



## **PEACE MEDIATION SIMULATION – CASE LOOSHLAND AND TRISSLAND**

CMI is an independent Finnish organization that works to prevent and resolve violent conflicts. CMI works closely with all conflicting parties in some of the world's most intractable conflicts to forge lasting peace through informal dialogue and mediation.

The situation is tense between the fictional Looshland and Trissland countries. This simulation exercise aims to provide an experiential opportunity for the students to experience first-hand a realistic situation of armed ethno-political conflict and try to move a complex situation of armed conflict towards a peaceful outcome.

### **WHAT YOU HAVE TO DO**

- Time on the day of the simulation: 15 minutes facilitator's introduction, 90 minutes for the roleplay plus 5 minutes to de-roling and 45 to 90 minutes for the debriefing.
- A verbal explanation of the exercise and the allocation of roles should take place on the day before the simulation. This would also be a good time to provide the written background materials on the conflict situation and the individual role instructions to participants.

### **PURPOSE OF THIS SIMULATION**

This exercise aims to provide an experiential opportunity of learning about the basic elements of what it means to take part in a mediated negotiations process to try to move a complex situation of armed conflict towards a peaceful outcome.

Negotiations and dialogue, as an alternative to violence, offer a way to build confidence and trust between people in conflict, by bringing them together on an equal footing, in a safe space and with the help of a facilitator, or several facilitators, who the sides of the conflict feel are not so biased that they would take anyone's side. Once a sense of trust is developed between the sides of the conflict then it becomes possible for them to search together for solutions to their conflict, which help each side to properly address their needs and fears. This is also enabled by good facilitation, as misunderstandings will often occur and emotions can run high.

There is rarely a perfect solution to a conflict, but the better the quality of the process that the sides use to search for a solution together, the more chances there will be of finding a good one in the end.

## HOW THE ROLEPLAY SHOULD BE DONE

The teacher's role as simulation facilitator is to ensure that the simulation exercise is organized smoothly and in a structured way – that all participants are clear on instructions before the beginning of the exercise, that instructions are being followed by all participants during the exercise and that an effective de-roling and debriefing are held after the exercise. Of course, the ultimate objective is that the simulation exercise serves as a rich and conscious learning opportunity for the participants, and this is where both preparation and debriefing are key components.

The roles can be allocated to each participant based on their own choice (for which a group negotiation will be necessary, since more than one person may want the same role) or based on the teacher's decision, usually aimed at maximizing learning opportunities for each student from the exercise, based on the teacher's assessment on how each student would likely naturally perform in each role – balancing capacity to fulfil the role and thus contribution to an effective group process, with sufficient level of challenge for the person.

Given that there are 13 roles described in the materials, and that class sizes vary, it is likely that at least some roles will be played by more than one person. This can offer an opportunity to interact with different interpretations of the same roles, which is similar to reality, in that no two people are ever the same.


### *Opening Instructions*

A prominent line should be drawn across the middle of the room, perhaps using masking tape (paper Scotch), thus dividing the room into two halves. A round table should be placed on top of the line in the middle of the room.

In the first 30 minutes, during the preparation for negotiations stage, participants should be guided to chairs marked with the names of their roles. All actors broadly speaking on the "A" side of conflict should thus be guided to sit on chairs on one side of the room, and all actors broadly speaking on the "B" side of conflict should be guided to sit on chairs on opposite side of the room, separated by the line on the floor. An ideal room will have exits on both sides, so that participants who want to use the preparation time to confidentially meet with representatives from the opposing side, can quietly exit the room and hold such meetings outside, away from the common space.

### *Post-Exercise Instructions*

Immediately after the simulation is complete it is essential to run a short de-roling exercise for all participants, so that you can clearly mark when the exercise ends and when students can start being themselves again, including, importantly, in how they relate to each other. There are many de-roling exercises. An example of a brief one – lead participants, while standing in a circle, through a pretend undressing out of their role – announcing and encouraging participants to together make the movements of the taking off, one by one, of each person's role's hat, shoes, shirt etc. Another example, which can follow from the previous one is asking participants to go around the room to introduce themselves and to greet each other, one by one, by their real names, to reassert their normal identity.



De-roling should be followed without delay by an extensive debriefing which can take as long as the simulation itself, if facilitated in such a way as to encourage discussion and reflection. A brief break can be taken between the end of the simulation (being the de-roling) and the debriefing.

Please note that the materials included below are meant to be a guide only – you know best your students and you can change the simulation materials to be more or less detailed, or to contain more or less complex language, to maximize the learning opportunities for your students. If you feel that your students need more detailed instructions on how to behave and what to do after the opening scene, then feel free to explain to them more concretely what they should do, based on the instructions on how to behave effectively in mediated negotiations, provided on the handout below. But make sure you leave some space for their improvisation also.

A verbal explanation of the exercise and the allocation of roles should take place on the day before the simulation. This would also be a good time to provide the written background materials on the conflict situation and the individual role instructions to participants. This will allow the participants to prepare individually and think through their roles at home, to minimize the time necessary for this on the day of the simulation.

On the day of the simulation, the facilitator's introduction to the simulation can take up to 15 minutes and can focus on ensuring that the key instructions have been understood by participants and any outstanding questions are addressed before the beginning of the simulation. The simulation exercise itself should be allowed to take up to 90 minutes. The de-roling can take up to 5 minutes. The debriefing should take minimum 45 minutes, and preferably up to 90 minutes.

### **Roleplay materials**

In addition to the handout sheets included below, the facilitator of the simulation will need to ensure the following:

- That a flipchart stand and flipchart paper are available, or a whiteboard and markers (for the mediation team to make 'live' notes of content of the negotiation),
- That a large round table is available, or several tables can be put together into a single large negotiations table, with chairs for all simulation participants and the simulation facilitator,
- That sufficient space is available for the simulation – a large room is needed which can fit the main negotiations table, plus several smaller rooms for bilateral and small group negotiations, or space available immediately outside the main room, for such meetings – these spaces cannot be actively used by other people, so as not to distract the simulation participants,
- That some extra copies of the general instructions and conflict background as well as the individual role descriptions are printed out, in case any of the participants have forgotten to bring theirs from home,
- That large copies of the conflict map are printed and put up on the walls of the main negotiations room and the smaller bilateral discussion rooms – the maps should be at least A3 size, preferably A2 if possible.

