

Thawing the Freeze

A Simulation for Youth and Adult Education in Frozen Conflicts

Complete Manual with Role Cards and Guidelines for Facilitators

In cooperation with:



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In memory of Margaret Molinari

1945 – 2012

*The inspiration behind this project,
A two-time Returned Peace Corps Volunteer,
A mentor to countless Moldovans, Guatemalans, Mexicans, and Americans,
And above all, a passionate educator.*

Contents

Contents	4
Introduction and Acknowledgments	5
1. About Simulation Exercises.....	7
2. Guidelines for Simulation Facilitators	9
2.1 Introduction	9
2.2 Learning Objectives	9
2.3 Timeline.....	9
2.4 Materials and Manual Contents	10
2.5 Preparation	12
2.6 Procedure.....	12
2.7 Debrief	14
2.8 Map.....	17
2.9 Negotiation Seating Chart	18
3. Information for Participants	19
3.1 Background	19
3.2 Scenario	20
3.3 Basic Information on Anceps	21
3.4 Basic Information on Tavus	22
3.5 Negotiation Stakeholders	22
4. Role Cards for Individual Participants.....	25
4.1 Role Card: OU Special Envoy to Anceps and Tavus	25
4.2 Role Card: Parliamentary Delegation of Anceps (Democrats)	27
4.3 Role Card: Presidential Delegation of Anceps (Communist).....	29
4.4 Role Card: Gratenian Presidential Delegation	31
4.5 Role Card: Tavusian Presidential Delegation	33
4.6 Role Card: Political Representatives of Tavusian Business Interests	35
4.7 Role Card: Presidential Delegation of Furland.....	37
4.8 Role Card: Organization for Global Security (Moderator)	39
Appendix A: Action Cards	41
Appendix B: Relationship to Broader Educational Competences	42

Introduction and Acknowledgments

*"Tell me, I will forget.
Show me, I may remember.
Involve me, and I will understand."*

These words, often attributed to the Chinese philosopher Confucius, for many reflect most fundamental ideas underlying modern education. Yet involving learners in the educational process is no easy task. The field of civics education is no exception. Facing cynicism, corruption, transition and alternating between crisis and stagnation, young adults in today's world confront a staggering array of forces opposed to the idealistic messages of liberal democracy that inspire modern civics curricula. The challenges are no less for foreign partners who seek to collaborate in the development process, but often find themselves struggling to appreciate the nuances of the host society.

In this context, pedagogical simulation activities offer an innovative approach through which learners become co-facilitators of their own educational process. This act brings them up close to political and social processes that would otherwise be experienced only through textbooks and news reports, thereby better preparing them to be active contributors in society.

It was with this motivation that an international group of academics, civil society leaders, educators, and Peace Corps Volunteers gathered in Chişinău, Moldova, in March 2012 at the conference *Simulation Games for Teaching Human Rights and Active Citizenship in Post-Soviet Moldova*. The simulation contained in this manual is one of two developed at this conference.* Together, these manuals introduce the simulation methodology to Moldovan civics education programs as well as cross-cultural trainings for international partners. As such, these works represent the first simulation materials that are specific to the Moldovan context.

* The companion simulation is available under the title, *A Meeting of Perspectives: A Simulation for Youth and Adult Education in Local Governance*, Humanity In Action: 2012.

This endeavor was inherently a social process, reflecting the collaborative civic spirit underlying modern democracies. As such, above all these simulations are the results of a collective effort.

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1. About Simulation Exercises*

A simulation learning exercise is "... a methodically organized activity in which many participants separated into small groups interact with each other based on proscribed roles. Competition is generated through participation of many groups," (Manfred Geuting).

Simulations stand in the tradition of *active learning methods* as opposed to passive methods such as lecture and reading. Active learning modes go beyond familiar ways of receiving information to include methods of building meaning. Active learning implies that participants learn through personal experience by applying and reflecting upon what they have learned from textbooks and teachers.

While simulation exercises are methodologically similar to role plays – another active learning method – it is important to distinguish between the two. Role plays usually present real-life situations to be solved at the individual level, *i.e.* participants play alone. Simulations, on the other hand, involve participants acting in interest groups to address problems at the societal/political level, and tend to require a longer period of time.

Simulation games as modes of active learning also promote empathy for other ideas and perspectives and encourages a critical reflection of one's own position: Every participant must take on an unfamiliar role, represent the character's interests convincingly and aim to make them prevail in negotiations – whether or not it matches the person's actual opinion on the issue.

By interacting with the other actor groups, participants experience how complex a decision-making process is and how difficult it can be to come to agreements in groups with widely varying interests. Participants concretely experience how interests can change through interaction with other opinions and ideas.

* The methodological material presented in this section is derived from PlanPolitik, *Designing Simulation Games: A Didactic Manual* (available in English and German). Find more at <http://www.planpolitik.de/>

They will also learn that negotiations are often difficult, that not all goals can be achieved, and that everyone must show a certain degree of willingness to compromise.

Just as important is the social aspect of simulation games. The participants make decisions under time pressure, order priorities, and develop strategies. While the intra-group cooperative work promotes teamwork skills, the inter-group discussions enhance negotiation capabilities, as well as the ability to compromise and to discuss difficult topics.

All of this happens ideally “along the way,” because during the game, participants often don’t even notice that they are learning. One major advantage: As the actions taken in simulation games have no real consequences, simulations are an ideal setting to test oneself.

As such, simulation games have enormous potential in education to promote the acquisition of universal competences. Simulations are particularly adept at forming competences of:

- Communication (argumentation in real-life situations)
- Strategic action (contemplating distinct actions and final results, proposing solutions to problems)
- Implementing interpersonal, civic, and moral values (ability to collaborate in groups/teams, to prevent conflict situations, respect the opinions of peers)
- Self-appreciation and realization (critical thinking, adapting to new conditions and situations)

In sum, due to the active approach, the learning effect is more reflective, sustainable and holistic – and in the best of cases it’s fun and exciting, too.

2. Guidelines for Simulation Facilitators

2.1 Introduction

This simulation addresses a fictitious frozen conflict between Anceps and Tavus, based upon issues common to the post-Soviet space. The setting is a roundtable negotiation between all stakeholders organized due to rapid and unexpected developments that have drawn international attention. All stakeholders have stated that resolution is their goal, but their actual interests vary.

2.2 Learning Objectives

By the end of the simulation exercise, participants will:

- Acquire knowledge about historical themes of post-Soviet frozen conflicts;
- Explore dynamics of territorial disputes and conflict resolution;
- Develop empathy, critical thinking, and negotiation skills.

These are the basic learning objectives for which this simulation is designed. A variety of additional objectives can be added without altering the content of the simulation in order to suit the educational needs of the context. For a discussion of educational competences specific to the Moldovan curriculum, see *Appendix B*.

