



# Workshop on Negotiation and Conflict Resolution



Progetto «CRESCERE»





# **Part 1. Introduction to Negotiation**



# What is BATNA?

- Best Alternative to a Negotiated Agreement.
- The true measure by which you should judge any proposed agreement.
- It is the only standard which can protect you both from accepting terms that are too unfavorable and from rejecting terms it would be in your interest to accept. (Roger Fisher and William Ury, *Getting to Yes* [Penguin Books, 1991], pp. 100-01)

# Zero-sum game

	Choice 1	Choice 2
Choice 1	<b>-A, A</b>	<b>B, -B</b>
Choice 2	<b>C, -C</b>	<b>-D, D</b>

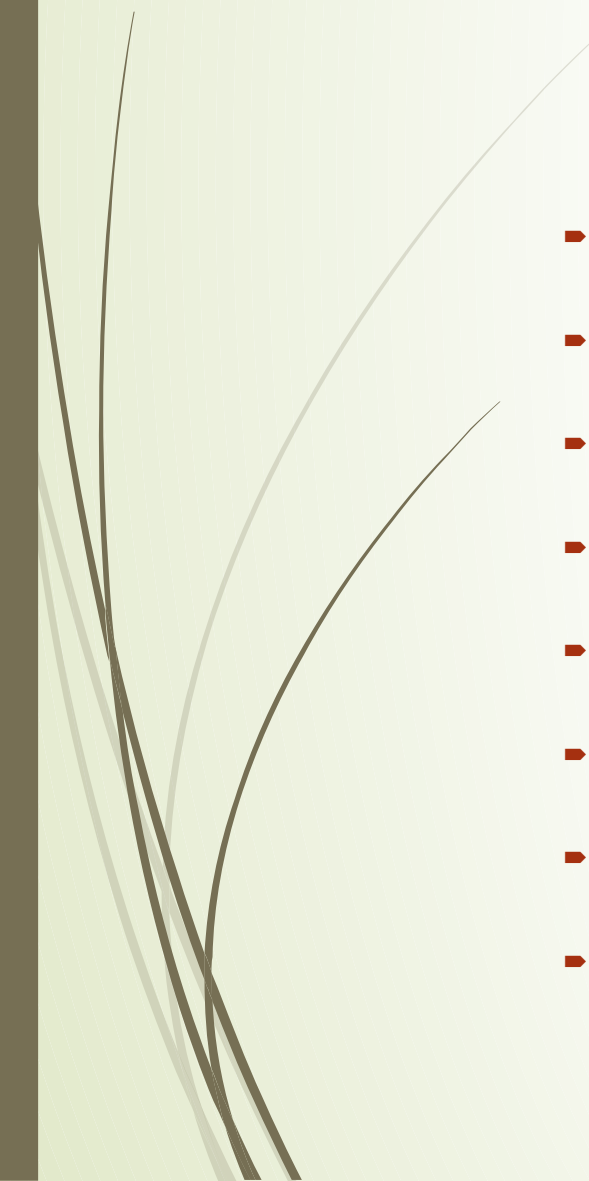
*Generic zero-sum game*

# The prisoner's dilemma

	Prisoner B stays silent ( <i>cooperates</i> )	Prisoner B betrays ( <i>defects</i> )
Prisoner A stays silent ( <i>cooperates</i> )	<b>Each serves 1 year</b>	<b>Prisoner A: 3 years Prisoner B: goes free</b>
Prisoner A betrays ( <i>defects</i> )	<b>Prisoner A: goes free Prisoner B: 3 years</b>	<b>Each serves 2 years</b>



# Some useful techniques:

- Auction
  - Brinksmanship
  - Bogey
  - Chicken
  - Defence in Depth
  - Deadlines
  - Flinch
  - Good Guy/Bad Guy
- 




**Part 2.**  
**Introduction to**  
**Conflict management**  
**and resolution**



# What is conflict management and resolution?

- A brief history.
- Some critics.
- Our points:
  - Determinism is rejected in conflict resolution.
  - The developing tradition of thinking about conflict and conflict resolution is relevant also when the fixed structures of sovereignty and governance break down.
  - The discipline applies also to the phenomenon of international terrorism.