*Facilitator: Hand out the following general instructions to all participants – they should provide the common framework.*

## **HANDOUT SHEET 1**

### **GENERAL INSTRUCTIONS**

Each of you will receive the description of the particular role that you will play in this simulation. All of your role descriptions will contain a brief outline of the background of the conflict actor whom you will play, their situation and aims in relation to the conflict. You will need to spend time at home to prepare for the simulation, by thinking about how you will act in the role, perhaps including doing some research on your role on the internet, if it is not familiar to you.

You will take part in a mediated negotiations process focused on dealing with an armed conflict which is taking place in a fictitious region, on the European continent, in the present day.

Remember that to negotiate effectively, you need to try your best to do the following:

- Express your situation as clearly as you can – what you want, what you don't want and why; feel free to also show your emotions but make sure you try to constructively explain how you feel and why
- Do your best to understand the situation of other people, particularly those in conflict with you – ask questions, refrain from violence including personal verbal attacks, practice empathy, listen actively
- Think of how your relationships can help you – use the positive relationships which you already have as part of the simulation instructions, and try to develop new relationships during the simulation – conflicts can only be resolved if there is trust and people are interconnected
- Look for solutions, no matter how crazy they may seem, don't dismiss ideas, try to be creative and to come up with something that can make everyone satisfied, or even happy!

After an initial introduction by the facilitator of the simulation, the first 30 minutes of the 90-minute simulation will focus on the preparation stage, which must take place before any mediated negotiation. Use this time to have bilateral or small group conversations with other actors so that you can be as prepared for the negotiation as possible. You can talk to the mediation team to let them know about your needs and requests. You can talk to actors with whom you feel you are allied to coordinate your positions and joint negotiation strategies. You can talk to actors about whose positions you are uncertain, to try to get or exchange information and perhaps to identify common aims and form alliances. If you think this is possible and appropriate, you can even try to talk to some of your adversaries, to see if there is any potential for progress in the upcoming official negotiations – the actors on the opposite side of the armed conflict – but be careful how and where you do this, so that you do not face heavy criticism from your own allies; sometimes such risky conversations need to take place confidentially, away from the public eye.

After the 30 minutes of preparing for the mediated negotiation are over, you will be called to take seats at the table in the middle of the room, by the mediation team. The following 60 minutes will be spent in the mediated negotiation. It is possible that you or another participant may, at some point during the 60 minutes, call for the negotiation meeting to be adjourned, and if the mediation team agrees, you will then be able to leave the table to have more bilateral or small group conversations before returning to the mediated negotiation table once again when called upon by the mediation team.

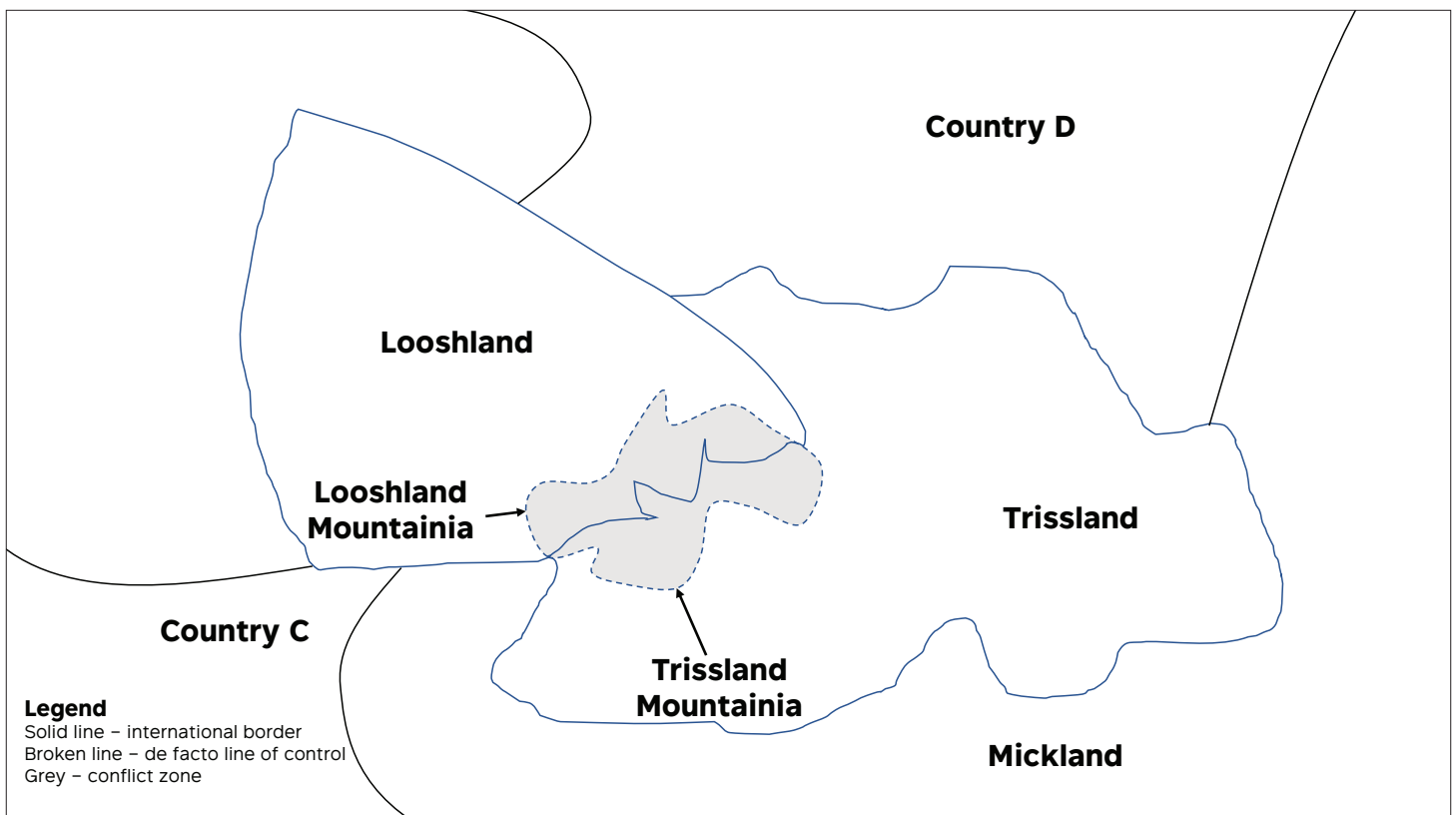
While it is possible that all actors will come to the mediated negotiation table each time, it is also possible that you may agree with other actors that not everyone needs to be at the big table each time. It is also possible that two negotiations may end up taking place at the same time in parallel, each mediated by a different member of the mediation team. For example, this can happen if everyone agrees that two different groups will deal with two different thematic issues in parallel and then reconvene to report on progress to each other. There can be many thematic issues in conflict, such as political, economic, military, human security, social, cultural, constitutional, legal, territorial, resource-related, rights-related and others.


