



Access and Delivery of Assistance in an IDP Camp

CCHN Case Study

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Description of the Case

Food Without Borders (FWB) plans to distribute urgently needed food aid in an IDP camp in Country Alpha. The camp authorities are demanding that FWB hire local guards to assist in the distribution as daily laborers and pay them in food rations.

FWB is an international humanitarian organization that provides food assistance to populations affected by crises around the world. FWB operates in more than 70 countries with the global mission of saving lives and restoring human dignity through food aid. The UN Humanitarian Coordinator in Alpha has published a press release stating her deep concern for the situation of over 160,000 forcibly displaced population caused by acute violence in the northern provinces over recent months.

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Description of the Case (continued)

According to the statement, the displaced populations have settled in several camps close to the capital. More people are arriving in the camps on a daily basis. According to local church activists, the majority of the latest arrivals are children and women facing severe food needs as well as the lack of shelter and drinkable water. The sanitary and hygiene conditions in the camps are very poor. Health care services are limited to mobile clinics provided by two health NGOs. According to contacts within the IDP population, the displaced population is confined to the camps by local guards and must request permission from the authorities to leave the camps.

The main camp is located near the National Hero Roundabout with over 90,000 displaced people. It is run by local authorities who have close links with an armed militia that is participating in the hostilities in the northern provinces on the side of the government. According to local NGOs, the camp security guards are members of the armed militia and are controlling the IDP population. This militia has been actively engaged in military operations against opposition forces, forcing local population to move out of the region.

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Description of the Case (continued)

FWB offers to deliver emergency food rations to the newly arrived families. The camp authorities are ready to accept FWB food aid. However, they require that FWB hire local guards to assist in the distribution of the food rations. The camp authorities argue that the work of the guards during the food distribution is beyond their security functions and thus need to be paid as any other day laborers. The camp authorities will not allow anyone else to work for FWB in the camp.

The camp authorities are also expecting that the local guards will be compensated in food rations for their work. They argue that the families of the guards are also food insecure and the payment in cash is hardly useful in the region as the price of food items on the local markets is very high. Food rations are becoming the only acceptable currency. FWB local staff object to payment in kind due to the risk of food being sold to the IDPs most in need; the camp commander replies that many IDPs are already selling their rations on the camp market in exchange for phone sim cards.

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Description of the Case (continued)

As a humanitarian organization, FWB is committed to providing emergency food aid to the IDP population as soon as possible. However, camp authorities' demands are not acceptable as they would mean infringing FWB principles of neutrality, impartiality, and independence.

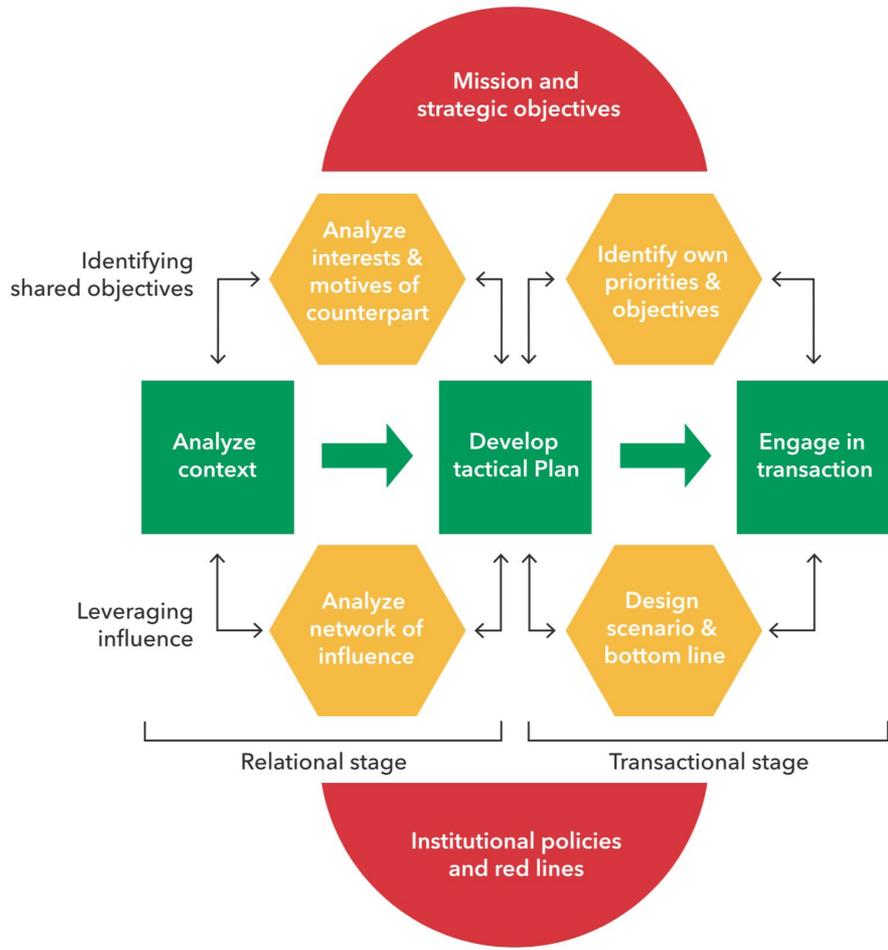
FWB needs to develop its negotiation strategy with the camp authorities and negotiate its presence and the terms of the operation in the IDP camp with maximum results in terms of food distribution and minimum negative impact on FWB as an organization and the IDP population as beneficiaries

Start Planning the Negotiation



Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.





1 | The frontline negotiator

Context Analysis

Tool 1: Gathering quality information about the context

Tool 2: Drawing the Island of Agreements



Tool 1: Gathering Quality Information About the Context



ELEMENTS OF INFORMATION	SOURCE OF INFORMATION	CHAIN OF CUSTODY	CLARITY OF THE INFORMATION	CORROBORATED BY 3RD PARTY	TOTAL MAX. 12 UNITS
Large numbers of newly arrived IDPs are facing food shortages. The number of IDPs is increasing day by day.	3 (UN Humanitarian Coordinator press release)	2 (UN reporting)	1 (general statement without much detail about numbers or severity of needs)	1 (elements corroborated by local church activists)	7/12
The camp authorities require FWB to hire local security guards to assist in the distribution of the food rations. They will not allow anyone else to work in the camp.	3 (Camp authorities)	3 (FWB staff)	1 (unclear about what it entails)	0	7/12
The camp authorities require FWB to pay the local security guards in food rations for the work they would do during the food distribution.	3 (Camp authorities)	3 (FWB staff)	1 (unclear about what it entails)	0	7/12
IDPs are confined to the camp and not allowed to leave without authorization from the camp authorities.	2 (Contacts among IDPs)	1 (no clear chain)	1 (no clear details)	0	4/12
These local guards are members of the armed militia actively engaged in hostilities.	2 (Local NGOs)	0 (no clear chain)	1 (unclear link between guards and militia)	0	3/12
Some IDPs are already selling their food rations on the camp market (e.g., in exchange for mobile phone connection).	2 (Camp commander)	0 (no clear chain)	0 (uncertain details)	0	2/12



Notes:

In preparation for the meeting with the counterpart, the FWB negotiator should:

- Seek further clarity for the strong elements;
- Skip over the weakest elements of information to increase overall reliability; and
- Recognize the limited information available, but emphasize the trust in the strong elements.



	ISLAND OF AGREEMENTS			
CONTESTED FACTS	AGREED FACTS	CONVERGENT NORMS	DIVERGENT NORMS	
<i>Points to be clarified with factual evidence</i>	<i>Points of agreement to start the dialogue</i>	<i>Points to be underlined as convergent values</i>	<i>Points of divergence on norms to be negotiated</i>	
Local guards are confining IDPs to the camp. They maintain a close control over the population.	There is a large concentration of IDPs in camps near the capital and their numbers are increasing daily.	Humanitarian assistance should be provided to the IDPs.	Camp authorities should guarantee unhindered access to the IDP population.	
Local guards have direct connection with the armed militia.	Most of the IDPs are in need of food assistance.	Those most in need should receive assistance first.	Camp authorities should facilitate the movement of IDPs so they can get means of survival.	
Some of the guards have families that are food insecure.	FWB has to hire daily workers for the food distribution in the IDP camp.	IDP leaders should participate in the distribution process.	Camp authorities should allow FWB to hire daily laborers freely and not limit to local guards, who are members of the local militia.	
Payment in cash is hardly feasible in the region and food rations are becoming the only acceptable currency.		FWB should compensate daily laborers for their work during the food distribution.	FWB should not use food rations as a mode of payment	
Factual Negotiation: Expanding factual understanding of the parties based on evidence. 		 Normative negotiation : Expanding normative understanding of the parties based on a new consensus on applicable norms.		