# Demarcations: domestic conflict management

- Domestic conflict management and resolution require:
  - Negotiating, signing and ratifying a formal agreement
  - A process of building constructive relationships in a civil society
  - Macro-political
  - Micro-political

Stage of conflict	Strategic response	Skill and process
Difference	Cultural peacebuilding	Problem solving, fact finding missions and peace commissions.
Contraddiction	Structural peacebuilding	Development assistance, civil society development, governance training and institution building
Polarization	Elite peacemaking	Special envoys and official mediation, negotiation, coercive diplomacy, preventive peacekeeping
Violence	Peacekeeping	Interposition, crisis management and containment
War	War limitation	Peace enforcement, peace support and stabilization
Ceasefire	Peacekeeping	Preventive peacekeeping, disarmament and security sector reform, confidence building, police training
Agreement	Elite peacemaking	Electoral and constitutional reform, power sharing and de-centarlization of power, problem solving
Normalization	Structural peacebuilding	Collective security and cooperation arrangements, Economic resource cooperation and development, alternative defence
Reconciliation	Cultural peacebuilding	Commissions of enquiry/truth and justice commission, peace media development, peace and conflict awareness education and training



# **Aim: inclusive solutions to ethnic conflict**

- Ethnic conflict can be managed in a common state
- Ethnic differences cannot be washed away
- Necessity of political engineering
- Inter-ethnic accommodation, bargaining and reciprocity



# Exclusive solutions

- Short term conflict management «strategies»:
  - Genocide  
*Rwanda, native Americans*
  - Mass population transfers  
*Native Americans, Bosnia, Kosovo, Rwanda, Cyprus, Greek-Turkish war 1920-22, Palestine*
  - Partition/secession  
*Yugoslavia, Palestine, Cyprus, Czechoslovakia*
  - Integration / assimilation of population  
*Kurdish question, French minority policy, Estonia*
  - Difficulty of drawing boundaries between



# Managing difference and antagonism

- Short/medium/long term conflict management and resolution
  - Arbitration
  - Third party intervention
    - India-Tamils of Sri Lanka; SFOR/IFOR in Bosnia, EU in Mostar, UNMIK in Kosovo, UN in Liberia*
  - Cantonization / federalization
    - Bosnia, Cyprus post 1974*
  - Consociationalism / power-sharing
    - 1960-63 Cyprus, S.Africa, Belgium, The Netherlands (1917-67)*
  - Integrative approaches (political integration)
    - Bosnia, South Africa*



# Consociationalism

- Successful political accommodation of ethnic differences only possible through inter-ethnic elite cooperation
- Institutions explicitly recognising ethnic divisions and make them basis of decision-making rules, territorial division of power and public policies
- Protection of group rights
- Allows groups not to fear each other and genuine trust can develop over time
- Recognises legitimacy of claims to national self-determination within the existing state



# Consociationalism: institutional mechanism

## (Lijphart model)

- ▀ Main characteristics of consociational democracy:
  - ▀ Power-sharing government: a so-called grand coalition with representatives from all primary groups.
  - ▀ Mutual veto
  - ▀ Proportionality in the electoral system and in the civil service or parity in representation
  - ▀ Segmental autonomy and federalism



# Reactions to Lijphart model

- Failure to specify how institutional arrangements affect incentives for cooperation
- Elites cannot be presumed to always want accommodation
- Good will is not enough to base a theory of conflict regulation on
- Due to intra-ethnic party competition, the elites will lack freedom of action to cooperate
- Potential instability





# Integrative approach (1)

- Aim: integration
  - Obliterate ethnic divide
  - Foster inter-ethnic cooperation and intra-ethnic competition
- Assumption of fluidity: identities are not rigid and non-ethnic cleavages can be made salient
- Preferential system: a candidate's election depends on attracting votes from outside his/her ethnic group




## Integrative approach (2)

- Federalism: based on ethnically heterogeneous political units to foster integrative dynamics
- Denial of national self-determination
- «ethnically blind» public policies that can help obliterate the divide rather than augmenting it (greater socio-economic equality between ethnic groups)
- Individual rights preferable to group rights



