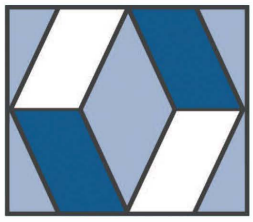

E-PARCC
COLLABORATIVE GOVERNANCE INITIATIVE
Syracuse University
Maxwell School of Citizenship and Public Affairs
Program for the Advancement of Research on Conflict and Collaboration

Ukraine in Conflict

TEACHING NOTE

Introduction

Ukraine in Conflict is a negotiation simulation based on the events following the Ukrainian revolution of December 2013. This simulation can be used to teach negotiation, mediation, conflict resolution, and international conflict. Based on events occurring in Ukraine in 2014, the simulation allows for a realistic situation with very possible roles and outcomes (the breach of the 1994 Budapest Memorandum is omitted however to allow for a faster simulation).

This simulation features four disputing parties and one mediating party. There are two obvious coalitions: the EU and Ukraine, and the separatists and Russia. The United States is serving in a mediating role, but is not entirely neutral. Each party, except the United States, is represented by a delegation of a minimum of two negotiators. Representation by many agents, led by a chief negotiator, adds additional complexity to the simulation. Delegation members are instructed to participate actively and strategically in the negotiation, acting as a foil to the chief negotiator, and introducing a dynamic to confound the other side and affect each side's ability to meet its interests.

This simulation was an honorable mention place winner in E-PARCC's 2014-15 "Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving" teaching case and simulation competition. It was double-blind peer reviewed by a committee of academics and practitioners. It was written by Zachary W. Barr and Steven Smutko of the University of Wyoming. This simulation is intended for classroom discussion and is not intended to suggest either effective or ineffective handling of the situation depicted. It is brought to you by E-PARCC, part of the Syracuse University Maxwell School's Collaborative Governance Initiative, a subset of the Program for the Advancement of Research on Conflict and Collaboration (PARCC).

The simulation is characterized by urgency, uncertain information, historical tension, and mediation. During the ongoing negotiation Ukraine separatists and soldiers are fighting on the Ukraine-Russia border. If the negotiators can reach a settlement, lives will be saved. Yet they must try to put aside longstanding grudges and animosities in order to reach agreement. The fact that the US is playing a mediator role is also a source of contention, and may pose significant procedural problems for the Russian delegation. The negotiating teams are getting information from the battlefront from different – and partisan – sources. Hence, information about situation is asymmetrical and inconsistent. All of these characteristics make the simulation realistic and useful for teaching how to handle negotiating with a mediator, multiple parties, stress, and urgency.

Logistics, Setup, and Debriefing

Materials

Prior to the start of the negotiation participants should read:

- Background information
- General information for all negotiators
- Confidential information for their negotiator role
- Barry, Bruce, Roy J. Lewicki, and David M. Saunders, Negotiation (New York, NY: McGraw-Hill Irwin, 2010), pp. 441-474.
- Wilkenfeld, J., K. Young, V. Asal, and D. Quinn. "Mediating International Crises: Cross-National and Experimental Perspectives." Journal of Conflict Resolution 47.3 (2003): 279-301. Web.
- Farley, Robert. “Over the Horizon: Negotiation and Process in Crisis Resolution.” World Politics Review, November 24th, 2010. Web.

Logistics

- Preparation time: 45 minutes
- Negotiation time: 90 minutes
- Debrief time: 1 hour

The simulation involves multiple negotiators for each role, except that of the United States.

- United State: Vice President, Jeoff Hofferman serving as convener and mediator;
- European Union: represented by a delegation led by Hans Schliemann, a Dutch nationalist
- Ukraine: represented by a team led by Poro Schmelker, Ukraine's newly elected president
- Pro-Russian separatists: a delegation led by the newly elected leader in the Luhansk region, Yohan Rusprovanski
- Russia: a delegation led by Prime Minister Gladimir Hurtin

Each role, except for the United States, is represented by a delegation of a minimum of two players. At a minimum, *Ukraine in Conflict* is conducted with nine players, two players each for Ukraine, Russia, the EU, and the separatists and one for the mediating United States. If more players are added, be sure to balance the teams (if they cannot be even) with experienced negotiators. The United States role should only have one person who will use his/her authority to control the negotiation.

The instructor will provide each negotiator team and the mediator with the background and general information in addition to the confidential roles. Give players their information at least a day in advance of the negotiation in order for them to prepare and develop a negotiation plan and strategy. Instructors should stress the importance of independently gathering information about the issue and the negotiating groups prior to meeting face to face. Each delegation should meet and prepare a negotiation strategy prior to meeting with the other teams. Encourage participants to fully embrace their roles.

This is not a scoreable negotiation. Rather, each player is provided with a set of most preferred and least preferred options, and is constrained from settling on options that they consider to be deal breakers. The constraints reflect each player's reservation value. Negotiators should be encouraged to use of all of the resources available to them. Some players have leverage points that can be used to gain an advantage in the negotiation.

In their preparation, each delegation may want to create a score sheet that lists each option in order of preference. Negotiators may devise a scoring method that illustrates the strength of preference for each option by allocating 100 points among the 10 options under consideration. The delegation can also calculate a reservation value from the points allocated to each issue. One method for calculating a reservation value is to sum the next-to-lowest option values among the three issues. The reservation value can be used as a final check prior to settlement. The value of the combination of settlement options should be greater than or equal to this reservation value. The mediator should make a list of goals to reach for during the negotiation rather than a scorecard.

The mediator(s) should prepare by identifying strategies and moves that will enable the parties to move toward agreement. They should prepare an opening statement and process for establishing an open and positive tone. The mediator(s) should also map out a process for:

(1) defining the issues to be negotiated;
(2) identifying the interests of each party;
(3) generating options for settlement;
(4) assessing options for settlement;
(5) final bargaining; and
(6) achieving a final settlement.

They also should plan how they will interject their own interests and options into the discussion.

The negotiation itself should take about 90 minutes. During the negotiation the mediator should be taking votes periodically. The negotiators are encouraged to take one or two breaks during the simulation. The breaks can be used for discussions away from the table. The "non-table" discussions may affect the formal discussions so encourage the United States player to take votes after these breaks.

The negotiation concludes when all members at the table agree on a solution. The negotiation may also conclude if there is an agreement between Ukraine and the separatist players. Roles encourage the participation of the full negotiation, but there is an option for the Ukraine and separatists to come to an off-table agreement that will end the negotiation. For example, a possible solution is Ukraine and the separatists agree to a truce off the table (most likely occurring from too much interference from the EU, Russia, and the US).

Debrief

The debrief should start with a dialogue between the groups about the negotiation. Be mindful that some people may still be emotional and you should try to promote an objective discussion of the negotiation. For debriefing you should be asking these questions of the groups:

- What did you want out of this negotiation?
- What was the outcome?
- How do you feel about the outcome?
- Why do you think the negotiation turned out how it did?
- How did you come to that solution?
- What strategies and tactics did you use to reach your goals, were they successful?
- Did you believe everything that your negotiation counterparts were telling you? If not, how did you deal with information you were uncertain about?
- What type of role did the United States or the mediator play in the negotiation (directive or facilitative)?
- How was the mediator affective, and ineffective?
- How did the mediator handle criticism of his/her role by the negotiators? Was he/she able to instill confidence among the negotiators?

It is important to talk about how the mediator controlled, or did not control the negotiation. Ask each mediator to explain how they approached the negotiation and what their goals were. After each group discusses their feelings of how the mediator performed, ask the groups how they believe it affected the outcomes of the negotiations.