## Negotiation Exercise: Preparation Matrix

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| Negotiation Points | Cluster IMO Approach | Counterpart Approach |
| Problem | Your counterpart routinely fills in 4W forms incorrectly, impacting timeliness and accuracy of the product that is used by cluster, partners, HCT and donors. You need them to do it properly. |  |
| **Positions**  **What is a likely position (i.e. starting demand) of your counterpart?** | * You keep filling the forms in incorrectly. * You need to fill the 4W forms in correctly from now on. |  |
| **Motivations & Interests**  **What are your/their underlying interests and needs?**  **Of those you have listed, what shared or common motivations (interests and needs) can you build on? Now circle these.** | * Without the correct data to accurately represent the work of the cluster we will be criticized by the HCT and possibly donors. * I have to ensure inclusive coordination * To ensure we have as much coverage of partner activities as possible as part of the coordinated response. * Be seen to be effective by all actors, including donors * A common desire to facilitate a return to normality for the affected population * A common desire to maximise international aid and effectiveness |  |
| **Needs**  **Basic, human requirements that underpin how you communicate** | * Underlying human needs for respect, autonomy, sense of personal value * I need to avoid looking like I cannot get my work done because of the delays caused by someone else. * Collegiality. I have to get all the partners to agree and it feels like no one is supporting me to get it done. * Attitudes and behaviours shaped by previous deployments, training and humanitarian worldview (partners never get it right) |  |
| **Best Alternative To A Negotiated Agreement (BATNA):**   * **What will you/they do if these negotiations fail?** * **How will you/they exit graciously from the negotiation?** | * Get agreement on the principle of coordinated processes, even if this case is not resolved * Get agreement on the process and timing of future discussions * Refer it to a higher level or to some mediating mechanism * Postpone the decision, asking for more time * Say you want to keep communications open, e.g. will be in contact in writing |  |
| **‘Levers’ (pressure) or encouragement:**   * **What pressure can you/they apply?** * **What encouragement/enticement can you/they offer?** | * Suggest that in their interest to have a strong cluster as a key interlocutor with donors and the HCT * Suggest you will highlight to the whole cluster which agencies are not submitting the data correctly * Use donors to advocate with them * Call on a higher level in the agency to pressure them * Offer to come and train staff on the system. Could do so in a group if they find one on one suggestion insulting. |  |
| **Brainstorming Options:**   * **What possible solutions or options did you/they propose?** |  |  |

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