2.3 Timeline

Overall duration: 3 hours 30 minutes

Introduction: 10 minutes (by facilitators)

Preparation: 20 minutes

Individual reading time

Strategy and position development

Simulation: 2 hours (total)

10 Minutes – Introductions

15 Minutes – Pre-meeting discussions (informal talks)

15 Minutes – Roundtable talks

20 Minutes – Informal talks

20 Minutes – Roundtable talks

20 Minutes – Final informal talks and resolution drafting

20 Minutes – Approval of Negotiation Resolution

Debriefing: 1 Hour

2.4 Materials and Manual Contents

2.4.1 Necessary Materials

This manual, consisting of:

- *Guidelines for Simulation Facilitators;*
- *General information for all participants* (the background information, simulation scenario, and basic information on Anceps, Tavus, and other stakeholders);
- *Information for individual participants* (role cards).

Additional materials, provided by the facilitators/hosts:

- One room to hold all participants comfortably plus additional space for “private conversations” between stakeholders;
- Chairs and tables arranged for formal international negotiations (see seating chart in section 2.10);
- Paper for drafting the Negotiation Resolution;
- Pens;
- Flip chart for debriefing and agenda;
- Placards with delegation names.

2.4.2 The Three Roles

It is important to distinguish between three different roles:

1. Facilitators

The facilitators act as game instructors (ideally 2 persons). They do not receive role cards, do not represent an interest group, and have no stake in the activities involved. The facilitators take a leading role in the introduction and the debriefing phase. During the simulation, they ensure the activity runs smoothly and may use Action Cards to influence the course of the negotiations if the talks have become unbalanced.

2. Moderator (The Organization for Global Security)

The Organization for Global Security acts as moderator of the negotiations. This moderating role should not be confused with the simulation facilitators. The moderator is part of the game and represents a specific interest group. As such, he/she is not necessarily a neutral party, but does have special responsibilities

that significantly impact simulation flow. Facilitators should ensure that the moderator understands his/her role prior to beginning the simulation.

3. Interest Groups / Stakeholders

The material for the interest groups/stakeholders consists of 8 role cards (including the moderator) for groups up to 20 participants. The ideal number of players is 15. The minimum necessary number of participants is 8.

2.4.3 List of Stakeholders

- 1) OU Special Envoy to Anceps and Tavus
- 2) Parliamentary Delegation of Anceps (Democrats)
- 3) Presidential Delegation of Anceps (Communist)
- 4) Gratenian Presidential Delegation
- 5) Tavusian Presidential Delegation
- 6) Political Representatives of Tavusian Business Interests
- 7) Presidential Delegation of Furland
- 8) Organization for Global Security (Moderator)

2.4.4 Action Cards (only available to facilitators)

The suggested Action Cards below can be introduced by facilitators in order to impact the course of discussion or adjust the power dynamics among the participants. This is typically necessary if the simulation has become unbalanced in favor of one side of the negotiations, which sometimes happens due to how participants interpret their role cards. The decision as to if and when an Action Card is introduced must be made collectively by all facilitators. For quick reference, the likely effect of the Action Card on the roles most directly impacted is designated with "+" to denote positive consequences and "-" to denote negative consequences. See Appendix A for copies of the following Action Cards that can be distributed to participants.

1. News Flash! A banking crisis has hit the OU. World leaders begin to question the political viability of the weakened OU. Former communist countries no longer view OU membership with the same interest. OU (-).
2. News Flash! War breaks out in a former Byrrian Republic and Gratenia is forced to intervene.

Secret cable (to be viewed by Gratenia only): Gratenia's representative

- must portray a more cooperative demeanor in negotiations in order to garner support among world leaders for Gratenia's war effort. Gratenia (-).
3. Secret cable (to be viewed by Tavusian parties only): Rumors swirl that reunification of Tavus and Anceps will result in Tavus's businesses no longer being protected by Gratenian interests and being expropriated by the new Ancepsian government. Tavus Business (-).
 4. News Flash! Furland discovers huge oil reserve on its territory. Combined with the recent terrorist attacks to Gratenia's oil industry, Furland likely to become the region's largest gas exporter within months. Furland (+), Gratenia (-).
 5. News Flash! Gratenia completes construction of a gas pipeline that bypasses Furland. Gratenia (+), Furland (-).

2.5 Preparation

1. Plan logistical details with host, including points listed in 2.5.1 above. Determine if players' materials will be distributed in advance. It is further recommended that hosts instruct participants to come in business attire, as it heightens the "authenticity" of the simulation.
2. Review all materials in this guidebook to become familiar with different interest groups, game procedure, timeline, and role of the facilitator.
3. Prepare participant role cards, including background and scenario.
4. Have Action Cards prepared in case they are necessary.
5. If possible, distribute players' materials a day in advance.
6. Setup the room to reflect an international negotiation and arrange materials (board, role cards, placards, etc.) for easy access. (See seating chart in section 2.10.)
7. Post a flipchart sized version of the timeline in a visible location.

2.6 Procedure

Introduction: 10 minutes

Prior to the start of the simulation, facilitators should begin by introducing themselves and very briefly explaining what a simulation is. The learning objectives should not be shared at this time, as this may bias participants' later

actions. After this short introduction, if not done in advance, facilitators should distribute players' materials, consisting of:

- 1) The Scenario;
- 2) Background Information;
- 3) Role Card for each player.

Participant Preparation: 20 minutes total

After distributing materials, participants should reseat themselves next to members with the same role. Allow the participants **20 minutes** to read their information carefully. (If participants received the materials prior, ask them to reread the materials with attention to detail.) If something is unclear to participants, facilitators may at this time privately respond to questions in order to *clarify*, but should strictly avoid giving advice on how to play specific roles. After participants have read the information thoroughly, they should discuss it with their teammate(s) and may begin formulating a negotiation strategy. During this time, participants should also make a nametag reflecting their roles.

Facilitators should then explain the format of the diplomatic talks and the timeline. **The goal is to negotiate a territorial and political agreement between Tavus and Anceps.**

After ensuring that this procedure is clear, participants should put on their nametags. The simulation is now considered started. From this point on, participants should address each other by their simulation role only and seek to "stay in character." Facilitators should take a minimal role, limiting themselves to ensuring that the simulation follows the procedures set forth in this section and that the moderator keeps the simulation on time. It is critical that facilitators not micromanage the players, even if facilitators feel a player has misinterpreted his/her role.

As the moderator is responsible for ensuring the talks maintain their scheduled time, he/she has a significant influence on the simulation flow. Consequently, it is critical for this player to understand the moderator role. It is recommended that the facilitator discuss this with the moderator privately prior to the start of the simulation. (Please see section 2.5.2 for specific distinctions between roles.)