During the simulation, it is up to you how to act so that you can make progress in the simulation – each person’s actions as an individual or as a group will affect the outcome of your simulation. The outcome which you should be trying to achieve in the mediated negotiation is to find a resolution to at least some aspects of your conflict. While searching for solutions, you need to make sure that you achieve the goals outlined for each of you in your role descriptions.

You can use all the inside and outside space with which you are provided for your simulation in the most effective way possible – feel free to walk away from other people, to find places to sit and talk, to search for and meet others, to use communications tools such as mobile phones and internet to talk to each other.

After the simulation, you will be led through a de-roling and a debriefing, where all of you together will be asked a series of questions which will help you to reflect on what happened and what you can learn from this simulation exercise.

### Conflict Background





Looshland and Trissland are countries located on the European continent, which share a common border and an interrelated history. Since the beginning of 2017, they have experienced a complex armed conflict in a remote area on both sides of a part of their common border. Several thousand people have died on all sides, and the conflict has attracted international media attention not least because of the hundreds of thousands of displaced persons who have had to flee the conflict zone.


The landscape of actors in this conflict is a complicated one, in keeping with a recent international trend for conflicts which combine domestic and international elements and which involve grey zones of uncertainty, both geographically and politically. The ethnic Loosh have always formed a majority of the population of Looshland, with the ethnic Trissarians being a significant minority of up to 30% of the population before the Second World War. The situation has been almost a mirror image in Trissland, with the ethnic Trissarians making up 65% of the population before WW2, with ethnic Loosh accounting for the rest. Both the ethnic Loosh and the ethnic Trissarians used to be spread across both countries with more of each minority ethnic group closer to the respective border of their kin state but in the last 100 years with the two World Wars and other international political processes, high concentrations of each minority group have only remained in areas close to the border with the respective kin states. The cross-border Mountainia region on both sides of the internationally recognized Looshland-Trissland border, most of which is now in the conflict zone, has for hundreds of years been inhabited in a particularly mixed way. Before the beginning of the armed conflict in 2017, ethnic Loosh were a majority in the region of Trissland Mountainia, while ethnic Trissarians were a majority across the border in the adjacent region of Looshland Mountainia.

Notably, the historic mutual penetration of ethnic groups into the two states has led to nationalists on each side each laying rhetorical claim to the whole territory of the two countries.

The conflict zone, marked in grey on the map, is not controlled in a military sense by either Looshland or Trissland. An armed non-state group, called the Loosh Democratic Republic (LDR) and consisting mainly of ethnic Loosh, controls the majority of the conflict zone located in Trissland and a small part of the conflict zone in Looshland. Similarly, another armed non-state group consisting mainly of ethnic Trissarians, known as the Triss People's Liberation Union (TPLU), controls the majority of the conflict zone in Looshland and a small part of the conflict zone in Trissland. The complex and poorly defined lines of control are a result of complicated terrain in the conflict zone, including mountains, valleys, remote tracks over mountain passes and previously disused tunnels.

The LDR has a long front line running inside the internationally recognized territory of Trissland along which it periodically clashes with the government armed forces of Trissland. The TPLU has a similarly long front line running inside the internationally recognized territory of Looshland along which it periodically clashes with the government military forces of Looshland. Both these lines are marked on the map in dotted lines and are known informally as "Lines of Control" since no international body is ready to recognize them as fully fledged borders.

It is widely believed by international political analysts that the political elite of Looshland has strong and supportive links to the LDR and the political elite of Trissland has similarly informal connections to the TPLU. Predictably, this leads each country to accuse the other of interfering on its sovereign territory and even of backing illegal occupying forces.



The armed phase of the conflict was precipitated by a growing recent history of human rights abuses in relation to minorities in both countries, at times escalating in a tit for tat way, for example with one country moving to pass anti-minority legislation, being followed by the other country taking retaliatory measures against its own respective minority population. These human rights problems have included access to education in minority languages, access to security sector jobs for ethnic minorities, access to media in the respective minority languages, suppression of freedom of expression for those calling for autonomy or secession and government sponsorship of competing and exclusionary historical narratives.

After several years of growing tensions against the backdrop of a deteriorating global geopolitical climate, the armed phase of this conflict was precipitated by several episodes of the removal of historical statues and renaming of streets pushed through by the central authorities of Looshland in the Trissarian-majority region of Looshland Mountainia. In response, armed and self-organized Trissarians began to take over administrative buildings and key transport infrastructure, successfully pushing out Looshland police and special forces. A retaliatory process took place across the border in Trissland Mountainia, with elements of ethnic cleansing led by the ethnic Loosh as they were taking control of the region, and aimed at the ethnic Trissarians, many of whom were forced to flee to other regions within the country, mostly to the capital of Trissland. In the ensuing fighting, the LDR also clashed with the TPLU and some territory exchanged control on both sides of the internationally recognized border.


A ceasefire agreement was signed a month ago between the Government of Looshland and the Government of Trissland. However, the agreement was not signed by the Triss People's Liberation Union (TPLU) nor the Loosh Democratic Republic (LDR) because of the refusal, in the case of the TPLU, by the Government of Looshland, and in the case of the LDR, by the Government of Trissland, to infer a recognition of any kind of official status on the rebel groups. Nonetheless, the TPLU has mainly adhered to the ceasefire viz a viz the Government of Looshland and the LDR has adhered to the ceasefire on their frontline facing the Government of Trissland.

The publicly stated aim of both Looshland and Trissland is to restore sovereign control and territorial integrity of their countries within their internationally recognized borders.

