

Scenario 1: The Naraland Convoy Incident

Objective

In this role-playing exercise with a military scenario, UN peacekeepers in training should put into practice the negotiation techniques and tools that are presented in SGTM 11, "Communication and negotiation".

Scenario

A crisis in Naraland, a fictitious island country off the eastern coast of southern Africa (see accompanying map, reference 112), has led to the establishment of the United Nations Mission in Naraland (UNMIN) to support international mediation efforts at settling long-standing political and military disputes between two unruly tribes, the Mananca and the Kambo, that the Naraland Government has been unable to defuse.

Alpha Company (Coy) from Battalion 3 is tasked to escort a humanitarian convoy from the World Food Programme (WFP) stores at Mount Huxley airport in Manancaland to an internally displaced persons (IDP) camp at Malansrus in Kambona Province. The convoy must pass through areas controlled by two belligerent groups: the Manancaland Resistance Movement (MRM) and the Kambona Liberation Movement (KLM).

The Coy Commander of Alpha Coy, having assessed the security situation, decides to deploy a squadron of armoured personnel carriers (APCs) for the task and to take personal command of the escort. It is a WFP convoy. The most senior WFP representative is a lady from Ghana who has just arrived at the mission. The WFP convoy is composed of 16 hired 7-ton trucks carrying several thousand tons of medicines, beans, rice, maize meal and perishable foods such as cabbages, fresh milk, fruits and baby supplements.

Approximately halfway along the route the convoy is stopped by a group of well-armed MRM rebels manning a roadblock. On seeing the roadblock, the Coy Commander disembarks from his Command APC and approaches the roadblock to negotiate the passage of the convoy with the MRM rebels.

Instructions for Trainees

- ❑ Take a few minutes to read the scenario background and instructions.
- ❑ Divide yourselves into three groups of equal size:
 - One for the Escort Commander
 - One for the World Food Programme (WFP) representative
 - One for the Rebel Leader.
- ❑ Within your own group, study your brief and decide on a strategy using all the tools that have been presented in module 11. Select one person to represent your group.
- ❑ Play your negotiating roles according to the scenario until 5 minutes before the end of the exercise. Remember that the non-playing group members are allowed to advise their group's role player. The role players may call a short break (of no longer than 1 minute) to revise your strategy or approach or to consult with one of the other role players.

- ❑ In your group, evaluate the performance of your role against what you have learned in SGTM 11 and prepare to report back to the class during the debriefing in the auditorium.

Instructions for the Trainers

- ❑ Use the first few minutes to allow the trainees to read through the scenario background and instructions.
- ❑ Divide the trainees into three groups of equal size:
 - One for the Escort Commander
 - One for the WFP Representative
 - One for the Rebel Leader.
- ❑ Allow each group to study its own brief and decide on a strategy. Each group should select one of its members to play its role.
- ❑ Allow the negotiations to take place according to the scenario until 10 minutes before the end of the exercise. Give the Escort Commander and the Rebel Leader 5 minutes to begin negotiating, then allow the WFP Representative to join them. 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) in order to revise their strategy or approach or to consult with one of the other role players. Arrange for a time-out signal for the purpose.
- ❑ Stop the 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 auditorium.
- ❑ As instructors, monitor the progress and content of the discussions and regularly remind trainees of the objective of the exercise, without interfering unduly.

Confidential Brief for the Escort Commander

During the intelligence briefing prior to your departure, you were warned that you would be taking the only navigable route to the Malansrus IDP camp. You were also told that MRM rebels are active along this route and that you would likely encounter MRM roadblocks. You were told that the MRM rebels in that area are suspicious of UN motives and attitude — that the MRM generally believes that the UN favours the KLM. The MRM tactic is normally to harass and delay the UN convoys at their roadblocks. Usually they demand goods or bribes and then allow the convoys to pass.

You are the Escort Commander and your task is to ensure the safety of the convoy until it reaches its final destination. The situation in the Malansrus IDP camp is critical and the convoy must reach its destination as soon as possible.