Simulation: 2 hours total

The talks begin with a **10 minute** simple introduction where each player states his/her name, role, and basic interests.

Then the scenario alternates between informal talk periods (where players are allowed to have private talks away from the group) and formal discussion periods (where everyone must be seated at the negotiation table). The informal and formal talks are **15 minutes** each in the first round, and **20 minutes** each in the second and third (final) rounds.

Participants should use the final round of informal talks to begin drafting the Negotiation Resolution. During the final round of formal talks, the parties must formally approve a written Resolution, officially stating the talks' outcome. The four delegations from Tavus and Anceps must agree to any proposal. Proposals may also require the ascent of other delegations (*e.g.*, OU must agree to any financial pledges, Gratenia must agree to pledges affecting its troops, etc.). If no Resolution is approved, the negotiations are considered to have collapsed. For details on the range of possible outcomes, see section 4.8: Moderator Role Card.

Debriefing: 60 minutes

After the moderator concludes the meeting, the simulation segment of the activity is over and the facilitators step back in to conduct a **60 minute** debriefing. It is often difficult for participants to conclude the game. The facilitators can mitigate this problem by providing time warnings, but if the moderator cannot conclude the meeting on time, it may be necessary for facilitators to cut off discussion. Otherwise, there is a risk of an abbreviated debriefing, which is highly detrimental to the learning experience.

2.7 Debrief

The facilitators lead this discussion in which they attempt to elicit reflective learning from participants. This is the most important part of the simulation experience because it heavily impacts whether the activity is a learning experience or merely a game. Below are the questions and recommended order in which facilitators should ask them. The goal is for the participants themselves

to draw the conclusions, with the facilitator merely helping participants to formulate their conclusions. This may require great patience on the part of the facilitator, as well as allowing for “awkward silences”.

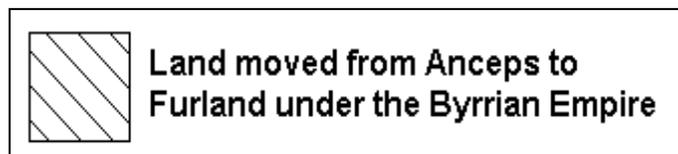
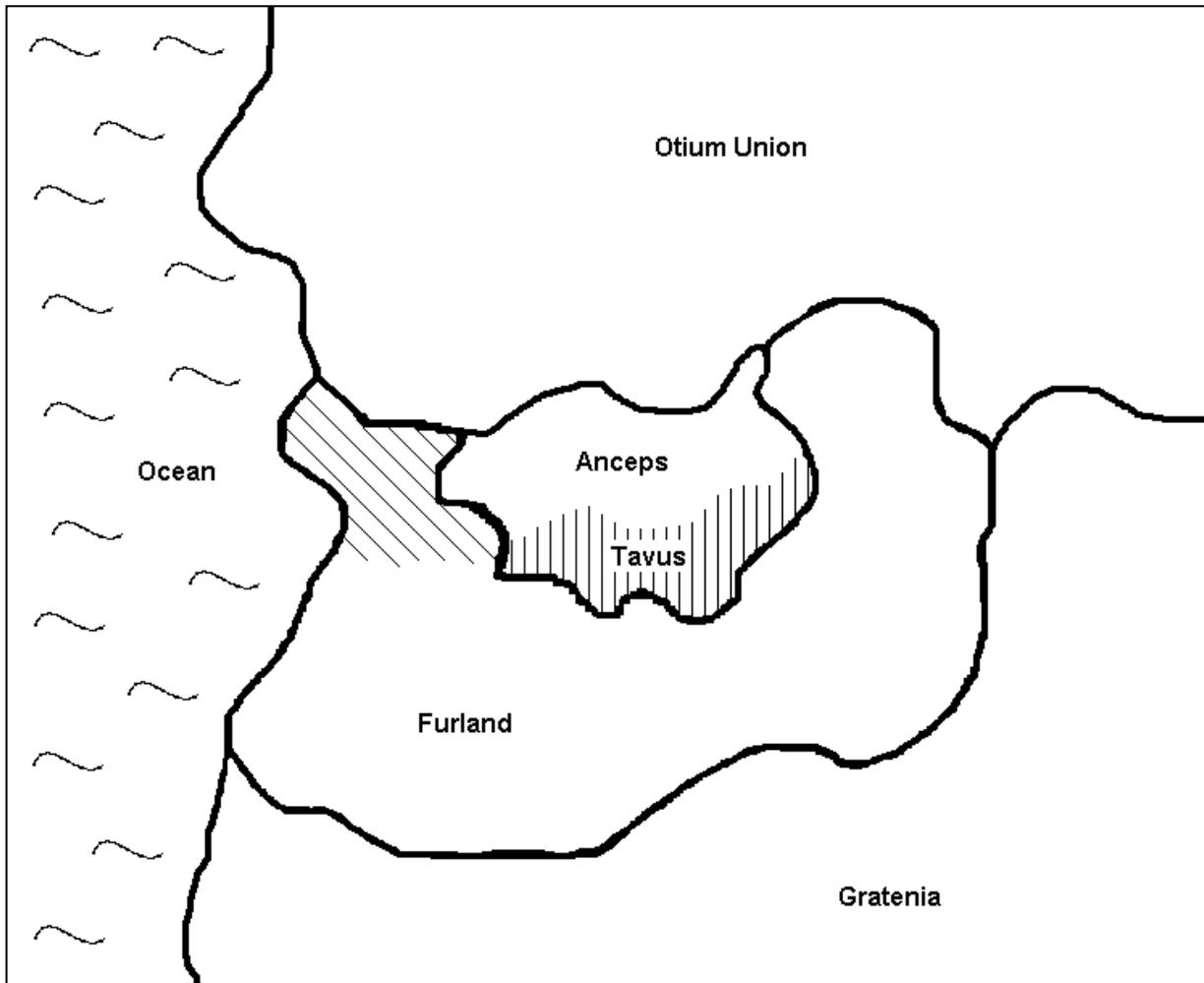
1. Everyone discloses their roles and their interests, including any secrets.
 - Who were you and how did you feel playing this role? (1-2 minutes per participant/team)
2. Removal of nametags:
 - Ask all participants to remove their nametags and place them aside.
 - This is an important symbolic step as it is the moment when participants “step out” of the game and back into reality. This step quiets the atmosphere and lessens emotions before discussion. If the atmosphere is particularly tense or the facilitator is working with younger youth, it might be necessary to take a minute or two of quiet time.
3. Analysis (intuitive):
 - What happened during the game and why?
 - How did you feel in your role?
 - How would you interpret the extent – or lack thereof – of resolution? (Full, partial, agree to continue negotiations, collapse, etc.)
 - As facilitator, try to draw out what participants experienced with regards to international power dynamics and political processes.
4. Reflection (distancing):
 - How can you explain the course of the game?
 - Was it easy to find a solution? Why?
 - Did the solution coincide with the initial objectives? If not, why?
 - Try to engage discussion regarding why representatives took the position they did, both constructive and non-constructive roles, as well as the factors shaping some of these decisions.
5. Transfer and learning:
 - What did you learn?
 - Does this transfer to the real world? Why?
 - How does the Negotiation Resolution compare with frequent outcomes of real multilateral diplomatic talks?