# Short bibliography

- Peter T. Coleman, Morton Deutsch, Eric C. Marcus, *The Handbook of Conflict Resolution: Theory and Practice*, Jossey-Bass, 3rd Edition 2014
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- John Lederach, *Little Book of Conflict Transformation: Clear Articulation Of The Guiding Principles By A Pioneer In The Field*, Good Books, 2003
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## Part 3. The simulation game



## Basic facts about Kurkum

**Name of the country:** Kurkum

**Capital:** Harmon

**Area:** 921,000 km<sup>2</sup>

**Political system:** Republic

**Official language:** Kurma (32% of the population are native Turgu speakers; in addition, dozens of other languages)

**Ethnic minorities:** the Turgu and the Sipeli

**Currency:** Dala of Kurkum (1 euro = 12 dalas)

**Population:** 32.3 million

**GDP per capita (USD):** 1,040

**Life expectancy:** 48.7 years

**Infant mortality:** 5%

**Literacy:** 42% of those over 15 years of age can read (literacy among the Turgu minority is 30% and among the Sipeli minority 36%)

**Religions:** Christianity 36%, Islam 33%, Sikhism 8%, other 23%

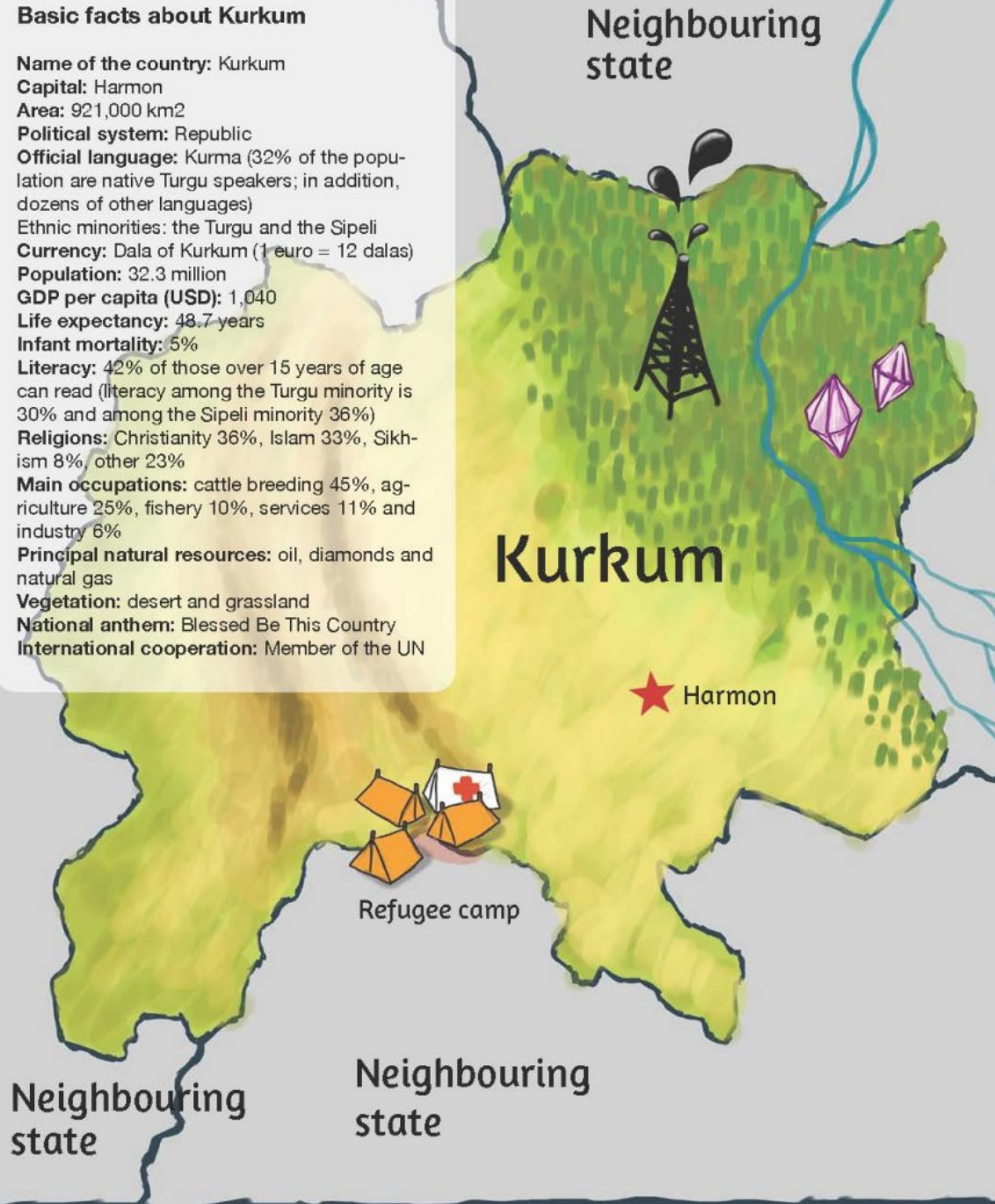
**Main occupations:** cattle breeding 45%, agriculture 25%, fishery 10%, services 11% and industry 6%