Notes:

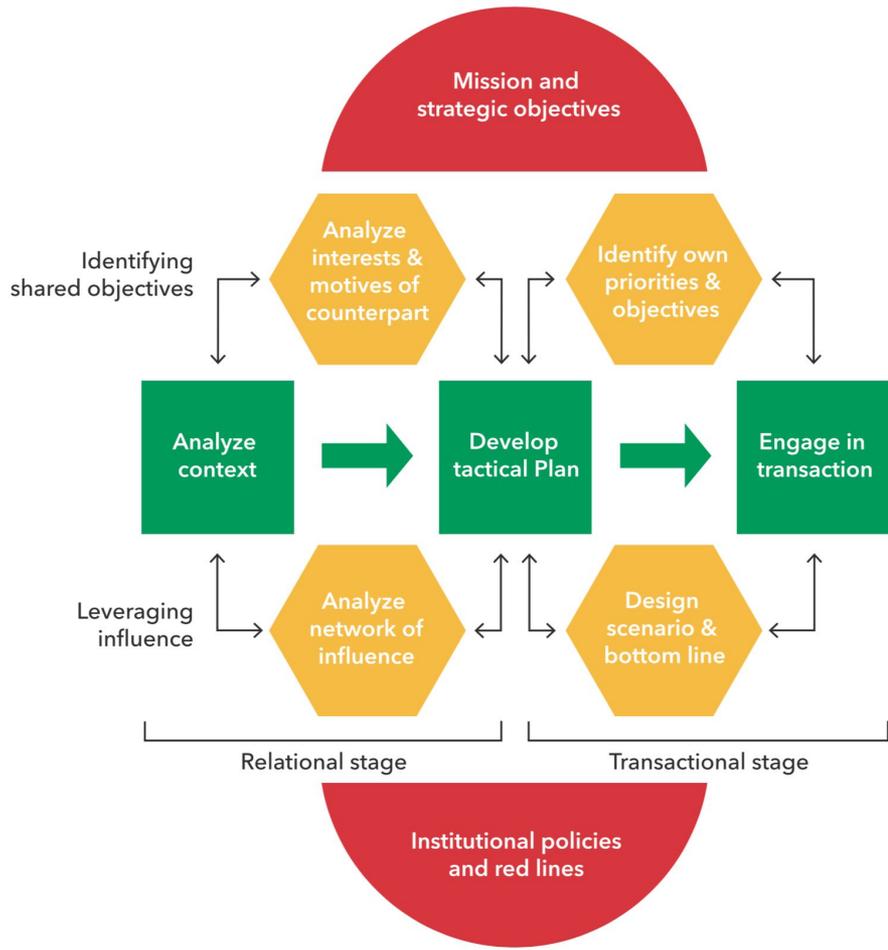
In the given case, most facts about the situation of the IDPs, such as their numbers, needs, distribution of food, or location, are uncontested. Some facts about the confinement of IDPs to the camp as well as the connection between the local guards and the armed militia may need to be clarified as part of the introductory dialogue on the context.

The focus of the negotiation will most probably be on the normative issues like the principles of neutrality and independence that are at stake for FWB in the given context.



Planning the Negotiation Process

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1 | The frontline negotiator

Tactical Plan

Tool 3: Fostering Legitimacy and Building Trust

Tool 4: Determining the Typology of a Humanitarian Negotiation

Tool 5: Drawing the Pathway of a Normative Negotiation



Identifying the indicators of trust in a negotiation with the authorities of the IDP camp

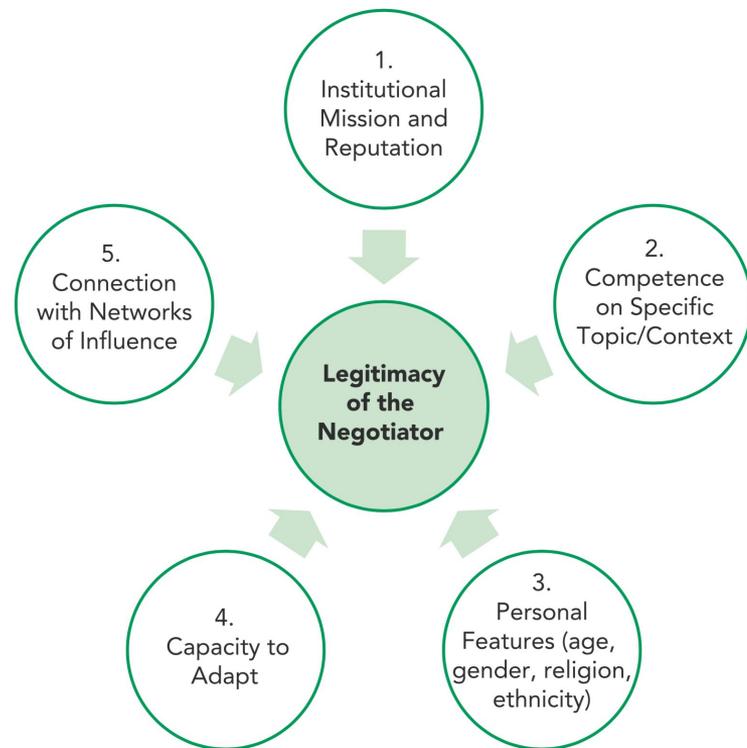
SOURCES OF LEGITIMACY	INDICATORS OF TRUST		
	CLARITY	ADAPTABILITY	PREDICTABILITY
Negotiator	The FWB Field Coordinator (FC) has been mandated to negotiate with the camp authorities. He has worked in Country Alpha on a mission with FWB in 2016. He is an experienced FWB staff member.	The FC is experienced in negotiating with diverse counterparts, including with armed groups, in emergency contexts. He understands that compromises need to be made in order to reach agreements.	The FC has several years of experience in managing humanitarian assistance. He is diplomatic, while being persistent.
Organization	FWB is one of the largest humanitarian organizations with extended experience in responding to nutritional emergencies. It runs operations in more than 70 countries.	FWB recognizes the emergency nature of the situation in the IDP camp. It is ready to adapt its programs to the situation.	FWB regularly communicates with the de facto authorities in any given operational context in order to receive a green light for accessing the population and providing food assistance.
Objectives of the negotiation: Food distribution in the IDP camp with minimum involvement of local guards	<ul style="list-style-type: none"> There are emergency food needs among the IDP population in the camp. There has been no food assistance up to now by any actor. Local guards are members of the armed group and their involvement in the food distribution process has to be minimized as much as possible. 	FWB recognizes that the camp authorities (as well as the local guards) are linked with the armed group. Acknowledging the emergency nature of the objective, FWB is ready to make concessions with minimum risks and negative impact on FWB's perception and mission.	FWB is guided by humanitarian principles and it does not make any compromises when it comes to the issue of safety and security of both its staff and the beneficiaries.



Tool 3: Fostering Legitimacy and Building Trust (continued)

Assets (+) / Liabilities (-)

- 1. Institutional Mission and Reputation**
 - + Mission on food distribution
 - + Clear lifesaving values
 - + FWB past activities in the country
 - + FWB is the only actor ready to bring food aid in for now
 - FWB seeks to maintain neutrality and independence from the camp authorities
- 2. Competence on Specific Topic / Context**
 - + Experienced FWB worker
 - + Previous work experience in the country
 - + Ability to operate in emergencies
 - Camp authorities may not understand specifics of food distribution
- 3. Personal Features**
 - + Mature behavior
 - + Understands the local context and the conflict dynamics
 - Does not speak the local language
 - Committed to the cause of serving the IDP population
- 4. Interpersonal Capacity to Adapt**
 - + Careful listener
 - + Previous work experience in the country
 - + Has excellent negotiation skills
- 5. Connection with Networks of Influence**
 - + Demonstrates wide connections in the operational context
 - + Ability to build productive relationships
 - Knowing many people can be a source of suspicion given the ongoing violence in the country





Aspects that are the **most conducive (+)** to enhancing the legitimacy of the Team Leader (strongest assets):

- + **Interpersonal skills:** The Field Coordinator is a careful listener and has excellent negotiation skills. He has previously worked in the country; he was on a similar mission with FWB in 2016 in the same role. During that time, he has gained a deeper understanding of the context and the conflict dynamics; as a result, he is capable of predicting and adapting to arising situations.
- + **Institutional mission:** FWB is the only actor at the moment that is ready to bring the food aid in. The organization is known by some stakeholders for its large-scale food distribution activities in the past (in 2007 and 2015-2016). FWB presents itself as a humanitarian organization that does not have any links with any of the parties to the conflict.
- + **Competences:** The FC is an experienced humanitarian worker. He has extensive knowledge and experience of leading food distribution work in emergency contexts.

Aspects that are the **least conducive (-)** to enhancing legitimacy (strongest liabilities):

- **Institutional identity:** While many aspects of the institutional mission can serve as strong assets, FWB's principles of neutrality and independence are the subjects of the negotiation given the divergence in the norms of the organization and the camp authorities.
- **Personal features:** MThe FC does not speak the local language.
- **Network connections:** FWB has a wide network of contacts in the country. Yet, the FC has to be careful and aware of the local power dynamics before referring to others, especially as the conflict is still ongoing.



Measures to be taken to enhance the legitimacy of the negotiator:

- Adding a Medical Coordinator to the negotiation team will strengthen the legitimacy of the negotiator vis-à-vis the local head of the vaccination team of the Health Department. The Medical Coordinator will bring his/her technical expertise on vaccination.
- The MHI team must be as diverse as possible, limiting nationals from the former colonial power as much as possible.