- What are the strengths of a game?
- What are the limitations?
- Try to elicit both similarities and differences to the real world in order to show that while simplified, there are still many similar dynamics. Focus on specific dynamics that are reflected in reality and draw parallels to other frozen conflicts in the post-Soviet space.
- Depending on the maturity and background of the participants, how the simulation went, participants' previous observations during debrief, and the facilitators' knowledge of International Relations, the facilitator at this point may disclose that this simulation is based on Transnistria. Facilitators must, however, recognize that this is a sensitive topic, and use their best judgment in making this decision. **At all times, the furthering of the educational goals must be the fundamental consideration** in this decision. Even if the parallels are privately already obvious to participants, in some settings it may be better to avoid this topic.
- Try to engage participants in a discussion regarding whether participating in this simulation affects how they view the resolution of real world frozen conflicts.
- Disclose the learning objectives.

6. Simulation feedback:

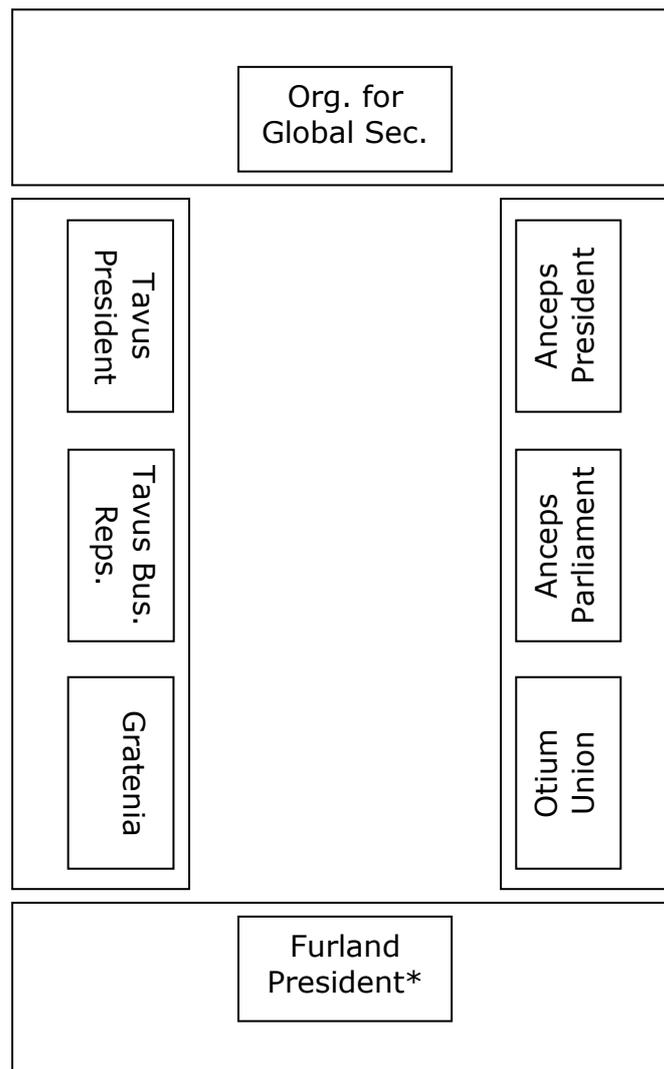
- Give each participant two sheets of paper.
- On one sheet they should draw a happy face and list all the things they enjoyed/liked about the game.
- On the other sheet of paper they should draw an unhappy face and list all the things they didn't like or things that should be improved.

2.8 Map



2.9 Negotiation Seating Chart

If possible, facilitators should use the following seating chart, designed to reflect actual international negotiations. It is recommended facilitators make placards with each delegation's title to heighten the effect. Combined, these details help participants take the simulation more seriously and facilitate private negotiations that improve game-play. If the simulation venue does not allow this layout to be implemented, at the very least the order of participants should be maintained.



** If a rectangle is not possible, a "U" shape may be used and Furland may be placed next to either the Otium Union or Gratenia.*

3. Information for Participants

3.1 Background

The Tavusian “frozen conflict” lies on the edge of the former Byrrian Empire. Once a communist superpower, the Empire originated one-hundred years ago in Gratenia. As the Empire expanded, Gratenians settled in its new republics and mandated the Gratenian language for all government affairs.

Over half a century ago, the Byrrian Empire added Anceps, Furland and Tavus. When they became Byrrian Republics, their borders were adjusted. Anceps and Tavus were united, and Anceps' coastal territory became part of Furland (see map).

When the Empire fell 20 years ago, its republics declared independence. After independence, the Ancepsian government required Ancepsian language for all government affairs. This caused Gratenian-speakers to fear marginalization. In addition, they worried the government would unite with the country to the north that shares a similar language and culture with the Ancepsian majority.

These fears provoked two regions to declare independence from Anceps. The first region, Sudia, negotiated a semi-autonomous agreement. However, Tavus' claim led to a war. After war broke out, Gretania — the most powerful former Byrrian Republic — sent military support to protect ethnic Gratenians that lived in Tavus.

The hostilities ended with a ceasefire agreement between Anceps, Tavus, and Gratenia. It established a security zone on the border managed by a peacekeeping force of 1,000 Gratenian troops equipped with a massive Byrrian-era arms stockpile.

Though the fighting ended, the conflict was never resolved. While no countries have recognized Tavus' independence, the Anceps government has lost all influence over the region. International NGO reports claim Tavusian leaders violate human rights—through arbitrary arrests and detentions— and limit civil liberties—namely freedoms of speech, assembly, and the press. However, the

NGOs' largest concerns were claims of human trafficking and smuggling of drugs, uranium, and weapons through the porous border with Furland.

Gratenia maintains heavy influence in the region since many countries rely on it for gas imports. However, its power is being challenged by the Otium Union (OU), an alliance of democratic countries with a common market and open visa travel. Since the fall of the Byrrian Empire, several countries in the region have joined the OU, including the country north of Anceps. Competition between the OU and Gratenia for power has increased mistrust on both sides especially regarding military arrangements and placements.