The publicly stated aim of the LDR (in control of conflict zone territory mostly in Trissland) is to gain an independent state for ethnic Loosh on territory previously sovereign to Trissland, and subsequently build strong political, military and cultural links between this newly independent state and Looshland.

The publicly stated aim of the TPLU (in control of conflict zone territory mostly in Looshland) is to gain political, economic and cultural autonomy within Looshland to ensure the security and development of ethnic Trissarians as a minority within Looshland. However, the TPLU also publicly state that given Looshland's poor democratic record and lack of interest in devolution of power to its regions, it is highly unlikely that a functioning autonomy of the kind that they need to feel secure and well-off will be granted to them. Hence, a more realistic preferred scenario for them is a military victory of Trissland over Looshland, with some of the conflict zone territory in Looshland being ceded to Trissland.

The key international stakeholders in this conflict are the global powers of Gegland and Mickland which are immediate neighbours of Looshland and Trissland respectively.



Because both of them are permanent members of the UN Security Council, both are also important members of the International Contact Group for the Peace Process in Mountainia. Both Gegland and Mickland have had long standing influential positions in the broader region surrounding Looshland and Trissland.

Gegland views itself on the global stage as an example of ‘modern foreign policy nationalism’, i.e. being a strong, self-interested country which forms short to medium term interest-based alliances with other countries and values sovereign stability more than globally interlinked democracy.

Mickland previously had a strong political relationship with Trissland, however in the last decade this relationship has grown weaker due to the deteriorating democratic record in Trissland and due to domestic electoral pressure in Mickland to invest less in foreign policy. Mickland views itself as one of the global leaders of the ‘international liberal democratic order’ and hence has a values-based ideological confrontation with Gegland.


It is important to note that members of the International Contact Group for the Peace Process in Mountainia in reality have unofficial veto rights over any solution to the conflict, because the ceasefire document stipulated the right for members of the International Contact Group to intervene with their militaries in a peacekeeping capacity “in the case that the conflict parties do not reach a solution and/or the security situation escalates to threaten a large number of human lives”.

The whole region of Mountainia, on both sides of the internationally recognized border between Trissland and Looshland, is rich in natural resources, including bauxite and uranium. Control over these natural resources and the related profits is a major interest for all sides.

*The following conflict actors will take part in the simulation:*

- Looshland Chief Negotiator (also a senior general)
- Looshland Businessman
- Trissland Chief Negotiator
- Senior Trissland General
- Trissland Businessperson
- LDR Field Commander
- LDR Chief Negotiator
- Trissarian Refugee Leader
- Trissarian IDP Leader
- Gegland Diplomat
- Mickland Diplomat
- Independent Mediator
- Independent Mediator’s Senior Adviser





Note on gender – several roles have been denoted as specifically male due to the more patriarchal nature of Looshland and the likelihood that in real life such positions in such a society would be held by men; one role has been designated as specifically female to ensure that a specific women’s perspective is integrated into the peace process as is the case in best-practice contemporary processes. However, all roles can be played by both females and males in the simulation. In fact, immersing oneself in an atypical gender role can be a useful learning experience for some.

*Facilitator: Hand out the following role descriptions to participants – one per participant, according to the roles decided upon for each participant.*

## **HANDOUT SHEET 2**

### **CONFLICT ACTOR 1 – LOOSHLAND CHIEF NEGOTIATOR (MALE)**

You are a senior general in the Looshland Defence Forces. You have been a military man all your life but have not been involved in combat operations until the war broke out early this year. Since then, you have been leading the fight against what you call Trissarian terrorism in Looshland Mountainia. You have also been nominated by the President of Looshland to lead the negotiating team in the multilateral talks on the resolution of the conflicts in Looshland Mountainia and Trissland Mountainia. As a leading military figure, you are well known in your country and while people in the country have taken painfully the loss of control over some of its territory, you are not blamed for that. You do get criticism for not returning the territory quickly enough and it seems the President, who lately sees you as a potential competitor, has purposefully given you this difficult task of carrying both military and political responsibility for finding a way out of the conflict. If you succeed, you can become the next president on a wave of popularity. If you fail, which seems more likely, you will be seen as ineffective at best and a traitor at worst.

Your success must include not only striking a deal with the adversaries but also being able to convince the elite and the electorate that it is an excellent deal, the best possible in the circumstances. You know that you cannot get everything you want in the negotiations, but for you a red line is the territorial integrity of your country – no piece of territory can be given up. Perhaps an autonomous solution, or some other kind of devolution of authority to the Trissarians can be accepted, but at the same time, you know that according to majority public opinion, those TPLU members who have committed war crimes, including ethnic cleansing, must face justice and cannot be subject to any future amnesty.

Privately, you see ethnic cleansing as an effective way out of such problems as the one in Mountainia, since you believe that people living in mixed regions will sooner or later have conflicts. This is the reason why you don't like the fact that you have had to provide military support to the LDR – secretly, though with your President's knowledge. You think that the LDR commanders have become war crazy and are dangerous people for any future country. It is much easier for you to get along on a personal level with representatives of the regular Trissland military, whom you see as colleagues.

Your previous life as an armchair general has not made you particularly wealthy, and you have been using all the opportunities that this war has provided to accumulate money for your and your family's future. This has involved personal control over a lot of the contraband crossing the line of control and the international border, which means making practical arrangements with the TPLU leadership. You also engage in illegal arms trade with the LDR, when they feel that official support is not enough – in your opinion those crazy warmongers should at least pay for what they receive. In addition to the above sources of income you also receive 'protection money' from Looshland Businessman and Trissland Businessperson since you control the checkpoints through which their goods pass on their way to processing and export.

You know that Looshland Businessman is also legally a major donor to your President's political party but do not think that this entitles him to influencing your negotiation strategy.