When you negotiate with the rebel leader in charge of the roadblock, you should:

- Try to convince him of your right, as a UN representative, to have freedom of movement, as agreed among the parties in the Windhoek Treaty.
- Analyse the situation and try to identify the interests of the other actors.
- Get the convoy to Malansrus as soon as possible. You want to avoid spending the night on the road.
- Avoid getting into a firefight with the rebels, as the civilian drivers of the hired trucks and WFP personnel might get hurt and the urgently needed relief supplies in the convoy might be damaged or lost.
- Considering all those factors and with the prospect that the negotiations might not succeed, propose that a small amount of relief supplies be given to the rebels in exchange for safe passage for the convoy through the roadblock. That should ensure the safety of the personnel and relief supplies and allow you to continue on your way. Remember, you are responsible for the safety of the convoy; that is your chief concern.
- If the rebels don't accept your proposal, threaten to use force and deploy your APCs accordingly. Inform the Rebel Leader that you have called for close air support and that a number of helicopter gunships are on their way.
- If the threat does not work, propose to use force to pass through the roadblock.

Confidential Brief for the Rebel Leader

You are the MRM rebel leader in charge of a roadblock. You have been tasked to monitor the movements of all vehicles, especially those of the UN, along this road. You have been tasked to search all vehicles and to develop intelligence on the goods and personnel transported so that your leadership may develop a clear picture of the UN's overall movements. Your leadership is particularly interested in how the UN is using its relief supplies because they suspect that most of them are going to Kambona. If that can be proved, the MRM will be able to argue that the UN is biased against the MRM. The MRM would like to pressure the UN to leave Naraland because the MRM has been unable to make any advances into Kambona since the UN deployment.

At the same time, the political leadership of the MRM has cautioned you against being overzealous in performing your tasks — you must always appear to be honouring the ceasefire agreement. You have been tasked to be pragmatic. You should frustrate the UN convoys, harass them, search them, deny them passage and demand that they give you relief goods for the local population if the opportunity presents itself; but avoid open confrontation. Push them up to a point; then allow them through.

In your negotiations with the UN, you should:

- Argue that your people (the Manancans) are the true victims of the conflict and that they are suffering more than the Kambonans.
- Argue that the UN favours the Kambonan side and that the UN is guilty of unequal treatment.
- Argue that you are only carrying out orders.
- Demand that you be allowed to search the convoy because you believe that it is carrying weapons destined for the KLM.
- If that demand is granted, demand that half of the relief supplies remain behind in Manancaland, before you will allow the convoy to pass.
- If the WFP representative joins the negotiations, refuse to talk to her because she is a woman. Then demand to know who is in charge of the convoy; demand to talk to one person only. Carry on in a contentious manner.
- Threaten to destroy the relief supplies on the trucks if the convoy leaders don't agree to leave some behind. To make your point, order one of your soldiers to aim his RPG on the lead truck and to stand by to fire at your command.
- When it looks as if the UN is about to get serious, allow them to pass through, pretending to have received orders from your superiors and apologizing for the inconvenience you have put them through.

Confidential Brief for the WFP Representative

You are a female representative of WFP from Ghana on your first field assignment. WFP is the UN agency responsible for food security and humanitarian assistance. You have been appointed the Food Security Adviser at the Malansrus IDP camp and have been asked to accompany this WFP convoy to take up your appointment. You are determined to succeed in the first field assignment of your career, to prove that the prejudice you have experienced was unjustified and to prove that a woman can do this task as well as any man. You have been working in the WFP policy division at headquarters in Rome, Italy for three years. As a result, you are quite familiar with UN policies and procedures as well as the range of problems of peacekeeping missions with distributing food aid. You also attended a civilian peacekeepers course before your new appointment. You are confident in your ability to handle the task at hand.

You lead the convey as the most senior WFP staff member on board. You have had to overcome a lot of bureaucracy and delays before you finally got the convoy on its way. Once under way, your main concern is to get to Malansrus as soon as possible. The IDPs in Malansrus are suffering from malnutrition. An outbreak of cholera has already killed several of them. They urgently need the medical and relief supplies you are carrying.

You have arrived at the roadblock and the Escort Commander has approached the Rebel Leader to clear your passage. However, the negotiations seem to be taking more time than you think is warranted and you are becoming impatient with the delay. You decide to determine for yourself what is going on. You leave your vehicle and approach the roadblock.

As the negotiations unfold, you should:

- Explain the political neutrality of the UN and the WFP.
- Explain your humanitarian mandate — to assist all in need regardless of their political persuasion, ethnicity or any other characteristic.
- Analyse the situation; try to identify the interests of the other players and find a win-win solution for the problem at hand.
- Maintain the importance of the principle of the freedom of movement — insist that no relief supplies need be exchanged for free passage.
- If the Escort Commander argues strongly in favour of exchanging food for passage, take him aside and remind him that you are in charge of the convoy and that you are the only one with the authority to dispose of the WFP relief supplies.
- If you make no progress, suggest that the convoy return to the safety of Mount Huxley where the situation can be addressed at the political level.