Tool 4: Determining the Typology of a Humanitarian Negotiation



	Main focus of the negotiation	Issues at stake	Common Shared Space (CSS)	Type of approach	Level of risk
A	Political	<p>FWB is an international humanitarian organization that provides food aid to the population in need, in crisis contexts.</p> <p>It operates based on principles of humanity, independence, impartiality and neutrality.</p> <p>In the given context, FWB is the only humanitarian actor that is ready to provide food aid in the IDP camp at this moment.</p> <p>FWB has worked in the country previously and is known by the local stakeholders and some segments of the population.</p>	<ul style="list-style-type: none">• Food crisis in the IDP camp is at an alarming level. Food assistance to the population is urgent.• The situation will be getting worse if emergency assistance is not organized.• Reputation of the Camp Authorities is at stake.• It is important to reach agreements to commence with the food distribution.• FWB recognizes the authority of the Camp Authorities.	<p>Build consensus on specific values and motives, for example:</p> <ul style="list-style-type: none">• Recognize that the Camp Authorities are the de-facto authorities of the IDP camp. FWB recognizes and will deal with the Camp Authorities despite their links with the military.• Seek agreement about the emergency nature of the food assistance.	HIGH



Tool 4: Determining the Typology of a Humanitarian Negotiation (continued)



	Main focus of the negotiation	Issues at stake	Common Shared Space (CSS)	Type of approach	Level of risk
B	Professional	<p>As a humanitarian organization, FWB does not have, nor it seeks, any association with the parties to the conflict. The food assistance is targeted at the population.</p> <p>FWB brings in the food aid and logistics material to the locations of its operations.</p> <p>FWB has a team based in the district capital. Local daily laborers assist the distribution activities under the supervision of the FWB staff.</p> <p>FWB consults with the local authorities and the community members for the organization of food distribution.</p> <p>It follows specific SOPs to ensure that aid is delivered to the target beneficiaries.</p>	<ul style="list-style-type: none">• There is no other actor to provide food assistance to the IDP population at the moment (reportedly, a number of INGOs are still mobilizing resources; it will take time their assistance is available).• Assessment and identification of the families-in-need is required.• Safe space for the beneficiaries and their trust are critical to ensure their acceptance of the food distribution.	Find the right compromise on standards and procedures to follow for the organization of the distribution, e.g., potential participation of the local guards in the distribution process as observers.	AVERAGE



	Main focus of the negotiation	Issues at stake	Common Shared Space (CSS)	Type of approach	Level of risk
C	Technical	<p>FWB does nutritional assessments to identify the families in need. Then it distributes the food ration based on the nutritional criteria (to those identified as food insecure).</p> <p>The food distribution has to be organized in a safe environment, and takes place after having communicated the details (e.g., location, timing, criteria) to the IDP population.</p> <p>FWB hires daily laborers for short-term duties for the organization of the food distribution. The selection is based on consultation with the community leaders; key criteria being positive reputation of the person among the community.</p>	<ul style="list-style-type: none">• Food distribution must be well organized.• Communication about the details of the food distribution to the IDPs must be clear.• FWB could agree to have the local guards observe the distribution.• FWB can consider distribution of food rations to the families of local guards, preferably if they are food insecure. FWB would exceptionally consider the food rations as a payment for the work of local guards as observers.	Share information and expertise on the situation and propose methods.	LOW

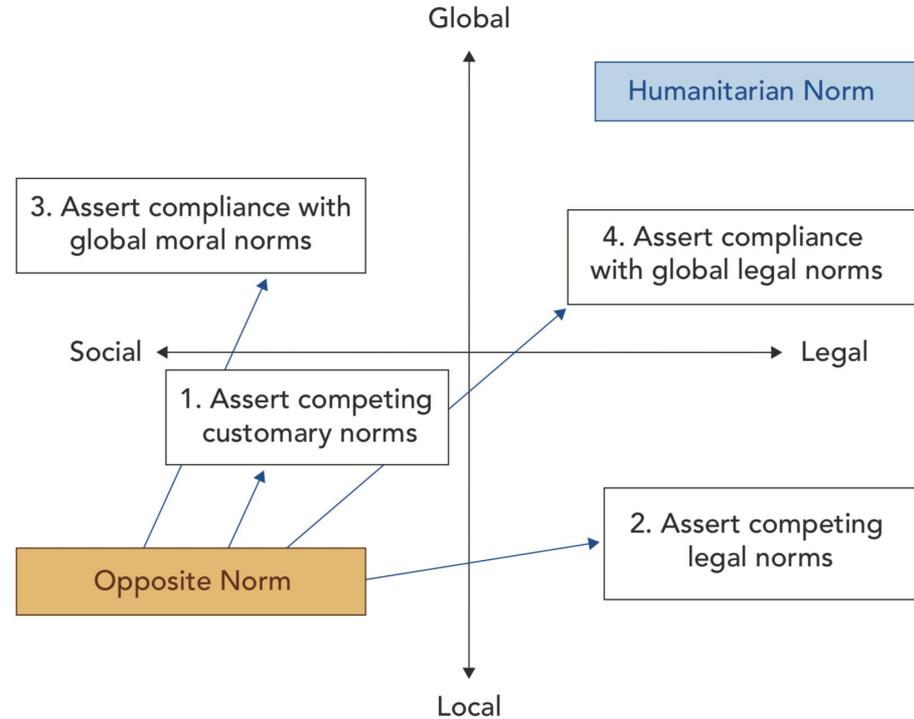


Tool 5: Drawing the Pathway of a Normative Negotiation

Tactical decisions:

1. What are the humanitarian norms currently being promoted?
2. What is the global/local – social/legal character of this norm?
3. What is the norm of the counterpart and what is its position?
4. Are there parallel norms in favor of a shift of normative approach? Which one is the most favorable/accessible in the current discussion?

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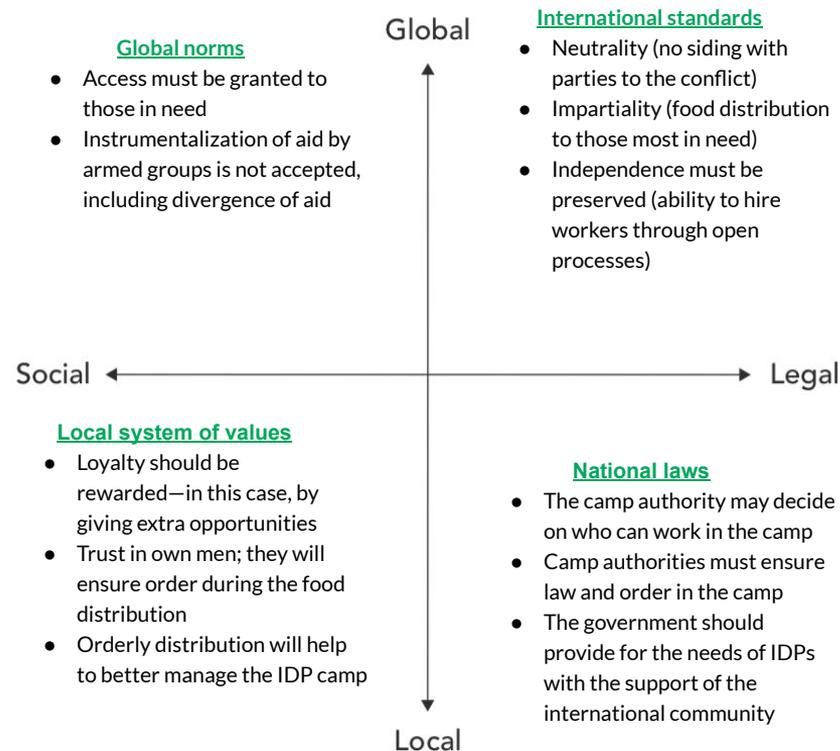
Tool 5: Drawing the Pathway of a Normative Negotiation (continued)



Step 1: Map existing norms

- Verify the existence of an international norm
- Verify the existence of a violation of this international norm
- Verify the existence of an alternative norm
- Position these competing norms in a common space and draw pathways of convergence

Continue Reading





Step 2: Discuss inconsistencies, contradictions, the moral character of norms and values

When negotiating with the camp authorities, the FWB negotiator can question the logic of local values and norms using classical tools of legal interpretation. For example:

- a. **A fortiori** (*recognize legitimacy/value of the existing norm and apply it to your objective*):

Local custom: Trust and loyalty are at the core of informal networks and societal relations.

- The IDP population is sensitive about the information they receive, particularly about the source of information. Similar to you, they will likely believe the information that comes from trusted community members rather than from the local guards.

Ensuring reliability in this case is key in order to ensure acceptance of the food distribution by the IDP population.

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- b. **A contrario** (*recognize legitimacy/value of the existing norm, but it does not apply to your objective*):

Local value: Orderly distribution by the guards will improve the reputation of the camp authorities.

- It may be so that the guards will enforce order; however, this will be through deterrence. The IDP population is fearful of the guards. They may not come to receive the food rations out of fear. As a result, the IDPs will continue to be food deprived and could resort to violence against the camp management. Such a situation would question the capacity of the camp authorities.

The IDPs will accept and receive the food aid only once they perceive the aid and the environment of distribution as safe. If the distribution process involves community members who are better accepted by the IDP population, the IDPs will be eager to participate in the distribution. Then, such a result can have a positive impact on the reputation of the camp authorities.

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c. **A priori** (*question the logical connection between the crisis situation and the position of the counterpart*):

- Local guards belong to the security forces. In the eyes of the IDP population they are perceived as militiamen who were part of the violence and deprived them of shelter and livelihood. The IDP population perceives the militiamen as a threat. Therefore, the guards are not suitable for this task of distribution of food rations to this IDP population.