## **HANDOUT SHEET 3**

### **CONFLICT ACTOR 2 – LOOSHLAND BUSINESSMAN (MALE)**

You are a wealthy businessman based on Looshland. You have long standing commercial interests in what is now the conflict zone on both sides of the border. Your major business is mining, processing and export of natural resources from that region, as well as other regions. Practically, this means that some of the bauxite and uranium mines which you own are located in the conflict zone, in both Trissland Mountainia and Looshland Mountainia. You need to transport the raw materials from these mines to your processing plants which are located in peaceful regions of Looshland. After processing you then export most of the products abroad. When the war broke out, you were extremely annoyed at the lack of political leadership and the ineffective local management of the situation. Every day that this conflict goes on, you lose money, you lose credibility with your partners around the world and you lose hair from the stress. To reduce your losses you have begun to engage in semi-legal ways of doing business, including having to pay bribes to the armed groups in control of territory where your mines are located, and similar ‘protection money’ to the government armed forces on both sides who control the checkpoints through which your goods pass on their way to processing and export.

You have a multifaceted relationship with your business colleagues in Trissland, with whom you compete in some spheres and cooperate in others.

You have legally been a major financial donor to the political party of the President of Looshland and have this year been forced to pay bribes directly to the Chief Negotiator, in his capacity as military commander controlling the transit routes of importance to you. You therefore feel that you are in a position to advise the Chief Negotiator on how to best position Looshland in the negotiations.

You do not like to appear in public and prefer not to take part in highly publicized activities, such as the multilateral conflict negotiations, but your interest in the outcome of the negotiations is huge and you have been encouraged to take a seat at the table by the mediation team. The politicians and the military have not been effective at solving this mess, so you think perhaps it’s time for you to step in and show them what results pragmatism without unnecessary ideological stupidity can produce.

You are used to confidential bilateral negotiations from your business experience and use this tool very effectively to build coalitions and promote your interests.



## **HANDOUT SHEET 4**

### **CONFLICT ACTOR 3 – TRISSLAND CHIEF NEGOTIATOR (FEMALE OR MALE)**

You are the Foreign Minister of Trissland, and a senior Member of Parliament in Trissland, representing the same political party as the Prime Minister of Trissland, who has nominated you to the position of Chief Negotiator.

Your Prime Minister has given you this difficult task of carrying political responsibility for finding a way out of the conflict because you are a trusted ally. If you succeed, you realise that you can aim to become the next leader of your political party on a wave of popularity. If you fail, you will be seen as ineffective and your political career will not develop any further.

Your success must include not only striking a deal with the adversaries but also being able to convince the elite and the electorate in your country that it is an excellent deal, the best possible in the circumstances.

You know that you cannot get everything you want in the negotiations, but for you a red line is the territorial integrity of your country – no piece of territory can be given up. An autonomous solution, or another form of devolution of authority to the Loosh can be accepted. Such an autonomy can include elements of local governance and decision making in regional language policy, education, local security sector reform and more tax revenue remaining locally. Matters relating to history will be tougher to negotiate in your capital, but perhaps an expert commission can be set up to deal with this in a more considered way. However, those LDR members who have committed war crimes, including ethnic cleansing, must face justice and cannot be subject to any future amnesty. Similarly, future calls for separatism from the Loosh in Trissland must be prevented, even perhaps criminally punishable. It is also essential for you that the Trissarians in Looshland get given similar rights and that some international security guarantees are put into place for their future autonomy.

You are aware that Trissarian IDP Leader and Trissarian Refugee Leader were both quietly approached by the Government of Trissland to organize and lead respective organizations representing Trissarian IDPs from Trissland Mountainia and Trissarian refugees from Looshland Mountainia respectively, and that both quickly agreed. You need to remember to give them some instructions on what to say in the multilateral negotiations, though they don't need to be informed about everything.

You know that Trissland Businessperson is a major donor to your and your Prime Minister's political party but do not think that this entitles him to influencing your negotiation strategy.



## **HANDOUT SHEET 5**

### **CONFLICT ACTOR 4 – SENIOR TRISSLAND GENERAL (MALE OR FEMALE)**

You are a senior general in the Trissland Defence Forces. You have been a military person all your life but have not been involved in combat operations until the war broke out early this year. Since then, you have been leading the fight against what you call Loosh terrorism in Trissland Mountainia. You have been nominated by the Prime Minister of Trissland to take part in your country's negotiating team in the multilateral talks on the resolution of the conflicts in Mountainia. As a leading military figure, you are well known in your country and while people in the country have taken painfully the loss of control over some of its territory, you are not blamed for that.

You know that you cannot get everything you want in the negotiations, but for you a red line is the territorial integrity of your country – no piece of territory can be given up. Perhaps an autonomous solution, or some other kind of devolution of authority to the Loosh can be accepted, but at the same time, those LDR members who have committed war crimes, including ethnic cleansing, must face justice and cannot be subject to any future amnesty.

You have had to provide clandestine military support to the TPLU with your Prime Minister's knowledge. However, you are not sure whether your Foreign Minister / Chief Negotiator has been informed about this scheme. You like the fact that you are both supporting the TPLU commanders and negotiating for peace at the same time – this way it will be harder to place political pressure on you in future. It is also not hard for you to get along on a personal level with representatives of the regular Looshland military, whom you see as colleagues.

Your previous life as an armchair general has not made you particularly wealthy, and you have been using all the opportunities that this war has provided to accumulate money for your and your family's future. This has involved personal control over a lot of the contraband crossing the line of control and the international border, though you prefer to leave the practical arrangements with the LDR leadership to your trusted officers. That way you can always say in future that you have never done any backdoor deals with the terrorists. You also engage in illegal arms trade to support the TPLU, when they feel that official support is not enough. In addition to the above sources of income you also receive 'protection money' from Looshland Businessman and Trissland Businessperson since you control the checkpoints through which their goods pass on their way to processing and export.

You know that Trissland Businessperson is also legally a major donor to the political party of your Chief Negotiator and your Prime Minister and you are not at all comfortable with the fact that this may imply the businessperson trying to influence your Government's negotiation strategy.



## **HANDOUT SHEET 6**

### **CONFLICT ACTOR 5 – TRISSLAND BUSINESSPERSON (FEMALE OR MALE)**

You are a wealthy businessperson based on Trissland. You have long standing commercial interests in what is now the conflict zone on both sides of the border. Your major business is mining, processing and export of natural resources from that region, as well as other regions. Practically, this means that some of the bauxite and uranium mines which you own are located in the conflict zone, in both Looshland Mountainia and Trissland Mountainia. You need to transport the raw materials from these mines to your processing plants which are located in peaceful regions of Trissland. After processing you then export most of the products abroad. When the war broke out, you were extremely annoyed at the lack of political leadership and the ineffective local management of the situation. Every day that this conflict goes on, you lose money, you lose credibility with your partners around the world and you lose hair from the stress. To reduce your losses you have begun to engage in semi-legal ways of doing business, including having to pay bribes to the armed groups in control of territory where your mines are located, and similar ‘protection money’ to the government armed forces on both sides who control the checkpoints through which your goods pass on their way to processing and export.