Scenario 2: The Gamagara Ceasefire Violation Incident

Objective

In this role-playing exercise with a military scenario, United Nations peacekeepers in training should put into practice the negotiation techniques and tools that are presented in SGTM 11. "Communication and negotiation".

Scenario

The current crisis in Naraland (see accompanying map, reference 112), 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 that 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 the belligerents despite efforts by the Naraland Government to mediate. Repeated skirmishes have taken place between the two provinces ever since 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 in each other's provinces. Despite heavy fighting that has caused 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 occurred that indicate an upsurge in tension among the two parties: several shooting incidents, reports of gun smuggling, unrest and recruiting 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.

Instructions for Trainees

- ☐ Take a few minutes to read the scenario background and instructions.
- ☐ Divide yourselves into three groups of equal size:

- One for the UN Military Observer (UNMO)
 - One for the Manancaland Local Commander
 - One for the Kambona Local Commander.
- ❑ Within your own group, study your brief and decide on a strategy using all the tools that have been presented in module 11. Select one person to represent your group.
 - ❑ Play your negotiating roles according to the scenario until 5 minutes before the end of the exercise. Remember that the other group members are allowed to advise their representative. You may even call a short break (of no longer than 1 minute) to revise your strategy or approach or to consult with one of the other role players.
 - ❑ In your group, evaluate the performance of your role against what you have learned in SGTM 11 and prepare to report back to the class during the debriefing in the auditorium.

Instructions for the Trainers

- ❑ Use the first few minutes to allow the trainees to read through the scenario background and instructions.
- ❑ Divide the trainees into three groups of equal size:
 - One for the UN Military Observer (UNMO)
 - One for the Manancaland Local Commander
 - One for the Kambona Local Commander.
- ❑ Ensure that someone is appointed to observe the mediation process and report back to the group after the role-playing exercise.
- ❑ Allow each group to study its own brief and decide on a strategy. Each group should select one of its members to play its role.
- ❑ 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 the purpose.
- ❑ Stop the 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 auditorium.
- ❑ As instructors, monitor the progress and content of the discussions and regularly remind trainees 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:

- Analyse 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 work to persuade the two parties to negotiate mutually beneficial outcomes.
- Explain the neutrality of the UN in the negotiations and let the two parties realize that they are working out their own solution to their problem.
- 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 a neutral 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.

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 Manancans.
- 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 the MRM 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.

Confidential Brief for the MRM Local Commander

You are the Local Commander of the MRM in the area. You have been invited to the UN 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 Manancan and that the Kambonans had no right to take the area militarily.
- 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 people who sympathize with the MRM.
- When confronted with the argument that most of the interpreters, drivers and cleaners employed by the UN are Manancans, respond that the UN knows that Kambonans are thieves and cannot be trusted, so the UN hires Manancans 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 the KLM is buying arms and anti-personnel mines and that those arms are being smuggled to the KLM through the DMZ.
- Argue that the KLM is creating incidents and raising tensions as a pretext for attacking the Manancan people.

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

Scenario 3: The Naraland Roadblock Incident

Objective

In this role-playing exercise with a civilian police (CIVPOL) scenario, UN peacekeepers in training should put into practice the negotiation techniques and tools that are presented in SGTM 11, "Communication and negotiation".

Scenario

The UN has deployed an observer mission in Naraland, a fictitious island country off the eastern coast of southern Africa (see accompanying map, reference 112). The United Nations Mission in Naraland (UNMIN) has been established to mediate a long-standing political and military struggle between two unruly tribes, the Mananca and the Kambo, that the Naraland Government has been unable to defuse.

A civilian police (CIVPOL) team from UNMIN, on routine patrol, is escorting a Naraland Police Department (NPD) vehicle that is investigating a report of arms smuggling. A member of the public had reported to the station that he had seen people moving past his village using camels and a small donkey cart to carry small arms and ammunition.

Approximately 10 km out of Mount Huxley, the NPD and CIVPOL vehicles are stopped by a group of well-armed Manancaland Resistance Movement (MRM) rebels manning a roadblock. The NPD vehicle is in front of the CIVPOL vehicle, so it arrives half a minute before the CIVPOL vehicle.

Upon arrival at the roadblock, the CIVPOL Team Leader disembarks from his vehicle and approaches the MRM rebels at the barrier to negotiate passage of the two vehicles. One of the NPD policemen is already in conversation with the MRM rebels at the roadblock.