By questioning within such a framework, the negotiator may be able to shift the counterpart's view of the situation more logically than emotionally or politically. Once the logic has been questioned, the FWB negotiator may present the logic of the other norms mentioned above as more solid and not so much as being superior or more legitimate. For example:

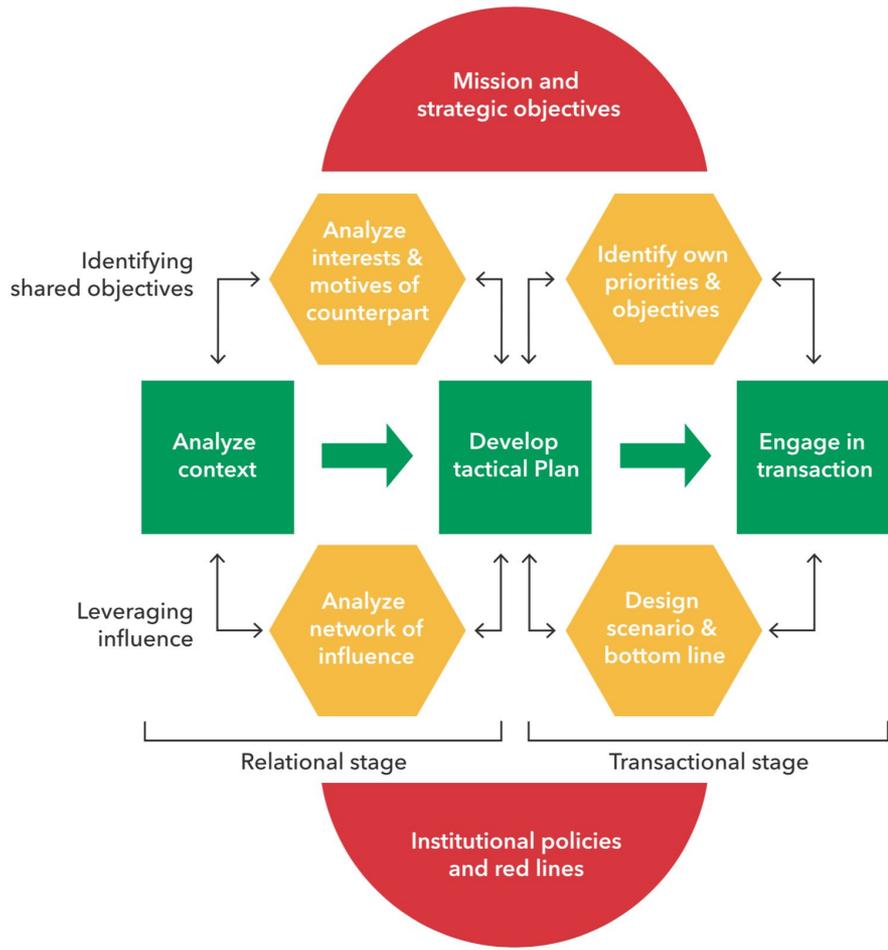
- As per humanitarian norms, assistance to victims of violence must be organized in safe spaces. It is the duty of humanitarian actors to create conditions that restore human dignity and promote protection of the target population.
- Engaging members of the IDP community in the organization of the food distribution is a reasonable strategy in the given context.
- Such a strategy should not be politicized at the risk of worsening the situation, which is already an emergency.

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Planning the Negotiation Process

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1 | The frontline negotiator

Transaction

Tool 6: Creating a Conducive Environment for a Transaction

Tool 7: Clarifying the Terms of the Transaction

Tool 8: Addressing the Human Elements of the Transaction



CHECKLIST TO PREPARE, CONDUCT, AND DEBRIEF A TRANSACTION MEETING

<p>Preparing the meeting</p>	<ul style="list-style-type: none">● Do I understand the stakes for all the parties?● Who will be the persons participating in the meeting?● How do they perceive the IDP population and their humanitarian situation?● Where will they come from?● What information do I have about them?● What do the counterparts know about me? Is this information conducive to a positive meeting?● What should I expect from the discussion?● What are the points of convergence/divergence between the parties?● Did I prepare an agenda for the meeting?
<p>Proposed terms of the agreement</p>	<ul style="list-style-type: none">● What are the proposed terms of the agreement regarding the food distribution?● What are the options in terms of time, location, priority?● What are the points of no flexibility/red lines around these options?● Can I construct an argument around flexible vs. non-flexible points?● Can I formulate benefits for the counterparts?● Do I have an action plan ready?
<p>Power structure of counterparts</p>	<ul style="list-style-type: none">● Who is in charge on the other side?● Who will the negotiators report to?● What flexibility will they have?● How do they perceive our own power relationships (internal and external to our organization)?● What are the expected limits imposed by external powers on the meeting?● Will negotiating on a particular issue impact the power relationships? If so, how?



CHECKLIST TO PREPARE, CONDUCT, AND DEBRIEF A TRANSACTION MEETING

At the meeting	<ul style="list-style-type: none">• Who is in the room?• Who is talking?• Who are the deciders?• Who are the diverters?
List of the points of the counterparts	<ul style="list-style-type: none">• Can we list the points made by the counterparts?• Do we understand these points?• Were we available to discuss these points on their own terms?• How was my/our body language in this situation?
Common shared objectives	<ul style="list-style-type: none">• Can we describe our institutional objectives as common shared objectives?• Are we able to insert this convergence of norms, facts, or objectives in our position?• Were we able to raise options to be discussed when confronted with resistance on the proposed terms of the exchange?
Agreeing on next steps	<ul style="list-style-type: none">• Are we able to present clear next steps to move forward?• What are the agreed results of the meeting?



Camp authorities as the counterpart with whom the following details will need to be clarified.

CRITERIA	PROPOSED TERMS
1. Express parties' commitments clearly	<p>FWB's proposed terms to include:</p> <ul style="list-style-type: none">● FWB's work plan in the IDP camp and its timeframe● Expected number of beneficiaries● Details about the food rations (e.g., composition, use)● Details about the composition of FWB teams in the IDP camp, including the daily laborers to be hired (e.g., profiles, roles)● Integrate family of the guards into the distribution scheme if they are food insecure (to be assessed) <p>In exchange for:</p> <p>The camp authorities' commitment to:</p> <ul style="list-style-type: none">● Authorize FWB activities in the IDP camp● Agree with FWB's strategy for hiring daily laborers● Agree with FWB's proposal of including families of the local guards to the list of beneficiaries● Ensure non-interference by the armed group in the work of FWB (local guards will only monitor the food distribution process)



CRITERIA	PROPOSED TERMS	
<p>2. Define the roles and tasks of the parties</p> <p>3. Recognize their connection as required by the circumstances</p>	<p>Parties to the agreement <i>orchestrate</i> their interactions based on the circumstances</p>	
	<p>FWB will:</p> <ol style="list-style-type: none">1. Submit information and work plan of FWB to the camp authorities.3. Organize deployment of FWB team and resources to the IDP camp.5. Set up FWB office, hire local laborers, plan activities. Keep the camp authorities informed. Assess food needs of the families of the guards.7. Implement the planned activities following FWB standards and procedures. Keep the camp authorities informed on the results of the work.	<p>Counterpart will:</p> <ol style="list-style-type: none">2. The camp authorities will review and authorize FWB's work in the IDP camp.4. Inform concerned stakeholders, including the local guards, about the agreement with FWB.6. Facilitate the start of operations of FWB through relevant authorizations.8. Ensure that local guards monitor the food distribution process, maintain contact with FWB focal person, and do not interfere in the work of FWB.



CRITERIA	PROPOSED TERMS
<p>4. Set a process to handle potential divergence</p>	<p>The parties agree:</p> <ul style="list-style-type: none">• FWB will implement its activities as per the work plan authorized by the camp authorities.• FWB and the camp authorities will have direct communication with regard to the food distribution activities.• FWB will respect and follow the laws of Country Alpha.



CRITERIA	PROPOSED TERMS
<p>5. Recognize the power relationship in the field and the varying degree of responsibility for the implementation</p>	<p>The camp authorities agree:</p> <ul style="list-style-type: none">● To authorize emergency the food distribution activities of FWB in the IDP camp.● To inform stakeholders, including the local guards, about the planned activities of FWB.● To ensure non-interference by the armed group in FWB activities. The local guards can monitor the food distribution process and be in direct contact with FWB focal person. <p>FWB agrees:</p> <ul style="list-style-type: none">● To ensure food distribution to the IDP population as soon as possible.● To include the families of local guards in the beneficiary list as the local guards will be monitoring the food distribution process.● To collaborate with the camp authorities and keep them informed about FWB activities.



Tool 8: Addressing the Human Elements of the Transaction



Step 1: Initiate a pause in the conversation and acknowledge the emotion without getting emotionally involved

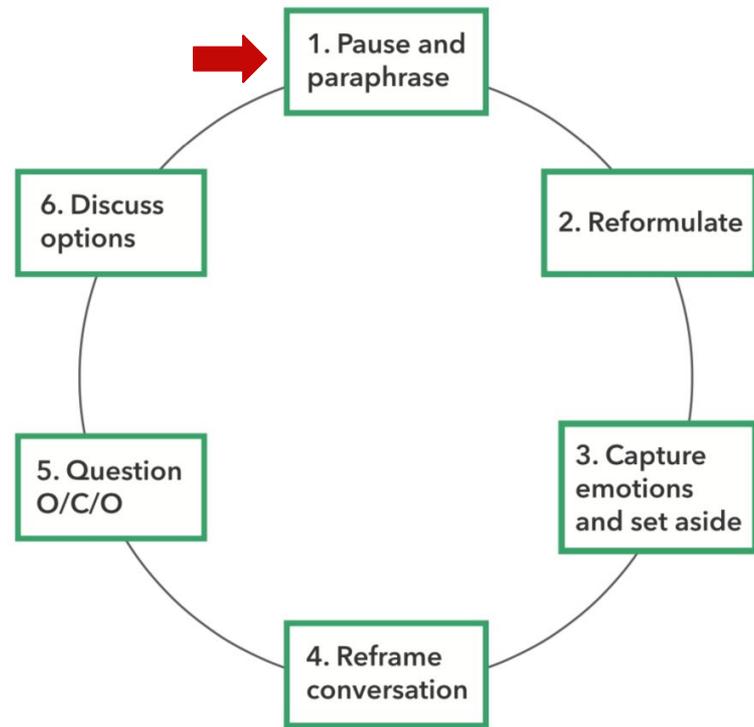
When the negotiation gets derailed, it is important to recapture some control over the conversation. The counterpart's escalation is a tool driven by their intent to increase the emotional tension to frame the exchange, with the expectation of an escalated response in return. By pausing the conversation (up to 7 seconds, depending on culture), the weaker/aggressed party has a chance to easily disarm an escalation process as a method and start to address the emotion.

For example: If the camp authorities demonstrate aggressiveness, insisting on having the local guards be responsible for handling the food distribution and be paid by FWB in kind as daily laborers, the FWB negotiator could say:

- "I hear you."
- "I hear your concern for the government policy / community..."

to try to de-escalate the tension by acknowledging the emotion without getting involved in it.