Despite several attempts to resolve the conflict, the parties involved in talks (Anceps, Tavus, Gratenia, Furland, and the OU) have yet to reach consensus.

3.2 Scenario

Protests! The Tavusian "frozen conflict" that remained unsettled for nearly two decades has reached a breaking point that could quickly turn violent!

Two years ago, police in Furland uncovered a huge shipment of illegal weapons. After an investigation, the authorities claimed the shipment entered through its border crossing with Tavus. In response to the public outcry, the government closed all the border crossings into Tavus, in collaboration with Anceps.

Gratenia, seeing its power and business interests in Tavus threatened, swiftly increased gas prices to Furland and placed an embargo on all Ancepsian goods. Although these actions weakened their economies, Furland and Anceps would not concede to these tactics without improved Tavusian border security regarding illegal weapons shipments. As unemployment rose, angry citizens began protesting in Furland, Anceps and Tavus. In the first year, the protests were sporadic, but now thousands of protesters fill the streets regularly as unemployment continues to rise after two years.

Last week, with unrest building, an Ancepsian was shot by a Tavusian guard in the ceasefire security zone. While the details are disputed, the Ancepsian media portrayed the victim as innocent, leading to large protests at the security zone.

With protesters making calls to arms, their leaders have called a meeting to settle the issue before the protests turn violent and threaten to destabilize the whole region. All of the parties have agreed to allow the Organization for Global Security (OGS) to moderate the talks.

Goal of the diplomatic negotiations: negotiate a territorial and political agreement between Tavus and Anceps.

3.3 Basic Information on Anceps

Population: 3.5 million (70% Ancepsian, 10% Furlandian, 10% Gratenian, 5% Sudian, 5% Other nationalities)

Economic System

- Strategic placement between OU countries and Gratenia;
- \$3 billion gas debt owed to Gratenia was accrued by Tavus;
- The public sector has shrank after independence:
- Capitalist ideals and practices have grown in influence;
- Roughly half of external trade is with the OU, and half with Gratenia and Furland. In recent years, the OU's relative share has been increasing and Gratenia/Furland's has been declining.
- International travel is limited by the visa regulations of other countries;
- High emigration rate, frequently illegal and exploitive, to Gratenia and OU;
- Poorest country in the region; relies heavily on remittances.

Political System

- Despite great strides toward democratization since Independence, issues remain with government corruption and a restrictive bureaucracy.
- The Communists have held the presidency since independence, but the Democrats lead in polls for the presidential election that is 6 months away.
- Parliament, controlled by Democrats, must approve international treaties.
- Democrats align closely with the Otium Union; Communists with Gratenia.
- Gained Independence from Byrrian Empire two decades ago; Tavus declared its independence from Anceps soon thereafter.

3.4 Basic Information on Tavus

Population: 0.75 million (34% Ancepsian, 34% Furlandian, 32% Gratenian)

Economic system

- Great wealth disparity: 98% of the wealth is held by Gratenian energy interests and a large business conglomerate with ties to the government.
- External trade is minimal and limited to Gratenia and Furland.
- A \$3 billion (and rising) gas debt owed to Gratenia. At present, this debt is a form of subsidy from Gratenia to Tavus; it is 4 times Tavus' GDP.
- Gratenia offers work visas and support for government-run social services.
- Inefficiency, corruption, and poor law enforcement on the borders has fueled a thriving black market in drugs, weapons, and human trafficking.

Political system

- Viewed internally and externally as corrupt and inefficient.
- Ongoing human rights violations and limited civil liberties are a growing concern for the international community.
- Presence of Gratenian military violates international disarmament treaties.
- International community still views Tavus as part of Anceps; Independence is not recognized by any nation.
- OU aid, aimed at education and development, has been refused by Tavus.

3.5 Negotiation Stakeholders

OU Special Envoy to Anceps and Tavus

- Formed 50 years ago to ensure peace on the continent;
- Key principles are human rights and democracy;
- Membership is attractive to many former Byrrian Republics;
- Its large army has intervened in humanitarian crises and other conflicts;
- Largest international aid donor in the world.

Parliamentary Delegation of Anceps (Democrats)

- Currently hold a slight majority in parliament.
- Trying to gain the presidency in the upcoming election.
- In recent polling, they have a small edge in the presidential race.
- Wish to bring the country closer to the OU and democratic values.

Presidential Delegation of Anceps (Communists)

- Currently hold the presidency.
- Have tried to end the “frozen conflict” since independence.
- Several times, their negotiations fell apart at the final stages.
- The population is beginning to question their ability to resolve the conflict.
- Oppose OU membership and further democratization

Gratenian Presidential Delegation

- The most powerful country of the former Byrrian Empire.
- Tries to extend its influence in the former Byrrian space.
- Views the OU as a threat because of its growing influence the region.
- Large military, including 1,000 peacekeeping troops in Tavus.

Tavusian Presidential Delegation

- Recently gained the Presidency of Tavus.
- Life-long politicians and supporters of the communist government.
- International community was surprised by their election.
- Campaigning through Tavus’ thick bureaucracy has made them many enemies in the government and many friends among the people.

Political Representatives of Tavusian Business Interests

- Owners of a large business conglomerate.
- Remaining members of the previous regime still influential in government.
- Monopolized all profitable business in Tavus over the years.
- Wealth, business ties, and control of infrastructure gives them serious political and economic clout in Tavus.

Presidential Delegation of Furland

- The country lies between Anceps, Tavus, and Gratenia.
- Geographically, any agreement is important to its trade and security.
- Anceps and Tavus depend on gas supply lines and transit routes that run through Furland and its major port city for access to international trade.
- Tavus relies on its deal with Furland that recognizes Tavusian customs officials and allows Tavusian exports at the Furland border-crossing.

Organization for Global Security (Moderator)

- The Organization for Global Security (OGS) is a global governing body committed to promoting peace and prosperity.
- All the countries in these negotiations are members of the OGS. (Because it is not a recognized country, Tavus is not a member of the OGS.)
- As a multilateral body, the OGS is neutral; however, given its interest in world peace, it strongly wants to see this conflict resolved.
- All parties have accepted the OGS to moderate the negotiations.

4. Role Cards for Individual Participants

4.1 Role Card: OU Special Envoy to Anceps and Tavus

You are the Otium Union's special diplomat to Tavus and have been asked to secure an outcome favorable to OU's interests in international cooperation, democracy, respect for human rights, and rule of law. Having grown up in the OU during the peak of the Byrrian Empire's power, you have witnessed communism's detrimental effects and view Gratenia skeptically. You have a strong belief that the OU's mission of spreading democratic and capitalist values will result in lasting peace. Fortunately, many countries located in the former Byrrian Empire view the possibility of OU membership favorably and are working hard to realize this goal. The talks are an opportunity for the OU to resolve a security concern near its border and gain influence in the region, yet you recognize that you must proceed cautiously because of Gratenia's considerable power and influence.