Instructions for Trainees

- ❑ Take a few minutes to read the scenario background and instructions.
- ❑ Divide yourselves into three groups of equal size:
 - One for the UN CIVPOL officer
 - One for the local police officer
 - One for the Rebel Leader.
- ❑ Within your own group, study your brief and decide on a strategy using all the tools that have been presented in module 11. Select one person to represent your group.
- ❑ Play your negotiating roles according to the scenario until 10 minutes before the end of the exercise. Remember that the non-playing group members are allowed to advise their group's role player. The role players may call a short break (of no longer than 1 minute) to revise your strategy or approach or to consult with one of the other role players.
- ❑ In your group, evaluate the performance of your role against what you have learned in SGTM 11 and prepare to report back to the class during the debriefing in the auditorium.

Instructions for the Trainers

- ❑ Use the first few minutes to allow the trainees to read through the scenario background and instructions.
- ❑ Divide the trainees into three groups of equal size:
 - One for the UN CIVPOL officer
 - One for the local police officer
 - One for the Rebel Leader.
- ❑ Allow each group to study its own brief and decide on a strategy. Each group should select one of its members to play its role.
- ❑ Allow the negotiations to take place according to the scenario until 10 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) in order to revise their strategy or approach or to consult with one of the other role players. Arrange for a time-out signal for the purpose.
- ❑ Stop the negotiations 10 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 auditorium.
- ❑ As instructors, monitor the progress and content of the discussions and regularly remind trainees of the objective of the exercise, without interfering unduly.

Confidential Brief for the UN CIVPOL Team Leader

You are on a routine patrol escorting an NPD vehicle that is investigating a report of arms smuggling.

You suspect the NPD station you are monitoring of not being impartial in the execution of their police work. You think they sympathize with the MRM. You suspect that they may be involved in arms smuggling for the MRM, or at least that they turn a blind eye when the MRM is involved in arms smuggling. You therefore need to see how those NPD officers deal with this latest reported case of arms smuggling.

At the roadblock, the MRM talks to the NPD and then allows the NPD to proceed. You do not want the NPD to proceed without you.

You insist that the MRM allow you freedom of movement. You need to convince the Rebel Leader of your right, as a UN representative, to have freedom of movement, according to the terms of the Status of Forces Agreement with the Naraland Government and the Windhoek Treaty. You must not allow yourself to be sidetracked by the Rebel Leader — your CIVPOL duties are paramount at this time.

Confidential Brief for the Rebel Leader

You are the leader in charge of an MRM roadblock. You have been tasked to monitor the movements of all vehicles, especially those of the UN, along this road. You have been tasked to search all vehicles and to develop intelligence on the goods and personnel transported so as to assist your leadership in developing a picture of UN movements and objectives.

The MRM would like to pressure the UN to leave Naraland because the MRM has been unable to advance its cause since the UN deployment. At the same time, the political leadership of the MRM has cautioned you against being overzealous in performing your tasks — you must always appear to be honouring the ceasefire agreement. You have been tasked to be pragmatic. You should frustrate the UN convoys, harass them, search them, deny them passage and demand that they give you relief goods for the local population if the opportunity presents itself; but avoid open confrontation. Push them up to a point; then allow them through.

You know the NPD policeman well. He is from your village and you know that he is an MRM sympathiser. He has helped you in the past to smuggle arms and other contraband goods past the authorities. He has informed you that he will be coming past this route and has asked you to set up a roadblock so as to trap and hold his CIVPOL escort as long as you can.

Your plan is to allow the NPD vehicle through, but to keep the CIVPOL Team engaged in a debate until the NPD men are well out of sight.

After you have let the NPD through, pursue the following arguments with the UN CIVPOL Team:

- Argue that your people, the Mananca, are the true victims of the conflict, and that they are suffering more than the Kambonans. You feel strongly about evident injustices and unequal treatment by the UN.
- Explain that you are only carrying out orders.
- Demand that you be allowed to search the CIVPOL vehicle because you believe that the UN smuggles weapons to the Kambonans.
- When the NPD is well out of sight, you allow CIVPOL to resume its journey, apologizing for the small misunderstanding.

Confidential Brief for the NPD Officer

You are an NPD officer who covertly supports the MRM but must hide your sympathies from the UN CIVPOL officers. You need to respond to a report that people have been seen carrying small arms and ammunition using camels and a small donkey cart. You know that this is part of a consignment en route to the MRM. However, a CIVPOL officer was present when the member of the public came to report this sighting at the police station, so you must appear to take the report seriously and investigate it.