**Principal natural resources:** oil, diamonds and natural gas

**Vegetation:** desert and grassland

**National anthem:** Blessed Be This Country

**International cooperation:** Member of the UN



# Background information

## Conflict in Kurkum

Kurkum is an imaginary state struggling with a constant increase in violence. The complicated conflict situation did not arise suddenly. Many events associated with Kurkum's recent history underlie the conflict.

## Kurkum's recent history

Kurkum's recent history has been darkened by a conflict between the Government and the separatists controlling the eastern parts of the country. The reasons behind the conflict include the cycle of violence between ethnic groups, poverty and social inequality, as well as the valuable natural resources and their uneven distribution in the area dominated by the separatists.

Kurkum still has a rather short tradition of democratic rule. It was not until the late 1980s that various popular movements pressurised Kurkum to adopt democracy. Before that, the country had been ruled by a weak royal house and various rebel movements, which seized power from time to time.

Positive things have also occurred. Surprisingly, Kurkum's national football team made it to the World Cup in 2010, and this gave Kurkum visibility and raised the country's national self-image.

## Reasons for the conflict

Kurkum's situation has continued to be unstable for decades.

- **Separatism.** The crux of the conflict is Eastern Kurkum, which is rich in natural resources. Separatists are pushing for the separation of the area from Kurkum. That is, they want to found their own independent region. According to the separatists, Kurkum's political administration does not enable the even distribution of the region's natural resources so that they would also benefit the local residents. The administration is opposed to the split and thinks that the separatists are driving Kurkum into a deepening stagnation.
- **How to divide the scarce natural resources.** Kurkum has much desert, and the scarcity of water has caused unrest on many occasions. In addition, Kurkum's valuable natural resources have not benefited the whole nation; instead, the profits have been channelled abroad or into the pockets of a few rich Kurkumians.
- **Unity of the population.** Kurkum's population is culturally very heterogeneous/diverse, and the Government has not succeeded in its integration policy. The country has a wealth of languages, religions and philosophies of life, and few have a strong Kurkumian identity or belief in a harmonious State of Kurkum. Many feel that the Government favours the ethnic group that speaks Kurma, at the expense of the minorities speaking Turgu or Sipeli. Society is perceived as unequal.
- **Social unrest.** Various strikes, internal unrest and violence have crippled the basic functions of Kurkum's society at regular intervals.

- **Distrust in democracy.** During the time of the democratic system, internal disputes have toppled the Government many times. Voter turnout is low, and the suspicion of election rigging has been expressed.
- **Dissatisfaction with the Government's policy and suspicion of corruption.** Especially in the rural areas of Eastern Kurkum, the policy pursued by the Government has given rise to much dissatisfaction. The Government has expropriated farms and has given oil companies the right to use land areas. Breaches of environmental legislation by the oil companies have polluted land areas.

## The main opponents in the conflict are the Government of Kurkum and the separatist movement.

Most members of the separatist movement come from the Turgu-speaking ethnic minority. This minority accounts for about 30% of Kurkum's population and is in an economically weaker position than the majority. The separatist group is not religiously uniform; the members have different religions.

