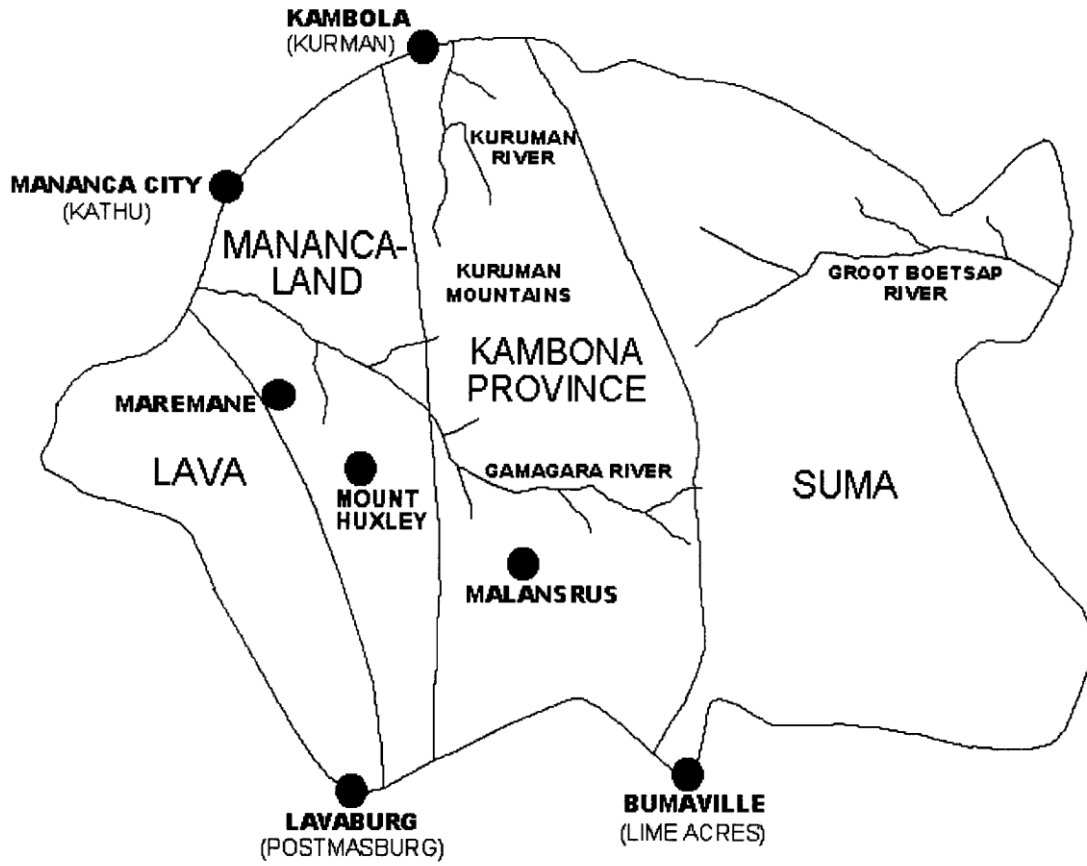
In recent times, the Kambona Liberation Movement (KLM) and the Manancaland Resistance Movement (MRM) have launched several attacks on each other's provinces. Despite heavy fighting which has resulted in a large number of casualties, especially among the civilian population, neither of the belligerents 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 in order to stabilize the situation and reaffirm their commitment to the implementation of ceasefire agreement.

Map of Naraland



Negotiation Check List

Advanced preparations/considerations

- What is the conflict/dispute about?
- Who are the people/parties involved? Name, rank, personality, authority, religion, ethnicity, culture, attitudes?
- Has the conflict/dispute been dealt with before?
- Why has it come up at this time?
- What is the background/history?
- Obtain all possible information about the immediate conflict/dispute and outline the options for a settlement
- Read previous reports on the matter; what was the UN conclusion and how does it relate to previous/future arrangements?
- What are your options, limitations, frame, mandate, etc.?
- When and where will the negotiation take place (get confirmation)
- Establish an agenda for the meeting
- What do you hope to achieve, what is the minimum desired result?
- What are the objectives/interests of the people/parties involved?
- Can you identify some common ground?