You have a multifaceted relationship with your business colleagues in Looshland, with whom you compete in some spheres and cooperate in others.

You have legally been a major financial donor to the political party of the Prime Minister of Trissland and have this year been forced to pay bribes directly to the military commander controlling the transit routes of importance to you. You therefore feel that you are in a position to advise the Chief Negotiator on how best to position Trissland in the negotiations.

You do not like to appear in public and prefer not to take part in highly publicized activities, such as the multilateral conflict negotiations, but your interest in the outcome of the negotiations is huge and you have been encouraged to take a seat at the table by the mediation team. The politicians and the military have not been effective at solving this mess, so you think perhaps it’s time for you to step in and show them what results pragmatism without unnecessary ideological stupidity can produce.

You are used to confidential bilateral negotiations from your business experience and use this tool very effectively to build coalitions and promote your interests.

## **HANDOUT SHEET 7**

### **CONFLICT ACTOR 6 – LDR FIELD COMMANDER (MALE)**

You are a senior field commander of the Loosh Democratic Republic (LDR). Your troops are in control of a major part of the conflict zone on the former territory of Trissland, as well as a smaller part of the conflict zone on the territory of Looshland where you were successful in beating back the Trissarian seperatists, who were trying to illegally take over a part of Looshland, with support from the criminal Government of Trissland.

You have for many years felt oppressed by the Government of Trissland, and have been accumulating weapons and collecting other men like yourself for the time when resistance could be taken up openly. Luckily for you, that day came in early 2017 and now your name will be written in the history of the Loosh people. You know that your military gains are not enough and you are learning how to be a politician, because without political methods you will not be able to build a fully-fledged, independent Loosh Democratic Republic. The pessimists talk about all the international players that won't allow another state to be recognized but you don't see why the Germans and Austrians can have two states for the German speaking nation, and the Loosh nation cannot.

You have been personally involved in driving the Trissarians out of your Republic, and for good reason – supporters of the enemy can't be allowed to live in the midst of your nation without being a security threat. If any Trissarian wants to learn the Loosh language, swear allegiance to the Loosh Democratic Republic, maybe even marry a Loosh wife or husband, they can be welcome. But there is no chance of sharing your land with people who call you a terrorist.

During the conflict, you have become personally involved in taking bribes from Trissland Businessperson and Looshland Businessman for allowing passage of their goods across territory you control. You also control a lot of the contraband crossing the line of control and the international border, for which you have to cooperate in secret with middle ranking officers of the Trissland Defence Forces, but not directly with the Senior Trissland General, though you know he must also be involved.

You have received official military support and in addition also illegally purchased arms from Looshland Chief Negotiator, in his capacity as a senior general in the Looshland Armed Forces.

You find it absolutely unacceptable when government officials and the media label you and your comrades 'terrorists'.



## **HANDOUT SHEET 8**

### **CONFLICT ACTOR 7 – LDR CHIEF NEGOTIATOR (FEMALE OR MALE)**

You are a senior politician in the newly formed Loosh Democratic Republic (LDR). Your allegiance is to the Government of Looshland but you know that this cannot be said publicly and that it would be a losing strategy because Looshland cannot be seen to be trying to take over the territory of another country, particularly Trissland.

In addition to having control over the territory of the LDR itself, LDR troops also control a smaller part of the conflict zone on the territory of Looshland where they were successful in beating back the Trissarian separatists, who were trying to illegally take over a part of Looshland, with support from the criminal Government of Trissland. This can be a good internal bargaining chip for you and your comrades in case your Government starts turning against you, as the Government of Looshland didn't expect you to take control of this territory and certainly didn't give any such orders.

You have for many years felt oppressed by the Government of Trissland, and have been involved in the ideological struggle, preparing for the time when resistance could be taken up openly. Luckily for you, that day came in early 2017 and now your name will be written in the history of the Loosh people. You know that your military commanders are on the verge of going crazy from all the blood they've spilt and the next stage of the struggle for self-determination must be controlled by politicians like yourself, because without political methods you will not be able to build a fully-fledged, independent Loosh Democratic Republic.

You have not been personally involved in driving the Trissarians out of your Republic, and this allows you to have 'clean hands' to be able to negotiate with other recognized politicians on an equal footing, unlike your military colleagues. This makes it all the more offensive for you when government officials and the media label you as a 'terrorist'.

You are not personally involved in illegal war economy activities but you know that they happen and don't approve of it. You know this includes LDR commanders taking bribes from Trissland Businessperson and Looshland Businessman for allowing passage of their goods across LDR territory also controlling a lot of the contraband crossing the line of control and the international border.





## **HANDOUT SHEET 9**

### **CONFLICT ACTOR 8 – TRISSARIAN REFUGEE LEADER (FEMALE OR MALE)**

You fled from the part of Looshland Mountainia which is currently under the control of the LDR. You are now temporarily based in Trissland. Although Trissland is populated by ethnic Trissarians like you, who speak your language and have the same culture and the same understanding of history as you do, it is not your home country. You have always felt political allegiance to Trissland, and visited often during peacetime, but you feel that your home town in Looshland Mountainia is where your heart is. It is where your grandparents were buried, it is where you finished high school and it is where your children, now displaced together with you, were born.

At the beginning of the war, you were happy to see the TPLU take control of your town, and prevent the knocking down of a monument to your national hero, whom the Loosh hate so much. But after a few months went by, you ended up being displaced after the pro-Looshland LDR took control of some of the territory of Looshland Mountainia, and your town in particular. The LDR seemed more successful in their battles against your friends in the TPLU than the Loosh military, perhaps because unlike the military they were ‘true believers’ of sorts, real extremists. You were publicly vocal in your support of the original TPLU rebellion so if you hadn’t left quickly, the LDR would have killed you, or at least imprisoned and tortured you, as happened to some of your friends who were caught.