## The current situation

The separatist movement's soldiers controlling the eastern regions of the country and the Government's troops are heading towards a situation resembling civil war. During the past eight months, about 1,500 people have been killed in battles and bomb attacks.

The separatist movement has long propagated the separation and independence of Eastern Kurkum. Government troops have resorted to increased violence. In consequence, society's functions have become paralysed and Kurkum is on the verge of civil war.

The southward migration of civilian refugees from Kurkum has gained momentum and the countries bordering on Kurkum to the south are considering whether they should close their borders both to curb the influx of refugees into their countries and to exert pressure on Kurkum. The international community has turned its attention to Kurkum in order to stop the vast humanitarian crisis and stabilise the situation in the region.

The conflict has now escalated so much that the parties involved and an outside mediator have been invited to negotiations in Harmon, the capital of Kurkum, to seek a peaceful solution to the conflict.

## Why an outside mediator?

The intervention of an outsider in a dispute may affect the dynamics between the parties and may change their perceptions and behaviour, thereby making the negotiation process more effective. By participating in the negotiations, the mediator strives to break the deadlock and work out a good solution between the clashing parties.

The mediator must have the international community's mandate for the task. Moreover, the parties to the conflict must accept the mediator. In the role playing, the teacher may represent the international community that gives the mandate to the mediator.

## Ran Ran

the representative of  
the separatist movement

Ran Ran is a member of the Turgu, the local ethnic minority in Eastern Kurkum. His group advocates the region's separation and independence from Kurkum. According to Ran Ran, the Government of Kurkum exploits the abundant natural resources in the area so that the local population gains no benefit from them. Ran Ran has been involved in the planning of bomb attacks that have also killed civilians. In general, Ran Ran is not keen on having outside mediators in the negotiations.

**Goals:** Separation and the independence of Eastern Kurkum; improving the position of the local population in Eastern Kurkum.





## Mirmim

the representative of  
the Government of Kurkum

Mirmim is leading the battle against the separatist movement controlling the eastern part of Kurkum. Direct talks with representatives of the separatists have been held unofficially, but without result. It is in the interests of the Government of Kurkum to resolve the conflict, but so far it has not wanted outside countries to intervene in the situation. For Mirmim, it is impossible to accept that the eastern regions would split off from Kurkum because there is then the risk that the whole country would descend into political and economic instability.

**Goals:** To prevent the separation of an area rich in natural resources from Kurkum; to avoid the outbreak of full-scale civil war.





## **Maria Gratton**

**the representative of an NGO  
working at the refugee camp**

Maria Gratton works for a non-governmental organisation helping people at the refugee camp. A large camp without enough food and water has arisen on both sides of Kurkum's border. There is a considerable risk of epidemics spreading among the refugees, and people at the camp are already suffering from diseases, such as diarrhoea and measles. Conditions at the camp are miserable, and Maria Gratton demands that outsiders intervene in the situation in Kurkum. The number of refugees is growing constantly. Most of them are women and children. They do not represent any single ethnic group.

**Goals:** To get help for the acute situation; health care for the camp; a peaceful solution to the conflict in Kurkum so that the refugees can return home safely. By using all means possible, the parties must be pressurised to seek peace.

## Daria Derel

the representative of  
a neighbouring country

From the start, Kurkum's neighbouring country to the south has supported the Government of Kurkum but does not approve of the human rights violations and harsh measures taken by the Government in Eastern Kurkum. The poor neighbouring country cannot help the refugees crossing the border, and Daria Derel sees the growing refugee camps as a threat to the stability of his own country. Daria Derel is afraid that extremist movements in his own country will awaken and join Kurkum's separatists.

**Goals:** A peaceful solution, possibly also the armed intervention of outside powers to calm the situation and to curb the influx of refugees.





## Jack Bele

the representative of a country  
supporting the separatists' activities

Jack Bele represents a country that provides money and weapons for the separatist movement. Maintaining instability in the region is in Bele's interests. Relations between Bele's country and Kurkum have been cool for decades. Underlying the present situation is an armed conflict that took place with Kurkum some decades ago. Neither Jack Bele nor the country he represents is officially a party to the conflict, but they are indirectly involved as they help perpetuate the conflict by supplying money and arms to the separatist movement.