All of the member countries of the OU are members of the Organization for Global Security (as is every stakeholder in these negotiations except Tavus).

Goals/Interests:

- Supporting territorial integrity, *i.e.*, Tavus' reintegration with Anceps and the Gratenian army is removed.
- Demonstrating the OU's relevance in international conflict resolution.
- Supporting human rights, continental Peace, democracy, and rule of law.
- Minimally, a border-control agreement between Anceps and Tavus.

Concerns and Worries

- Suspicion of Gratenia from prior struggles between the OU and Byrrian Empire.
- Losing influence to Gratenia.
- Angering Gratenia: you need their cooperation for security arrangements and gas, weigh Anceps against your gas needs and security concerns.
- War or violation of human rights.
- Effects of smuggling on the rest of the OU, including lost profits.

Tools, Levers, Bargaining positions

- Access to Otium Union's economy, the largest on the continent.
- A large, experienced military force.
- Massive development budget with which to influence countries.
- Offering OU membership.
- Visa liberalization or tightening, especially regarding government officials.

4.2 Role Card: Parliamentary Delegation of Anceps (Democrats)

As a leading member of Parliament, you represent Anceps' Democratic Party, which is seeking to win the upcoming presidential election. Recent events have caused many to question the communist party's leadership and ability to peacefully resolve the conflict. Your Party has never held the presidency; however, its influence has steadily increased as more citizens express their desire to see the country take a new direction. You are a true believer in democracy and the free market, yet people question your authenticity. The current situation presents an opportunity for you to answer these doubts by seizing power from Communists for the first time in your country's history as your Party members, your country, and the world watch closely.

Anceps is a member of the Organization for Global Security (as is every stakeholder in these negotiations except Tavus).

Goals:

- Limit Gratenian control and influence in Anceps.
- Encourage the OU to assume a larger role in the conflict.
- Orient Anceps toward the OU and democratize Anceps.
- Abolish the need for a visa to travel in the OU.
- Build strong ties with the OU and, eventually, integrate into the OU.
- Win the upcoming presidential election.

Concerns/Worries/Red Lines:

- If Tavus integrates into Anceps, Tavusian influence in Anceps will increase.
- Integration may arouse some of the lingering resentment felt by citizens and Democratic Party leaders regarding the violence committed against Ancepsians by Gratenians during the Byrrian era. (e.g., deportations).
- The current situation may be better than agreeing to a deal that will reflect poorly on your Party and negatively affect the citizens of Anceps.
- Gratenian interference in order to maintain the status quo and keep Tavus as a bargaining chip on the international stage.
- Treading lightly with rhetoric so that if you attain power, Gratenia won't react too aggressively against your Party and your country, perhaps by withdrawing gas or raising gas prices.

Tools/Levers/Bargaining Power:

- Use the conflict to rally support for yourself and your party in the upcoming presidential election.
- A perceived poor handling of the conflict by the Communist Party; failure in negotiations could swing popular sentiment further in your favor.
- Making campaign promises to resolve the conflict by other means (e.g., restoring rail connections to Tavus, allowing Tavusian businesses to directly export their goods without Anceps' approval, or promising to share incoming foreign aid with Tavus).
- Focus attention on the Tavus's deficiencies, such as the lack of civil liberties, to promote anti-Gratenian sentiment at home and abroad.
- Engaging the OU for continued support in exchange for your allegiance.

4.3 Role Card: Presidential Delegation of Anceps (Communist)

Your Party has held the presidency since independence. Over that time, the Party has been close to reaching a settlement on the Tavus issue many times, but something has always derailed negotiations at the last second. Despite many failed attempts to reach an agreement, your Party has won most presidential elections by a large margin. However, the increasing protests in the streets, massive unemployment, and violence at the security zone seem to be shaking the country's confidence that you have the correct vision for the country's future. Recent polls show the country is starting to favor the Democratic Party in the upcoming presidential election. If this sentiment holds until election day, this would make you the first in your party's history to lose the presidency. These negotiations are your chance to reassure the people of your party's leadership.

Anceps is a member of the Organization for Global Security (as is every stakeholder in these negotiations except Tavus).

Goals/Interests:

- Maintain Ancepsian territorial integrity.
- Reduce Gratenian influence in Tavus and withdrawal Gratenian troops.
- Reincorporate Tavus under control of the Anceps government.
- Limit external involvement, but maintain friendly relations with Gratenia.
- Maintain political power (the Presidency).

Fears/Concerns/Redlines:

- You could lose the upcoming election and the ability to control the political discussion in Anceps.
- Gratenia, an important trade partner, could react negatively to certain settlements: increasing gas tariffs or cutting off gas.
- Recent revolutions in former Byrrian Empire states have removed communist-leaning leaders.
- Shifting public sentiment towards a capitalist and democratic philosophy.
- Granting Tavus too much autonomy: contractual agreements and tacit approval of economic activities in Tavus could legitimize the region.
- You completely disapprove any plan that grants full statehood to Tavus.

- You must find a way to reincorporate Tavus without giving it too much power over the Anceps government.

Tools/Levers/Bargaining positions:

- Both the OU and Gratenia are worried that you may side with the other country: you can play on this tension to gain concessions from either side.
- Work with Furland to reopen the Tavus border.
- Encourage Gretania and Furland to place economic sanctions on Tavus.
- Bargain directly with Gratenia to place pressure on Tavus.
- Calm Tavusian business leaders' fears of nationalization or unfair treatment by assuring eventual access to the OU's market.
- Guarantee the rights of ethnic Gratenians and Furlandians.

4.4 Role Card: Gratenian Presidential Delegation

You lead one of the most powerful nations in the world. As the largest and most powerful country of the former Byrrian Empire, you strive to maintain your country's influence in its former territories and extend its influence worldwide. You fondly remember the glory and power of the Byrrian Empire, but Gratenia's influence is now threatened by the powerful OU, which has its own ambitions to expand territorial influence.

Since declaring independence from the Byrrian Empire, Anceps and has slowly drifted closer to the OU; however, Gratenian influence in the region has been well-maintained in Tavus. Ethnic Gratenians comprise 32% of Tavus's population. Also, to maintain Gratenian influence in Tavus, Gratenia continues to supply Tavus with financial support, including lucrative work-visas to Gratenia, and enormous gas subsidies to help ensure Tavus does not collapse. Several attempts at settling the dispute between Anceps and Tavus have failed; the last such attempt failed because of Gratenia's excessively large military presence in Tavus.

Gratenia is a member of the Organization for Global Security (as is every stakeholder in these negotiations except Tavus).