You want to return home safely, and when you were quietly approached by the Government of Trissland to organize and lead an organization representing other Trissarian refugees from Looshland Mountainia, you quickly agreed. Sometimes the Trissland government negotiator tells you what to say in the multilateral negotiations, other times you have to make it up as you go along.

Sometimes you have trouble containing your anger when you have to face members of the LDR in negotiations, because of what they have done to you and your community. You particularly hate it when they talk about their legitimacy, their ‘struggle’ and their ‘independent republic’.



## **HANDOUT SHEET 10**

### **CONFLICT ACTOR 9 – TRISSARIAN IDP LEADER (FEMALE)**

You are the leader of the Trissarian Mountainia Women’s Association elected through an informal yet quite representative process to represent the interests of Trissarian IDP women displaced within Trissland.

You fled from the part of Trissland Mountainia which is currently under the control of the LDR. You are now temporarily based in the capital of Trissland. Although the capital of Trissland is populated by ethnic Trissarians like you, who speak your language and have the same culture as you do, it doesn’t feel like home. You never liked the big city and while you visited often for work and personal reasons during peacetime, you always felt that your home town in Trissland Mountainia is where your heart was. It is where your grandparents were buried, it is where you finished high school and it is where your children, now displaced together with you, were born.

At the beginning of the war, you were very scared to see the LDR take control of your town and you immediately knew you had to leave. Despite being in the minority in your region, you were always publicly vocal in your support of the central Government of Trissland so if you didn’t leave quickly, the LDR would have killed you, or at least imprisoned and tortured you, as happened to some of your friends who were caught.

You want to return home safely, and when you were quietly approached by the Government of Trissland to organize and lead an organization representing other Trissarian IDPs from Trissland Mountainia, you quickly agreed. Sometimes the Trissland government negotiator tells you what to say in the multilateral negotiations, other times you have to make it up as you go along.

Sometimes you have trouble containing your anger when you have to face members of the LDR in negotiations, because of what they have done to you and your community. You particularly hate it when they talk about their legitimacy, their ‘struggle’ and their ‘independent republic’.



## **HANDOUT SHEET 11**

### **CONFLICT ACTOR 10 – GEGLAND DIPLOMAT (MALE OR FEMALE)**

You are an Ambassador-at-Large of the Government of Gegland, a career diplomat. You have no personal interests at stake in this conflict and are simply doing as best a job as you can at representing your country's interests, so that you might be recognized by your superiors for a promotion to the level of Division Director.

Gegland is interested in weakening both Looshland and Trissland, to take over their international trade markets, including in relation to the natural resources from the conflict zone. Gegland is also interested in legally selling both sides weapons which Gegland produces. These factors mean that a peaceful resolution is not necessarily the best outcome for Gegland. Hence, one of your tasks is to try to drag out the negotiations and the situation of an unresolved armed confrontation for as long as possible.

It is understood that Gegland may use the peacekeeping prerogative, afforded to it by the veto rights it has over any solution as a member of the International Contact Group, not only for the proper purposes outlined in the ceasefire agreement but possibly also to promote its economic and geopolitical interests.

Gegland views itself on the global stage as an example of 'modern foreign policy nationalism', i.e. being a strong, self-interested country which forms short to medium term interest-based alliances with other countries and values sovereign stability more than globally interlinked democracy.



## **HANDOUT SHEET 12**

### **CONFLICT ACTOR 11 – MICKLAND DIPLOMAT (MALE OR FEMALE)**

You are an Ambassador-at-Large of the Government of Mickland, a career diplomat. You have no personal interests at stake in this conflict and are simply doing as best a job as you can at representing your country's interests, so that you might be recognized by your superiors for a promotion to the level of Division Director.

Mickland is interested in a stable region in its neighbourhood, because it believes economic development in both Looshland and Trissland will allow Mickland to trade profitably with both of them. After the conflict is resolved, Mickland wants to invest profitably in the extraction of natural resources in what is currently the conflict zone.

To promote your country's interests, you can take an active role in encouraging the conflicting sides to take a constructive approach to the negotiations, and by helping them to come up with solutions. You can also offer your informal help and support to the mediation team to make the negotiations run more smoothly.

Mickland previously had a strong political relationship with Trissland, however in the last decade this relationship has grown weaker due to the deteriorating democratic record in Trissland and due to domestic electoral pressure in Mickland to invest less in foreign policy. Mickland views itself as one of the global leaders of the 'international liberal democratic order' and hence has a values-based ideological confrontation with Gegland.



## **HANDOUT SHEET 13**

### **CONFLICT ACTOR 12 – INDEPENDENT MEDIATOR (MALE OR FEMALE)**

You are a professional mediator, employed by an international NGO which specializes in mediating between conflict parties in armed conflicts. Your organization has been asked by the Governments of Trissland and Looshland to mediate the multilateral negotiations on the political resolution of the conflicts in Mountainia. You are glad that the ceasefire agreement has already been signed so that you can focus on supporting the sides in finding solutions to the problems at the root of the conflicts (human rights abuses) as well as the problems which have been created as a result of the conflict (displacement, non-state armed formations).

You are also glad to know that you have the support of the UN in your work. You can call on their experts if there are any aspects of the conflict in which impartial technical expertise becomes necessary. You can quietly ask the UN Secretary General to use his political influence to encourage the conflict parties to be more cooperative in the negotiations. And you have been promised that the UN will convene a group of international donors which will fund the reconstruction and reconciliation processes which will need to begin in Mountainia as soon as the political negotiations which you are mediating come to a conclusion.

Your job is not to come up with solutions but to ask the right questions so that the participants in the mediated negotiations can come up with solutions. It is also your job to ensure that the mediated negotiations process is run according to a set of rules to which everyone agrees.


In the 60 minutes which you have available, the participants in the mediated negotiations are unlikely to find solutions to all the problems facing them. You may choose to support them in trying to find solutions to only the most pressing problems. Or you may choose to spend the time simply agreeing on the priority order in which all the problems must be tackled.

Be aware that human nature usually leads most participants in such negotiations to want to make an opening statement in which they will cover key points. Use the information provided in these opening statements to identify priorities, potential solutions and other important information.

Think also about timekeeping, and how long each person should be allowed to speak so as not to run out of time.