You have arranged with a local MRM commander to set up a roadblock on the route you will be using. You have asked him to keep the CIVPOL team busy for some time so that you can elude them. You have to be careful about those arrangements so that the CIVPOL Team has no grounds to accuse you of involvement with the MRM.

You plan to return to the police station and later inform UN CIVPOL that you have investigated the report, but that nobody else has seen such a group of men, camels and donkeys carrying arms; and that apparently there is no truth to the story.

Scenario 4: The Station Commander Incident

Objective

In this role-playing exercise with a civilian police (CIVPOL) scenario, UN peacekeepers in training should put into practice the negotiation techniques and tools that are presented in SGTM 11, "Communication and negotiation".

Scenario

The UN has deployed an observer mission in Naraland, a fictitious island country off the eastern coast of southern Africa (see accompanying map, reference 112). The United Nations Mission in Naraland (UNMIN) has been established to support mediation of a long-standing political and military struggle between two unruly tribes, the Mananca and the Kambo, that the Naraland Government has been unable to defuse.

The crisis in Naraland originated in pre-colonial times. In the 1800s the Kambo were forced to flee from their ancestral lands by the more powerful Mananca. The Mananca retained possession of the land that now constitutes the province of 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 that 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 the belligerents despite efforts by the Naraland Government to mediate. Repeated skirmishes have taken place between the two provinces ever since 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) has adopted guerrilla tactics against the Manancaland Resistance Movement (MRM) and has succeeded in recovering some of their ancient lands. The belligerents have achieved a stalemate and agreed to international mediation with the Naraland Government.

The UN Mission in Naraland has now been deployed for 8 months and is well established. The mandate for the peacekeeping mission provides for a CIVPOL contingent who are tasked with monitoring the Naraland Police Department (NPD) to ensure that they secure law and order in an impartial manner and according to international human rights standards.

Today, a two-person CIVPOL team is visiting the Malansrus Police Station in the southern part of Kambo province.

Instructions for Trainees

- ☐ Take a few minutes to read the scenario background and instructions.
- ☐ Divide yourselves into five groups of equal size:
 - One for the UN CIVPOL Team Leader
 - One for the UN CIVPOL officer
 - One for the Naraland Police Department (NPD) Station Commander

- One for the NPD Deputy Station Commander
 - One for the prisoner.
- ❑ Within your own group, study your brief and decide on a strategy using all the tools that have been presented in module 11. Select one person to represent your group.
 - ❑ Play your roles according to the guidelines in your brief for 20 minutes. Remember that the non-playing group members are allowed to advise their group's role player. The role players may call a short break (of no longer than 1 minute) to revise your strategy or approach or to consult with one of the other role players.
 - ❑ Back in your group, evaluate the performance of all the players: take 10 minutes to list the different conflict management styles that they have demonstrated.

Instructions for the Trainers

- ❑ Use the first few minutes to allow the trainees to read through the scenario background and instructions.
- ❑ Divide the trainees into five groups of equal size:
 - One for the UN CIVPOL Team Leader
 - One for the UN CIVPOL officer
 - One for the Naraland Police Department (NPD) Station Commander
 - One for the NPD Deputy Station Commander
 - One for the prisoner.
- ❑ Allow each group to study its own brief and decide on a strategy. Each group should select one of its members to play its role.
- ❑ Allow the players to play their roles according to the guidelines in their briefs for 20 minutes. The non-playing group members are allowed to advise their group's player. The role players may call a short break (of no longer than 1 minute) to revise their strategy or approach or to consult with one of the other role players.
- ❑ Stop the negotiations 10 minutes before the end of the exercise. Have each of the groups identify the conflict management styles used by the other role players.
- ❑ As instructors, monitor the progress and content of the discussions and regularly remind trainees of the objective of the exercise, without interfering unduly.

Confidential Brief for the UN CIVPOL Officer

You are a UN CIVPOL officer who is accompanying your Team Leader on your first visit to the Malansrus Police Station.

You introduce yourselves to the Station Commander and his deputy and are shown around the station. As you move through the holding cells, your Team Leader notices a prisoner and starts to ask him some probing questions.

You learn that the prisoner represents a political group (the MRM) that is considered the arch enemy of the Kambo people whose home province you are now visiting. Nonetheless, you are embarrassed by the direct nature of the CIVPOL Team Leader's questions. You feel that he is harming your relations with the local police. You sense that his questions to the Station Commander are disrespectful in the local cultural context. You want to correct the impression the local police may be forming about you. You also feel that the prisoner – to your eyes indeed a criminal – should not be shown more respect and dignity than the local police. You feel constrained to correct this imbalance.