Goals:

- Primarily, to maintain and extend influence in the region and worldwide.
- Limiting OU expansion without inciting severe international consequences.
- Maintaining a military, political, and cultural presence in Tavus.
- Receiving international legitimization of your military presence in Tavus.
- Protecting the ethnic Gratenian communities, especially the large communities in Tavus, Anceps, and Furland.

Concerns:

- Losing Tavus as a valuable bargaining chip without getting something valuable in return.
- Weakened image and loss of influence on the international stage.

- OU expansion; loss of influence in Tavus without acquiring some other benefit is perceived as tantamount to OU expansion.
- Losing business interests in Tavus; the Gratenian government and its citizens own large shares of the few profitable Tavusian businesses.
- Appearing overly aggressive and uncooperative on the international stage.

Bargaining Power:

- Because of Gratenia's power and wealth, Gratenia can choose with whom they enter negotiations and to whom they offer financial or other aid.
- Gratenia controls the gas pipeline that runs from its abundant reserves through Furland, Tavus, Anceps, and parts of the OU.
- Anceps is heavily dependent on Gratenia for oil and gas and for purchasing Ansepsian exports.
- Tavus's survival as a state currently depends on Gratenian financial support, gas subsidies, and travel-work visas.
- Economic sanctions, such as tariffs and embargos, would severely damage Furland, Anceps, and Tavus.
- There are large Gratenian populations in Furland and Tavus.

4.5 Role Card: Tavusian Presidential Delegation

You were recently elected president of Tavus. Despite being a life-long politician, everyone was surprised by your election. You were forced out of the communist party several years ago and have many enemies in government and government-backed business. After being removed from the communist party, you actively continued your campaign of connecting with the citizens in Tavus, often times late at night in bars and nightclubs with the underrepresented youth. Your friends are among the people.

You are to play a major role in the negotiations surrounding the recent violent events of the 'frozen conflict' between Tavus and Anceps. Your decision on how to approach this now unstable and unpredictable situation may define your presidency and, therefore, determine your ability to achieve any personal, professional, and financial goals you may have.

Tavus is not a member of the Organization for Global Security (OGS) because it is not a formally recognized country. Nonetheless, Tavus has agreed to let the OGS moderate these talks as it is a neutral party.

Interests/Goals:

- Fulfilling your campaign promises to provide a better, more modern life through a freer exchange of goods and people with Tavus's neighbors and a crackdown on corruption.
- Maintaining power is a concern. Of course, you still love your country and its people; however, you understand that delivering upon your campaign promises may involve more than four years.
- You have new powers and, thus, new goals. You have lived your life to serve the people of Tavus, often at great risk to yourself. Now you have the opportunity to provide for yourself and those who voted for you.

Concerns/Redlines:

- The significant business interests in Tavus, aligned with the previous regime, want to know if the status quo of corruption and bribery is still in effect. Your concern is whether Tavus can survive without their support.

- Gratenia's control of your gas supply, the large gas debt owed to them, and how Gratenia will proceed after their relative passivity during the election, especially regarding their military presence and role as primary trade partner and closest ally.
- Furland's unclear foreign policy regarding the conflict, Anceps, Gratenia, and Tavus, and their role as trade partner.
- The large gas debt owed to Anceps and the need to prevent further escalation and violence regarding the previously 'frozen conflict.'
- Reconciliation with Anceps may limit your power and anger Gratenia.
- You love your country and its people and will not see them suffer.

Tools/Bargaining Power:

- You are a mystery for Tavus and the international community.
- You have the Presidency and the support of the people.
- The OU desires to make a deal that will draw you away from Gratenia.

4.6 Role Card: Political Representatives of Tavusian Business Interests

You are the owners of a large business conglomerate that dominates Tavus. Since Tavusian independence and your rise to power nearly 20 years ago, you gradually took control of all profitable business in Tavus. The previous President of Tavus served four consecutive four-year terms and allowed you unchecked freedom in managing the economy in return for regular and significant kickbacks. You were appointed to foreign ministry positions by the previous President, ensuring your involvement in negotiations with Anceps. Earlier this year, the long-time president unexpectedly lost the election; Gratenia had apparently grown impatient with his disobedience.

Although the new President promised to fight corruption, he decided to let you keep your positions at the foreign ministry and invited you to participate in these negotiations in that capacity. Since the President is new, you aren't sure if he plans to keep true to these campaign promises or wants to maintain the status quo. You are now facing an unknown future, but want to make sure that any deal doesn't threaten to take away the comfortable position you have built over the past two decades.

Tavus is not a member of the Organization for Global Security (OGS) because it is not a formally recognized country. Nonetheless, Tavus has agreed to let the OGS moderate these talks as it is a neutral party.

Interests/Goals:

- You have a strong interest in preserving the current economic situation.
- Politics has always been a means to an end; your primary concern is keeping your wealth.
- You respect the previous Tavusian regime and their Gratenian supporters that provided you the means to achieve extraordinary financial success.

Concerns/Redlines:

- The new President is a mystery, but the situation troubles you immensely, especially concerning your fortune and your future business interests.

- The new President won on a platform opposing corruption and supporting the free exchange of goods and people to allow for modernization.
- Operating with very old equipment, inefficient business practices, and with no interest in providing quality goods and services, your businesses will suffer, if not collapse, if forced to compete with foreign competitors.
- Gratenia and Furland are the only significant buyers of Tavus's exports.
- Tavus cannot export anything legally without approval from Anceps.
- Your wealth and business assets may be seized by the government to help pay Tavus's gas debt to Anceps to promote confidence in foreign trade.
- You benefit immensely from Gratenian gas subsidies to Tavus.

Tools/Bargaining Power:

- You still have a great fortune, and thus influence.
- You have business partners in Furland and Gratenia.
- You own much of the Tavusian infrastructure, which is old but possibly better and more modern than Ancepsian infrastructure.
- You are a member of the ministry of foreign affairs.

4.7 Role Card: Presidential Delegation of Furland

You are the President of Furland. While the Tavus/Anceps conflict doesn't fall within your borders, you still have a lot to gain—or lose—from the outcome of the negotiations. Your country flanks Anceps and Tavus to the North and Gratenia to the South, making any settlements important to the country's trade and security. Since Anceps and Tavus are landlocked and lacking in natural resources, they depend on gas lines and transit routes running through Furland and its major port city for access to international trade. Tavus relies heavily on moving goods through the Furland's border-crossing and on Furland's tacit agreement to recognize Tavus's customs officials as internationally legitimate.

During the Byrrian era, Furland's borders were adjusted, with Anceps' previous coastline being added to Furland. With the Byrrian Empire's collapse, Furland gained independence and has since struggled to rebuild its economy. In the interests of economic progress, your country now finds itself being pulled in two directions. You heavily rely on energy and material resources from Gratenia, taking several loans from Gratenia due to high gas prices. On the other hand, you aspire to join the OU for access to its markets and visa-free travel within its borders. Also, you view the presence of Gratenian troops in Tavus as a threat.