**Goals:** To keep the conflict going; continuing the profitable arms trade.

## Nene Van

mediator

Nene Van's task is to chart problem issues and to guide the parties towards realistic objectives. In some situations, the mediator may also act as a scapegoat and assume responsibility for unpopular decisions. The mediator's task is to keep the talks moving in terms of both practical issues and substance questions. Nene Van is searching for opportunities to find a compromise.

**Goals:** Peaceful resolution of the conflict and acting as a facilitator of dialogue between the parties.





## Extra role

### Harmon News reporter

The Harmon News is published by the State-owned media house and takes a favourable stand on the policy pursued by the Government of Kurkum. The Harmon News analyses the state of the peace talks from a partisan perspective.

**News flash:** A bomb has exploded in Harmon, the capital of Kurkum. The number of casualties is yet to be confirmed. According to various information sources, it can be suspected that the separatist movement is responsible for the bomb attack.

*The Harmon News makes its own interpretation of the news.*

## Extra role

### Turgu Daily reporter

The Turgu Daily is a local newspaper published in Eastern Kurkum. It is the only news medium in the Turgu language. The Turgu Daily claims to be politically independent, but in fact it supports the separatist movement's political objectives.

**News flash:** A bomb has exploded in Harmon, the capital of Kurkum. The number of casualties is yet to be confirmed. According to various information sources, it can be suspected that the separatist movement is responsible for the bomb attack.

*The Turgu Daily makes its own interpretation of the news.*



**Chair person**  
(teacher)

**Mirmim**

the representative of  
the Government  
of Kurkum

**Daria Derel**

the representative of  
a neighbouring country

**Jack Bele**

the representative of  
a country supporting  
the separatists'  
activities

**Ran Ran**

the representative of  
the separatist  
movement

**Maria Gratton**

the representative of  
an NGO working at  
the refugee camp

**Nene Van**

mediator

# Glossary

**Democratic system:** In a democratic system, decisions about the most important governmental issues are made by the people themselves or by a body elected by the people.

**State:** A political system formed by people, that exercises power in a certain territory and that can itself decide about its own affairs.

**Conflict:** Disagreement, controversy, strife.

**Separatist:** A person seeking independence for an autonomous area. Often a member of a movement or organisation in pursuit of independence.

**International community:** Refers to a number of countries or international organisations, depending on the situation. The term has no established definition but it is much used in political debate and in the media. It is often used to indicate that one country's actions differ from those of other countries.

**Popular movement:** A mass movement, for instance, a religious or revolutionary movement.

**Rebellious movement:** A popular movement that rises against a system or its leadership. For instance, a rebellious movement striving to gain independence.

**Corruption:** General moral decline, especially a system of accepting and offering bribes. For instance, corruption prevailing in a bureaucratic machinery.

**Royal house:** A royal family.

**Vital functions of society:** The most important functions for the working of society, such as the judicial system, education, health care, energy supply, monetary transactions, telecommunications, a healthy environment, transport, and information.

**Humanitarian crisis:** An event or events that cause a critical threat to the health, safety or well-being of the people in a certain area. Such events can be, for instance, an armed conflict, famine, epidemics or natural disasters.

**Mediator:** A person who tries to help the parties to a conflict to reach a consensus.

**Dynamics between the parties:** Relations between the states or their leaders and other actors (such as mediators) who are involved in a conflict. In the background, there may be, for instance, historical, cultural and linguistic factors.

**Strategy:** An overall plan of action, the art of conducting and directing military operations. Examples: A plan of action followed in conflict resolution; what the goals are and how are they to be attained.

**Ethnic minority:** An ethnic group or nationality that has fewer representatives or a lower status than other groups within a certain state, sphere of influence, or society.

**Mandate:** A commission given or received, an authorisation. In particular, in a democratic system, the authorisation received from the people to govern the country. The authorisation given to a country to rule some other country or area.





# Short bibliography

- Peter T. Coleman, Morton Deutsch, Eric C. Marcus, *The Handbook of Conflict Resolution: Theory and Practice*, Jossey-Bass, 3rd Edition 2014
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# Thank you!

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