At the same time, you don't want to upset your Team Leader, so you are careful not to counter him too directly, either. You try diplomatically to divert your Team Leader from his line of questioning by changing the topic and by focusing on the positive aspects of what you have seen.

Confidential Brief for the Station Commander

You are the Malansrus Police Station Commander, a man of considerable stature in your community in Kambona Province. You resent the presence of the UN CIVPOL officers and especially the way that they tell you how to run your station. At the same time, you have received instructions to co-operate with the UN, so you can't dismiss them outright.

On their arrival at your station you show them around. When they start asking a local MRM prisoner some probing questions, however, you decide to put your foot down so that they know henceforth that you are not somebody to fool around with.

During your discussions, you represent the situation as follows:

- When the UN CIVPOL leader asks you about the prisoner, you explain that he is a local criminal and that he has been involved in a bar fight.
- When asked how long he has been in custody, you say that he has been here for a couple of days.
- When asked what he has been charged with, you answer that you are waiting for the bar owner to make formal charges.
- When asked about his medical condition, you reply that apart from some bruises sustained in the fight, he is in good health.
- You contradict whatever the prisoner claims and continue that:
 - The UN police have no jurisdiction and should therefore not talk to your prisoners at all.
 - Policing in this area is your responsibility and not that of the UN.
 - The UN can monitor you if they wish, but should not interfere.
 - The UN CIVPOL are not allowed to speak with any of your men without you being present; when a question is posed to your Deputy, you instruct the UN CIVPOL to talk only to you directly, not to your staff.
 - The UN CIVPOL may not enter the station without having made an appointment with you.

You are adopting a forceful and domineering approach and threaten to stop all cooperation with the UN until your demands are met.

Confidential Brief for the Deputy Station Commander

You are the Deputy Station Commander of the Malansrus Police Station. Together with your Station Commander you are taking a UN CIVPOL team on a tour of your station. You are very unhappy about the way in which your country has been destroyed by this conflict and welcome the presence of the UN if they are going to help to bring a stop to all the madness. You hate politics and the role that your boss is playing in local politics. You believe that NPD policemen should stand above party politics and serve the people.

You are therefore happy to show the UN CIVPOL around and to work with them. You feel friendly towards them and are prepared to answer all their questions. You respond to their questions cooperatively:

- When the UN CIVPOL ask about the prisoner, you answer that he has been in custody for about a week.
- When asked about his medical condition, you answer that the local doctor has been out of town and has thus been unable to see him. However, the doctor should be back in town today and you will contact him.

In general, try to be helpful and show your willingness as a relatively junior NPD officer to assist the UN CIVPOL.

Confidential Brief for the UN CIVPOL Team Leader

You are the UN CIVPOL Team Leader for this area. You and one of your men are visiting a local police station for the first time, at Malansrus. You ask to see the Station Commander. When you meet, explain to him the role of the UN CIVPOL and what you expect to be doing. Ask him to show you around his station and ask questions about the NPD and his work as he escorts you through the premises with his deputy.

On your tour you come across a prisoner in the holding cells. He looks badly beaten, so you ask him directly why he is in custody. He replies that he is the local political representative of the Manacaland Resistance Movement (MRM), that he has been arrested for his political views, and that the local police have beaten him severely and threatened to kill him. The Station Commander will give a different version.

Ask him for whatever information you think incumbent on you to know with regard to your mission responsibilities, such as:

- How long has he been in custody?
- What is he being charged with?
- What has caused the wounds and bruises that cover the exposed parts of his arms and neck?

Try to determine the truth so that you may advise this Station Commander of the appropriate international standards that apply in this situation.

Confidential Brief for the Prisoner

You are the local political representative of the Manancaland Resistance Movement (MRM). You have been taken from your home, beaten up by the police and threatened with your life. You have been placed in this cell and tortured from time to time. You think you have been here for about two weeks but are not sure. You think the police plan to kill you rather than release you, because they can't allow you to go free and tell everybody about how you have been tortured.

Suddenly the Station Commander and his deputy arrive with some UN police officers. While you are afraid of the Station Commander and know that he is responsible for having had you arrested and tortured, you realize that you may now have your only chance of explaining your situation to somebody who can help.

Answer all the questions posed to you by the UN CIVPOL, but do so with a deferential attitude towards the Station Commander. You remain very frightened of how he may treat you after the UN police officers have gone.