Furland is a member of the Organization for Global Security (as is every stakeholder in these negotiations except Tavus).

Interests/Goals:

- Develop goodwill with the OU to encourage further talks of integration.
- Maximize your influence in Anceps and Tavus and reduce Gratenia's.
- Secure an agreement that removes the Gratenian troops from Tavus.
- Ensure the flow of gas and materials from Gratenia continues.

Concerns/Redlines:

- Gratenia's control of your gas supply, the large debt owed to them, and how Gratenia will react to any perceived threats to their regional influence.
- Protect ethnic Furlandians living in both Tavus and Anceps.
- Actions to draw the OU closer may anger Gratenia.

- You will not give up one piece of your territory in a settlement.
- You do not want to see Tavus become independent or join Gratenia.

Tools/Bargaining Power:

- Choosing which customs stamps to accept at your border-crossing: Tavusian or only Ansepsian.
- Your internal gas infrastructure (pipelines, etc.) transports gas to the OU.
- Taking positions that will worry either Gratenia or the OU and prompt them to offer you assistance or promote your interests.

4.8 Role Card: Organization for Global Security (Moderator)

You are the Special Delegate of the Organization for Global Security (OGS), and have been chosen to moderate these talks. The OGS is a global governing body committed to promoting peace and prosperity. It is comprised of most of the official countries of the world, including all the countries represented in these negotiations aside from Tavus (because it is not a recognized country, Tavus is not a member of the OGS). All parties to the negotiations have accepted the OGS as the moderator of these talks.

As a multilateral body, the OGS is **officially neutral**. As an international diplomat, officially there is no difference between your position and that of the OGS. Privately, you share the desire of many of your colleagues who want to see this conflict resolved. The OGS would prefer a deal that maintains Anceps' territorial integrity; allowing Tavus to break away could have a negative impact on other conflicts by setting a precedent.

You are the moderator of these talks. As such, you play a special, non-voting role in facilitating the talks and helping the parties to achieve the negotiation's stated goal of reaching a territorial and political agreement between Tavus and Anceps. The four delegations from Tavus and Anceps must agree to any proposal. Specific proposals may require the ascent of other delegations as well (*e.g.*, OU must agree to any pledges of financial aid, Gratenia must agree to pledges affecting its troops, etc.).

Before the end of the meeting, the parties must draft and approve an official "Negotiation Resolution", which will state any agreements reached. It is possible parties will not resolve all of the issues in the conflict; in this situation the resolution should state those agreements that were approved, and may include a pledge from the parties to continue negotiating in order to resolve specific outstanding issues. If the parties cannot reach any agreement on the Negotiation Resolution before time is out, the talks will be considered to have collapsed.

Consequently, the full range of outcomes from the negotiations can be seen to lie along a spectrum, with collapse at one end and full solution at the other:



In between exists a series of partial solutions. Towards the left of the spectrum, the parties may not reach agreement on anything other than to continue negotiating. Towards the right of the spectrum, parties may negotiate agreement on all but one issue, which they agree to resolve at a future date (the date and a framework for those negotiations may even be included in the Negotiation Resolution).

Moderator Tasks

- During the first round of informal talks, try to speak with each stakeholder in order to identify their position and any proposals they may offer;
- Make sure formal roundtable discussions proceed in an **orderly fashion**;
- Keep the participants **focused** on the goal;
- Serve as a "deal broker" and "go between" during informal negotiations;
- Keep the negotiations on schedule;
- Ensure the parties agree to a formal Negotiation Resolution* before time expires. This Resolution should be written and formally approved during the final round of formal talks. If an agreement cannot be achieved, participants should at least decide whether or not to continue talks.

* In order to achieve any degree of resolution, you may find it helpful to urge stakeholders to begin making concrete proposals on specific issues.

Appendix A: Action Cards

1. News Flash! A banking crisis has hit the OU. World leaders begin to question the political viability of the weakened OU. Former communist countries no longer view OU membership with the same interest.
2. News Flash! War breaks out in a former Byrrian Republic and Gratenia is forced to intervene.

Secret cable (to be viewed by Gratenia only): Gratenia's representative must portray a more cooperative demeanor in negotiations in order to garner support among world leaders for Gratenia's war effort.

3. Secret cable (to be viewed by Tavusian parties only): Rumors swirl that reunification of Tavus and Anceps will result in Tavus's businesses no longer being protected by Gratenian interests and being expropriated by the new Ancepsian government.
4. News Flash! Furland discovers huge oil reserve on its territory. Combined with the recent terrorist attacks to Gratenia's oil industry, Furland is likely to become the region's largest gas exporter within months.
5. News Flash! Gratenia completes construction of a gas pipeline that bypasses Furland.

Appendix B: Relationship to Broader Educational Competences

In addition to the universal competences detailed in *Section 1* that all simulations help foment, this particular simulation contributes to the acquisition of many additional competences typical in Civics Education and Political Science. At the secondary level this includes, for example, all four of the competences specific to the *Moldovan Civics Education Curriculum* for classes X-XII of 2010 (page 6). In higher education, this simulation is useful in helping students to form such global competences as exploring global dynamics, communicating with diverse audiences, and reflecting on the perspectives unique to both their cultures as well as others.

This simulation also helps participants form several more specific sub-competences. Example grade XII Civics Education sub-competences include:

- Formulating value judgments regarding unity and diversity in national/European plan;
- Applying approaches that promote ideas/actions for the European integration of the Republic of Moldova.

At the higher education level, specific examples include:

- Developing analytical capacities particular to understanding the dynamics of global security and conflicts;
- Analyzing the effects of different national ideologies and theories of International Relations on interactions between countries;
- Identifying specific barriers and possible solutions to multilateral action, including the role of multilateral organizations in facilitating these processes.

The effectiveness of simulation activities is heightened when they build upon previous lessons, thereby requiring learners to apply and reflect upon what they have already learned. As such, this simulation could be particularly relevant as part of any of the following units:

- Processes of international relations;
- Conflict resolution and international negotiations;

- Roles of multilateral organizations in international relations;
- Dynamics of “frozen” conflicts in general or specific frozen conflicts (*e.g.* Nagorno-Karabakh, South Ossetia, Transnistria, etc.).

The competences, sub-competences, and relevant units listed in this section are not by any means exhaustive. They are included only to provide educators with initial ideas regarding how this simulation might relate to their curriculum. Ultimately, simulations are highly flexible tools that facilitators and educators can adjust to a wide range of learning goals by emphasizing different elements during the debrief.