De-escalation Protocol



Model inspired by their work of ADN Group, l'Agence des négociateurs, Paris.



Tool 8: Addressing the Human Elements of the Transaction (continued)

Step 2: Reformulate the emotional statement so you can address the core issue

The next step is about extracting the emotion from the issue and bringing the counterpart into a space of dialogue and ultimately into a process of de-escalation.

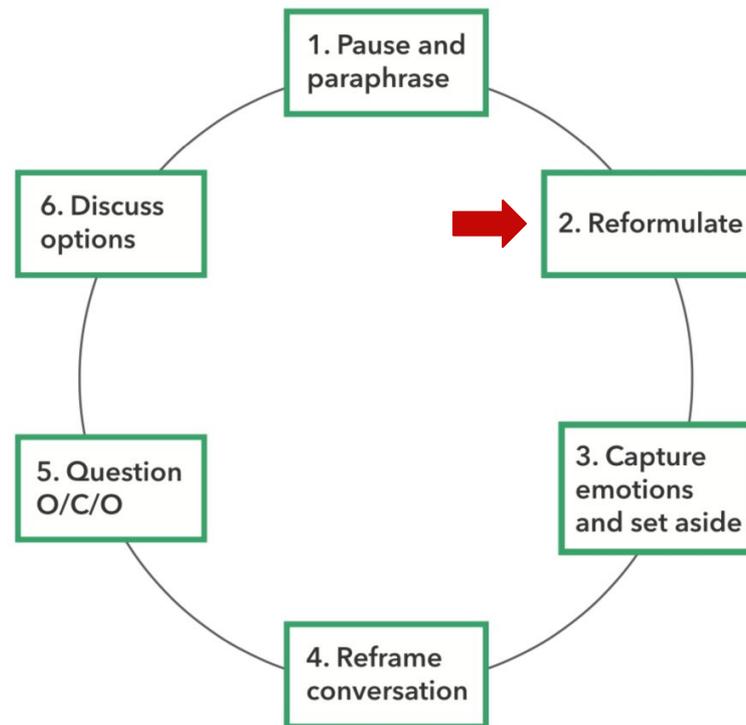
The FWB negotiator could rephrase as:

- *“There is a lot of pressure to get the local guards involved in the process. Am I right?”*
- *“The need for food is not limited to the IDP camp. It could be frustrating to work with humanitarian organizations that are mandated to deal with refugees or IDPs. Am I right?”*

to replace the tactic of escalation with a tactic of connivance aiming at defining a space of agreement on some factual aspects.



De-escalation Protocol



Model inspired by their work of ADN Group, l'Agence des négociateurs, Paris.



Tool 8: Addressing the Human Elements of the Transaction (continued)



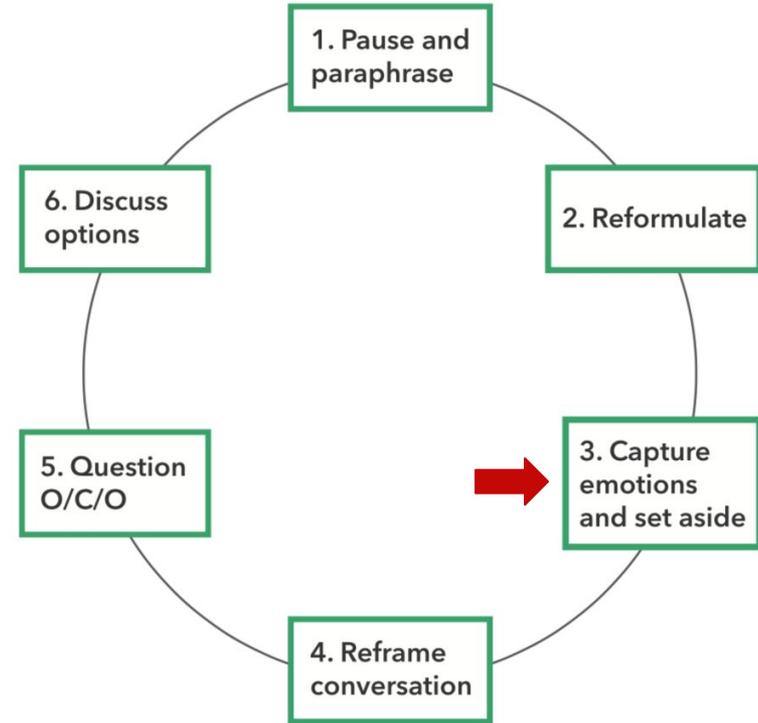
Step 3: Capture the emotion to put it aside

The next step is about sidelining the emotion as one opens an avenue to a new dialogue and to a potential collaboration.

The FWB negotiator could say:

- *“I can see that you are suspicious about FWB’s capacity to manage this process. If we are going to work together, we need to look into the problem with cool heads. Would you agree?”*

De-escalation Protocol



Model inspired by their work of ADN Group, l'Agence des négociateurs, Paris.



Tool 8: Addressing the Human Elements of the Transaction (continued)



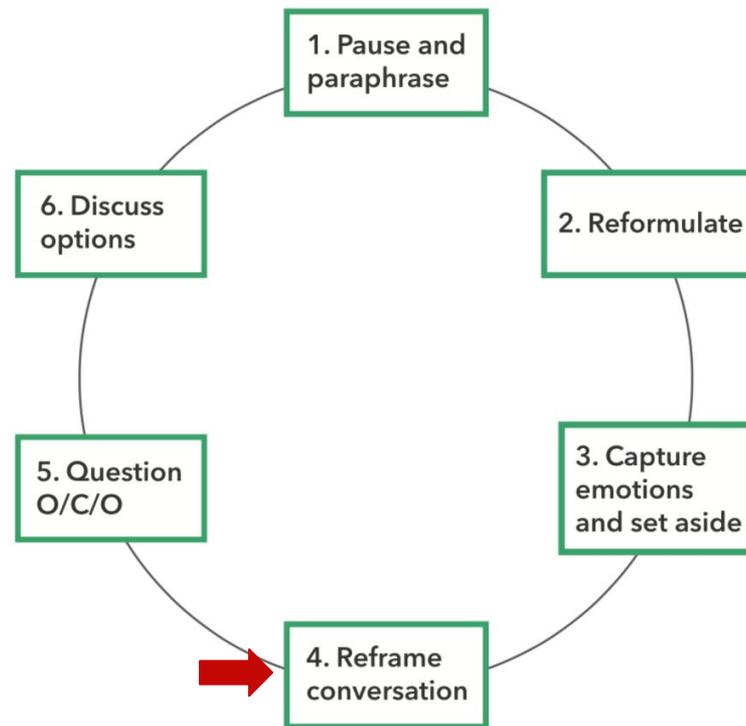
Step 4: Reframe the conversation

The next step is to reframe the conversation without the emotion, offering the counterpart the opportunity to express his concerns in a pragmatic manner.

The FWB negotiator could say:

- *“Our teams are experienced in organization of food distribution in similar contexts. FWB has step-by-step guidelines and procedures on planning and implementing food distribution. For example, one of the steps is a clear communication to the IDP population about the time, location, and beneficiary criteria. This communication is done every day during 3 days before the actual start of the distribution.”*
- *“How can we collaborate to ensure that the food shortage does not become acute among the IDP population? We are here to serve the emergency needs of the population. How can we address these concerns **TOGETHER**? Can we find ways of looking together at some of the practical points that were raised?”*

De-escalation Protocol



Model inspired by their work of ADN Group, l'Agence des négociateurs, Paris.



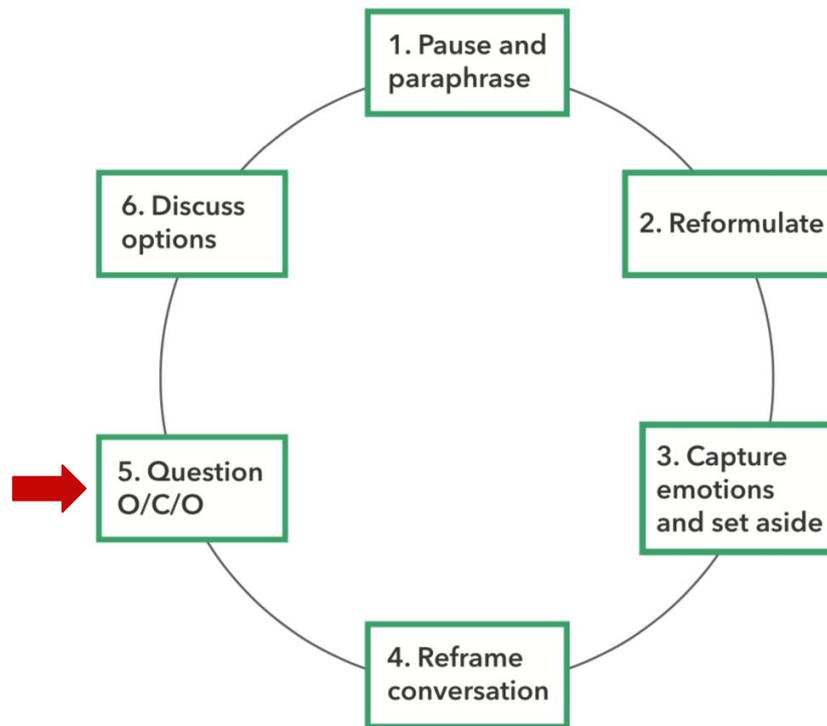
Step 5: Present a series of open/closed/open questions

The next step is to let the counterpart identify options as a scale of possibilities to relaunch the conversation through a sequence of open/close/open questions. The answers to these questions are not yet options to be negotiated, but rather options to help rationalize the issues from the perspective of the counterpart, away from the original emotion.