Internal preparations

- Who is going to do the talking?
- Who is taking notes and writing minutes (can notes be taken – can a tape recorder be used)?
- Decide on the role of the language assistant/interpreter
- Are you all going to attend the meeting (driver, extra team)?
- Decide on need for specialists (weapons, mines, economic, cultural, etc.)

Final preparations

- Be at the place for the meeting in due time, in good shape and well dressed
- Make ready for seating, security, parking and communication
- Consider coffee, drinks, food
- Place agenda, pencils and writing pads on the table

Conduct of negotiation

The opening talks

- Take your time and be patient
- Remember the customary salutations and exchanges of courtesies (in accordance with the local habit)

- ☑ Some introductory small talk may be useful and polite (gives everybody a chance to get used to the way the common language is used and it offers a chance to assess the mood)
- ☑ Offer/take refreshments
- ☑ Introduce yourself and your team (wear name tag)
- ☑ Introduce the agenda of the meeting
- ☑ Find agreement on the agenda
- ☑ It is advised to avoid using cellphones and to keep them turned off.

The main talks

- ☑ If possible let your counterpart start, and listen to him; do not interrupt, be patient
- ☑ If incorrect information is given, state the actual facts (supported by evidence) but do not argue
- ☑ State the UN point of view (facts only)
- ☑ If there are differences in points of view, note the view of the counterpart and highlight the point of view of the opposite side (eventually also the UN approach). Declare that you will come back to the issue after an examination of the key problems. Carry out your examination and negotiation in a similar manner with the other party
- ☑ In some cases the task of the UN team includes conveying complaints, either from the opposing party or from the UN itself. Make sure that the complaint is clear in all its details - preferably confirmed in writing
- ☑ **Make no promises or admissions**, unless the situation or your mandate clearly states you can do so. Do not reveal anything about one party that could be exploited by the other party. To be impartial and correct is of the greatest importance
- ☑ Always be restrained if one of the parties expresses a negative view about the UN, the opposing party's morale, politics or methods. Try to make everybody accept the UN mandate and the solution it promotes. Make careful reminders about agreements, actual arrangements and past practices

Summary

- ☑ Summarize the meeting
- ☑ Complete the meeting by repeating what has been agreed upon, if possible have it confirmed in writing
- ☑ Agree upon a time and place for further negotiations
- ☑ Do not forget to give the final polite phrases, etc.

The follow up

- ☑ Conduct the post meeting analysis
- ☑ Prepare a short verbal briefing for your headquarters (involve all UN members present at the meeting)
- ☑ Prepare a detailed written follow-up on the negotiation, facts, conclusions, recommendations and arrangements
- ☑ Contribute to other general information systems in accordance with the SOP

Use of Language Assistant Check List

How to conduct the session.

- ☑ Instruct your language assistant on the physical position you want him or her to take, such as 6 inches behind you on your right when standing and talking, or seated to your left when sitting down.
- ☑ Keep looking at the person to whom you are speaking, not the language assistant, and keep eye contact — or show that you are focused on the other person in whatever way may be culturally appropriate under the circumstances.
- ☑ Instruct the language assistant to repeat what is being said, not give you a summary or evaluation.
- ☑ Brief the language assistant not to analyse, edit, purge or “value-judge” any of the statements. The language assistant may, however, explain the cultural nuances or context for you where necessary, in addition to interpretation, and clearly distinguish the interpretation from the contextualisation.
- ☑ Use short sentences and encouraging others to do the same.
- ☑ Avoid technical terms and abbreviations (where unavoidable, discuss the issues with the interpreters beforehand so that they can prepare appropriate translations).
- ☑ Avoid idioms and jokes that are culturally specific.