Feel free to work together with your Senior Adviser to record points of agreement and/or important points which need to be followed up or dealt with later, using a flipchart, or projected Powerpoint slides. This will help participants feel that they are being heard.

Make sure you agree on a clear separation of duties with your Senior Adviser so that your team works as effectively as possible. Feel free to meet with your Senior Adviser before the simulation to work this out, so that you can use the time in the simulation to maximize your results.



Use the 30 minutes of preparation time before the negotiations take place to work out who will sit at the table, what they want to be covered during this round of negotiations (points for the agenda), and whether they have any rules that they will demand will need to be followed in the negotiation.

During the negotiations, pose questions which encourage the parties to be as specific as possible about their needs and demands – for example, if there is a discussion of ‘autonomy’ then ask them what they mean by that, what does autonomy mean for them in practical terms, e.g. in terms of language, cultural, economic and other rights.

In the last 10 minutes of the negotiations, make sure that one of you summarizes to the negotiations participants (i) what has been agreed, (ii) what needs to continue being discussed in ‘the next round of negotiations’. Then seek feedback on this summary by providing an opportunity for closing comments from the conflict actors.

Finally, remember that you should try not to express your personal position on the conflict, and on who is right or wrong – keep a balanced relationship with all the conflict parties so you can do your job.



## **HANDOUT SHEET 14**

### **CONFLICT ACTOR 13 – INDEPENDENT MEDIATOR’S SENIOR ADVISER (MALE OR FEMALE)**

You are a professional mediator, employed by an international NGO which specializes in mediating between conflict parties in armed conflicts. Your organization has been asked by the Governments of Trissland and Looshland to mediate the multilateral negotiations on the political resolution of the conflicts in Mountainia. You have been asked to join the Mountainia mediation team, under the leadership of the Mediator, also from your organization.

You are glad that the ceasefire agreement has already been signed so that you can focus on supporting the sides in finding solutions to the problems at the root of the conflicts (human rights abuses) as well as the problems which have been created as a result of the conflict (displacement, non-state armed formations).

Your mediation team’s job is not to come up with solutions but to ask the right questions so that the participants in the mediated negotiations can come up with solutions. It is also your job to ensure that the mediated negotiations process is run according to a set of rules to which everyone agrees.

In the 60 minutes which you have available, the participants in the mediated negotiations are unlikely to find solutions to all the problems facing them. You may choose to support them in trying to find solutions to only the most pressing problems. Or you may choose to spend the time simply agreeing on the priority order in which all the problems must be tackled.


Be aware that human nature usually leads most participants in such negotiations to want to make an opening statement in which they will cover key points. Use the information provided in these opening statements to identify priorities, potential solutions and other important information.

Think also about timekeeping, and how long each person should be allowed to speak so as not to run out of time.

Feel free to support your lead Mediator by recording points of agreement and/or important points which need to be followed up or dealt with later, using a flipchart, or projected Powerpoint slides. This will help participants feel that they are being heard.

Make sure you agree on a clear separation of duties with lead Mediator so that your team works as effectively as possible. Feel free to meet with your lead Mediator before the simulation to work this out, so that you can use the time in the simulation to maximize your results.

Use the 30 minutes of preparation time before the negotiations take place to work out who will sit at the table, what they want to be covered during this round of negotiations (points for the agenda), and whether they have any rules that they will demand will need to be followed in the negotiation.



Finally, remember that you should try not to express your personal position on the conflict, and on who is right or wrong – keep a balanced relationship with all the conflict parties so you can do your job.



## DEBRIEFING INSTRUCTIONS – FACILITATION QUESTIONS AND POSSIBLE CONCLUSIONS

A good debriefing:

- makes space for all members of the group who participated in the exercise to express themselves, hear others and reflect together;
- is a structured discussion which progresses step by step;
- aims to link the personal learning experience of the practical exercise to a more generalized set of conclusions which participants can remember and try to apply in future situations.

Usually the following order of topics is logical:

*Feelings:* ask participants how they felt each in their role.

- Did they all agree to 'get into' the role?
- How they felt about their interaction with other roles?
- What was easy and what was difficult about each of the roles and why?

Let them speak about their experiences playing the different parts, without too much analysis but simply in observational mode – this can help to demonstrate that different people could have experienced the exercise differently, and thus to broaden the learnings which each individual participant can access through this exercise.

*Outcomes:* discuss with participants what outcome they managed to achieve in the simulation.

- Was there a solution reached, or some components of a solution?
- Who was satisfied with the solution and who wasn't, and for what reasons?


This concrete discussion should then be generalized with the help of the facilitator, with reference to the standard range of conflict outcomes (win-lose, compromise, win-win, lose-lose).

*Process:* discuss with participants the following questions, connecting the students' answers to the peace mediation experiences of CMI.

- How they collectively reached the outcome that was the previous topic of discussion?

*(CMI's experiences: conflict solutions are only sustainable if they are reached by involving all the groups interested in and affected by the conflict; conflict solutions are more easily found if we allow ourselves the space to be creative and to brainstorm lots of options, before negotiating exactly how we see a comprehensive solution that meets everyone's needs.)*

- How well did each of them individually, and all of them as a group, manage to use the tool of mediation in tackling their conflict - refer back to the bullet point instructions received by all participants about what it takes to engage in effective mediation, and facilitators' separate instructions?



*(CMI's experience: asking open questions, listening actively and being genuinely interested in understanding the point of view of your opponent is very important in resolving conflict.)*

- Which behaviours turned out to be effective and which ones ineffective for solving the conflict, and why?

*(CMI's experiences: it is essential to refrain from violence during mediated negotiations, including personal verbal attacks and insults; dialogue and mediation are built on the idea that when human relationships are given the space to develop constructively and with mutual respect, conflicts are resolved more easily and more equitably.)*

- How was the experience of mediation for those that took on that role?

*(CMI's experience: it is often important for conflict mediators to work with the sides of a conflict separately, helping them to understand what they want and don't want, and to only bring them together to talk to each other when they feel that they are ready; when bringing conflict sides together for mediation it is important to agree on the rules that everyone will follow during the interaction; during the mediated negotiations, the mediator should make sure everyone has equal rights and time to speak.)*

- What key conclusions can be reached about mediation as a tool?
- What skills do we need to learn and practice in order to make use of mediation and dialogue in our lives?

### **Exercise: Denis Matveev**