The FWB negotiator can ask questions like:

- **Open question:** “How can we reach an agreement on the organization of the food distribution in the main camp?”
Answer: “I suggest Options A, B, C ...”
- **Closed question:** “Is this all? Do you have any other options or expectations?”
Answer: No
- **Open question:** “How would you recommend to proceed?”

De-escalation Protocol



Model inspired by their work of ADN Group, l'Agence des négociateurs, Paris.



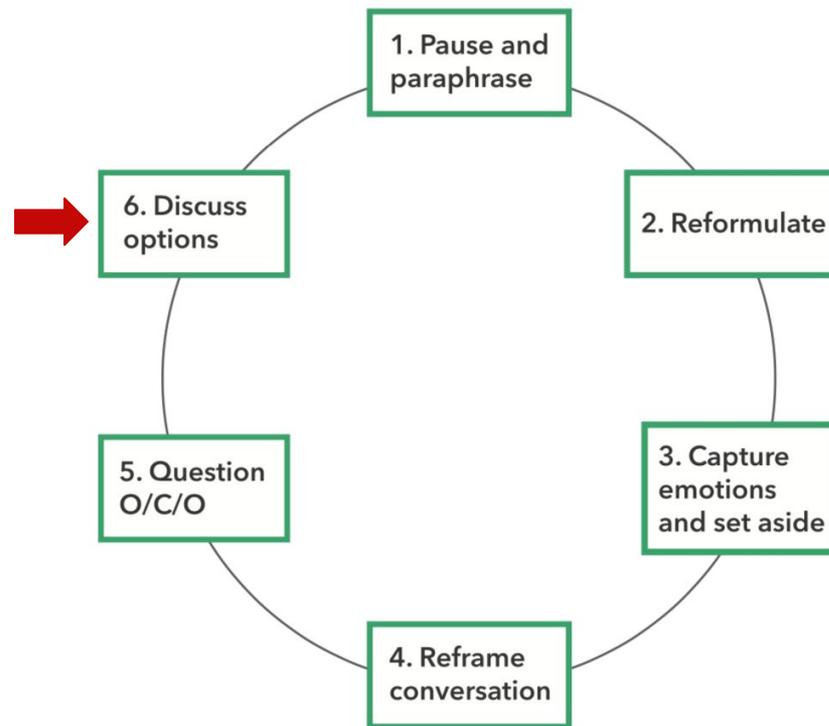
Step 6: Set the terms of the discussion around one or several of these proposals

As a final step of the de-escalation process, one may reset the terms of the dialogue around the most amenable aspects of the proposed options so the dialogue can be launched on a new, unemotional, basis.

Picking from the list of options in Step 5, the FWB negotiator could suggest:

- *“We can proceed with the discussion of organization of the food distribution in the IDP camp, such as the timeframe, number of beneficiaries, distribution sites, roles of daily laborers ...”*

De-escalation Protocol

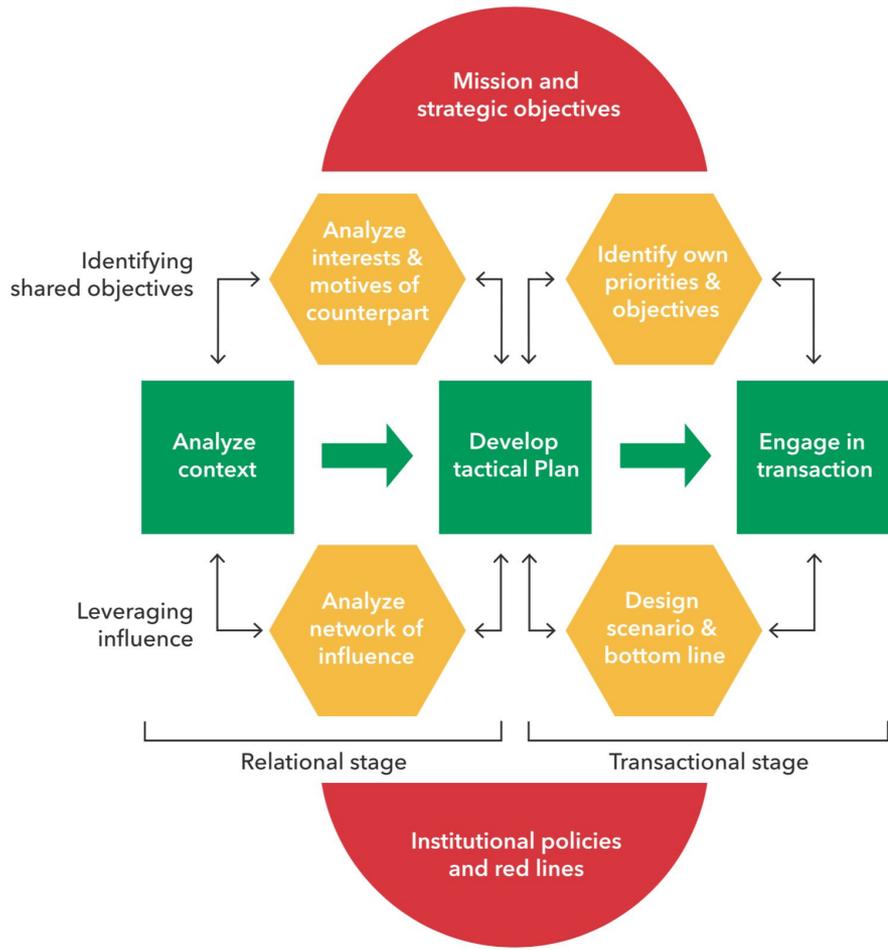


Model inspired by the work of ADN Group, l'Agence des négociateurs, Paris.



Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.

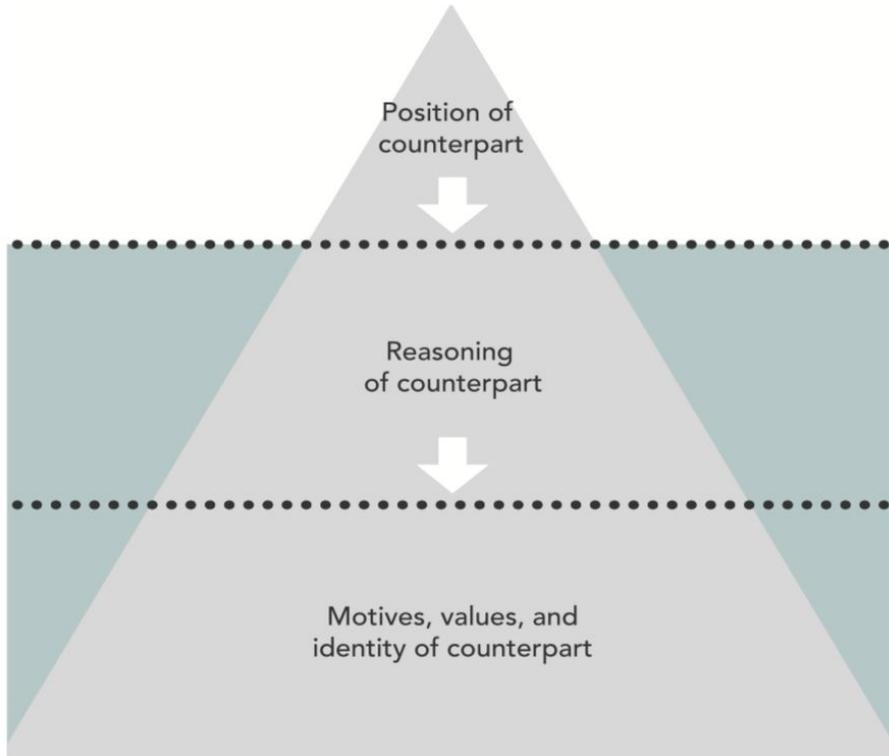


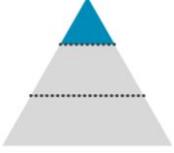


2 | The negotiator's support team

Analysis of Interests and Motives

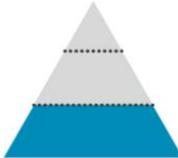
Tool 9: Analyzing the Position of the Counterpart

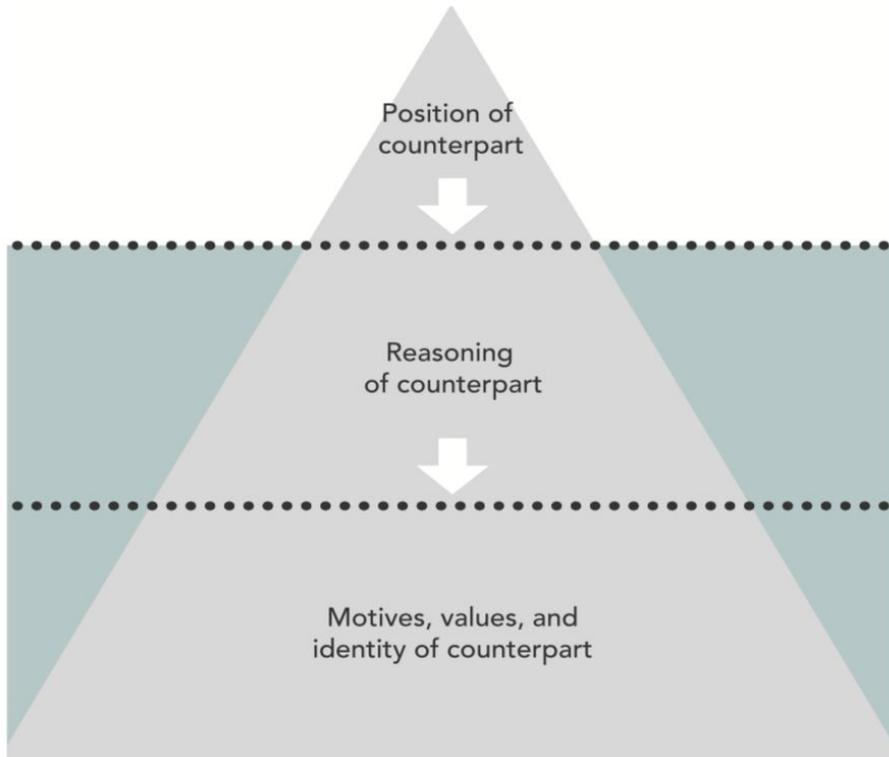


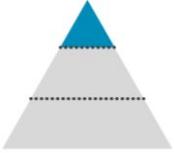
QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>WHAT does the counterpart want? What are the explicit/ implicit positions?</p> 	<p>POSITIONS</p> <ul style="list-style-type: none">● Explicit: Camp authorities want to ensure the highest level of control over FWB's presence and operation in the camp.● Explicit: FWB should hand over distribution of the food to the camp guards.● Explicit: Camp guards should be paid in food rations (instead of cash) for the distribution work they will do.● Implicit: Camp authorities wish to collaborate with FWB.



QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>HOW did the counterpart get to those positions?</p> <p>HOW are the counterpart planning to proceed?</p> 	<p>TACTICAL REASONING</p> <ul style="list-style-type: none">● Camp authorities want to ensure “pay back” dividends to the guards (members of the armed militia).● Improve image of the guards and the camp authorities through “distributing aid” to the IDP population.● Exercise power and authority through controlling the camp in all aspects.● Security concerns.● Camp authorities are in search of distribution opportunities provided by external actors.● Their readiness to cut a deal depends on availability of options serving the interest of the camp authorities.

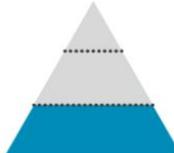
QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>WHY does the counterpart take such positions? What are the inner motives and values?</p> 	<p>VALUES AND MOTIVES</p> <p>There are several values and motives at play in this context:</p> <ul style="list-style-type: none">● Allegiance of guards, who are members of the armed militia, to the camp authorities (military).● Legitimize authority over the IDP population.● Recognition of their power and authority by external actors.



QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>WHAT does the counterpart want? What are the explicit/ implicit positions?</p> 	<p>POSITIONS</p> <ul style="list-style-type: none">● Explicit: Follow MoH standards for vaccination against measles.● Explicit: Vaccinations must be done in health clinics and by the staff of health clinics.● Explicit: MHI has to share its work plan that has been approved by the MoH.● Implicit: Health Dept will collaborate with MHI only once the above requirements are guaranteed.● Implicit: Health Dept believes that a rapid mass vaccination campaign is essential to prevent further spread of the epidemics.● Implicit: Health Dept lacks vaccines, human resources for carrying out a mass vaccination campaign.



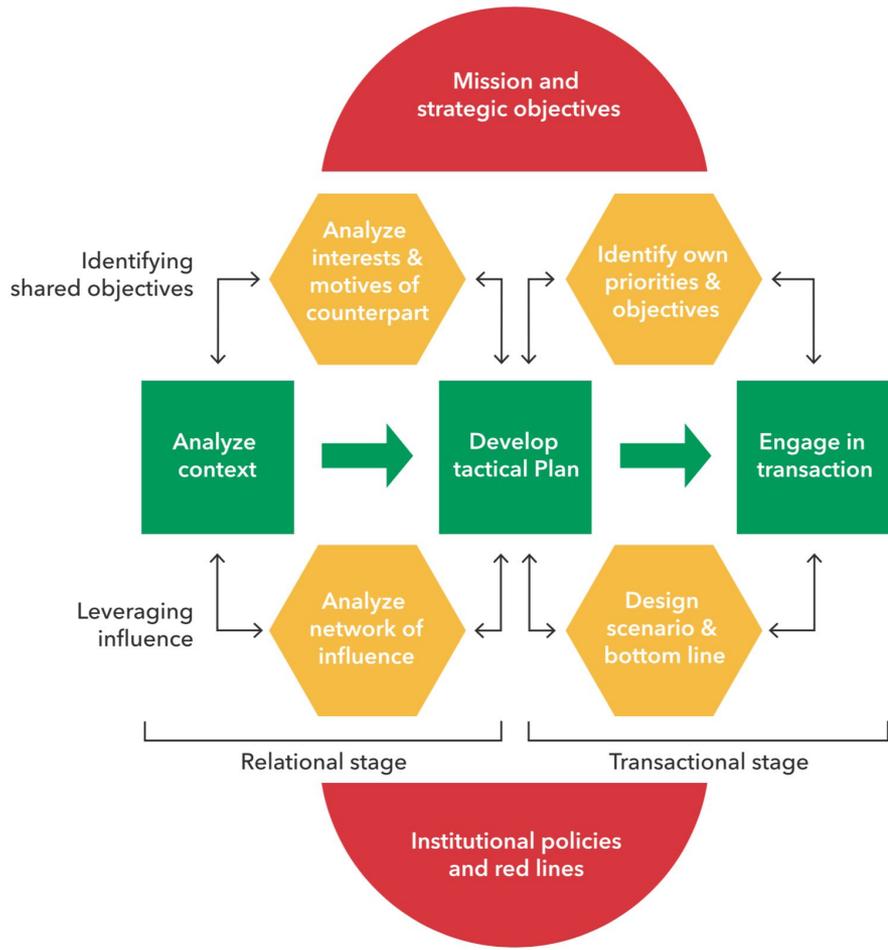
QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>HOW did the counterpart get to those positions?</p> <p>HOW are the counterpart planning to proceed?</p> 	<p>TACTICAL REASONING</p> <ul style="list-style-type: none">● Health Dept enforces relevant laws and regulations in management of the health care system in the District.● Health Dept follows standards established by the MoH for the last 20 years.● Exercises control over public health activities● Exerts authority over access to the population by NGOs.● Health Dept is open to collaborate with MHI provided that MoH has approved its presence and activities.

QUESTIONS	POTENTIAL ISSUES: CAMP AUTHORITIES
<p>WHY does the counterpart take such positions? What are the inner motives and values?</p> 	<p>VALUES AND MOTIVES</p> <p>There are several values and motives at play in this context:</p> <ul style="list-style-type: none">● Health Dept is under the authority of the MoH and follows MoH guidelines and standards.● Health Dept is the government body responsible for public health in the District.● Image: Appear as an authoritative and professional body.● Public health of its constituency.



Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.



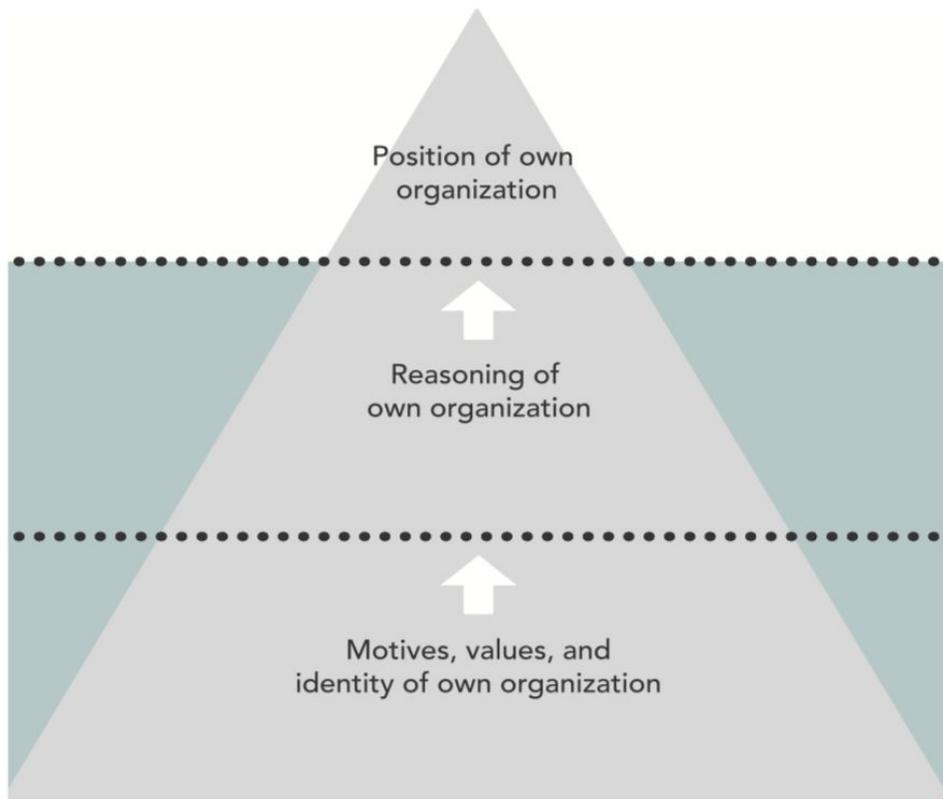


2 | The negotiator's support team

Identifying Your Own Priorities and Objectives

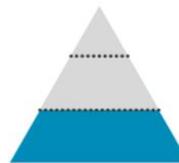
Tool 10: Identification of Your Own Priorities and Objectives

Tool 11: Exploring the Common Shared Space



QUESTIONS

WHO is your organization? What values define it as a humanitarian organization?
WHY does it want to operate in this context?



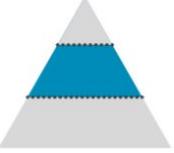
POTENTIAL ISSUES

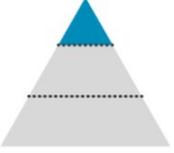
VALUES AND MOTIVES

The mission and identity of FWB are predicated on several elements:

- FWB is an international humanitarian organization. It operates based on principles of independence, impartiality, and neutrality.
- FWB delivers food assistance to the populations in need in emergencies, including in conflict-affected contexts.
- FWB wants to contribute to reconciliation and sustainability of food security in conflict environments.



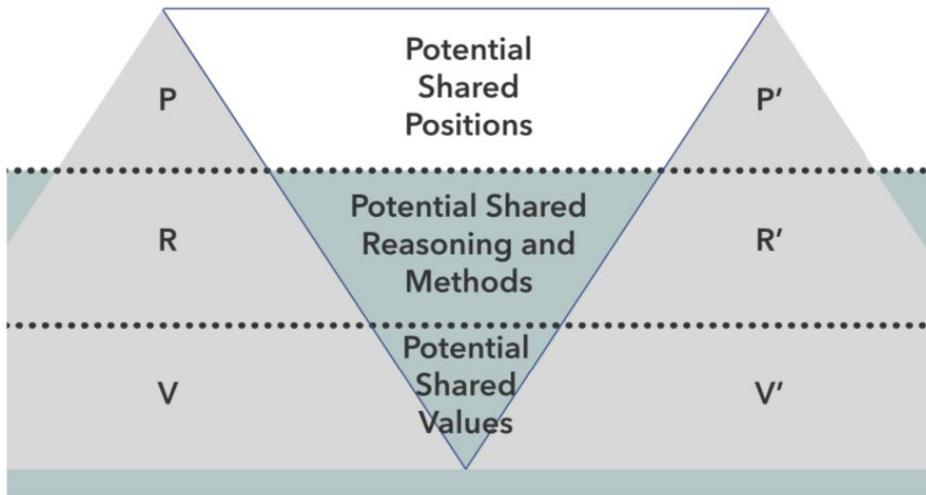
QUESTIONS	POTENTIAL ISSUES
<p>HOW does your organization intend to operate? What are the specific methods?</p> 	<p>TACTICAL REASONING</p> <ul style="list-style-type: none">● FWB follows professionally recognized standards and protocols for delivering aid.● It does not affiliate itself with or take sides with any of the parties to the conflict.● It follows specific SOPs to ensure that aid is delivered to the target beneficiaries.● FWB engages day laborers from the community in the distribution of the aid and pays compensation for their work.● FWB engages community members in the organization of food distribution to ensure the legitimacy and transparency of its programs.

QUESTIONS	POTENTIAL ISSUES
<p>WHAT does your organization want out of this negotiation? Under what terms does it wish to operate?</p> 	<p>POSITIONS</p> <ul style="list-style-type: none">● FWB wishes full access to the affected IDP population in the camp.● FWB wants to distribute food aid as soon as possible.● Presence or control by the military during the food distribution is not accepted by FWB.● All food rations are distributed only to the affected IDP population based on their nutritional needs.● FWB can hire and pay in cash the day laborers of their choice to assist FWB's work in the IDP camp.



Common Shared Space of the Negotiation (Area to search for potential agreements)

Search area for:



1. Unpack and translate core values, methods and position of your agency

Principles and Values	Translated into Shared Vocabulary Adapted to the Context
HUMANITY	Saving lives and preserving the dignity of persons in crisis situations through emergency food assistance
IMPARTIALITY	Considering the needs of those most affected first
NEUTRALITY	Refraining from taking side in conflicts
INDEPENDENCE	Acting without interference from other actors and stakeholders



1. Unpack and translate core values, methods and position of your agency (continued)

Tactical Reasonings	Translated into Shared Vocabulary Adapted to the Context
Emergency assistance	FWB assists populations in crisis to cope with emergency nutritional needs.
Evidence-based	Distribution of food rations is based on assessment and identification of families that are in need of food assistance.
Do no harm	FWB seeks that food distribution is accepted by the beneficiaries and does not pose any negative impact on them. Humanitarian assistance to the victims of violence must be provided in safe spaces.
Accountability	FWB provides reports to its donors about the results of its activities.
Confidentiality	FWB maintains trustful relationships with counterparts, beneficiaries, and stakeholders, who expect a level of discretion regarding their interactions with the humanitarian organization. Honoring confidentiality is a delicate balance, as confidentiality does not equate with maintaining secrecy, which would counter the duty of transparency.



2. Identify potential shared values, tactical reasoning and methods as well as positions with the counterpart

POTENTIAL SHARED VALUES	
Convergent elements to serve in exploring the CSS	Divergent elements to leave aside
<ul style="list-style-type: none">● Food crisis in the IDP camp is at an alarming level. Food assistance to the population is urgent.● The situation will get worse if emergency assistance is not organized.● Reputation of the camp authorities is at stake.● It is important to reach agreements to commence with the food distribution.● FWB recognizes the authority of the camp authorities.	<ul style="list-style-type: none">● FWB does not take sides with any of the parties to the conflict.● FWB makes operational decisions independently.



2. Identify potential shared values, tactical reasoning and methods as well as positions with the counterpart

POTENTIAL SHARED REASONING AND METHODS	
Convergent elements to serve in exploring the CSS	Divergent elements to leave aside
<ul style="list-style-type: none">• There is no other actor to provide food assistance to the IDP population at the moment (reportedly, a number of INGOs are still mobilizing resources; it will take time until their assistance is available).• Assessment and identification of the families in need are required.• Safe space for the beneficiaries, as well as their trust, are critical to ensure their acceptance of the food distribution.	<ul style="list-style-type: none">• FWB hires local community workers to assist with the food distribution process.• It follows specific SOPs to ensure that aid is delivered to the target beneficiaries.• The IDP population would not feel safe if the food distribution is organized by the local guards.



2. Identify potential shared values, tactical reasoning and methods as well as positions with the counterpart

POTENTIAL SHARED POSITIONS	
Potential areas of agreement	Potential areas of disagreement
<ul style="list-style-type: none">● Food distribution must be well organized.● Communication to the IDP communities about the distribution time and place must be clear. Selected IDP community leaders should spread the message among the population.● FWB could agree to have the local guards observe the distribution.● FWB can consider distribution of food rations to the families of local guards, preferably if they are food insecure. FWB would, as an exception, consider the food rations as payment for the work of local guards as observers.	<ul style="list-style-type: none">● Members of the armed group cannot distribute food to the IDP population on behalf of FWB.● Distribution of food must target only the families with nutritional needs.● FWB does not provide assistance to members of the militia.● Food rations cannot be used as a method of payment for work.



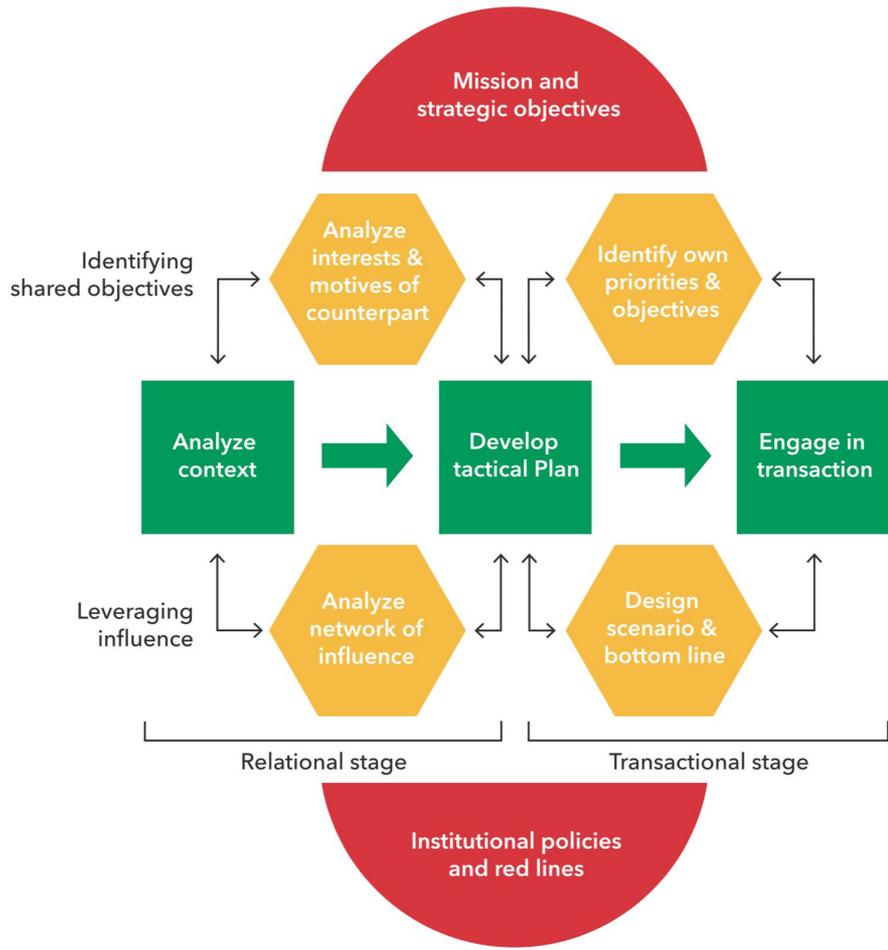
3. Based on the above, draft the starting position of your organization in clear, understandable and open terms

The negotiation team's starting position vis-à-vis the counterpart should build around:

1. FWB is a humanitarian organization that is ready to provide food aid to the IDP population as soon as possible.
2. There are unofficial reports that the majority of the IDP families have been in dire need of daily food for weeks.
3. If there is no immediate distribution of food rations, the situation in the IDP camp will get worse.
4. So far there are no other actors with the capacity to address the food needs.
5. FWB is willing to coordinate with the camp authorities.
6. FWB can consider having local guards as observers of the food distribution process in each distribution site.
7. FWB can provide food rations to the families of the guards as a compensation for the work.
8. FWB will engage other community members as well; they will assist the organization with the food distribution, particularly to carry out the assessments and community mobilization/messaging among the IDP population.

Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.





2 | The negotiator's support team

Network Mapping

Tool 12: Network Mapping and Leveraging Influence Among Stakeholders



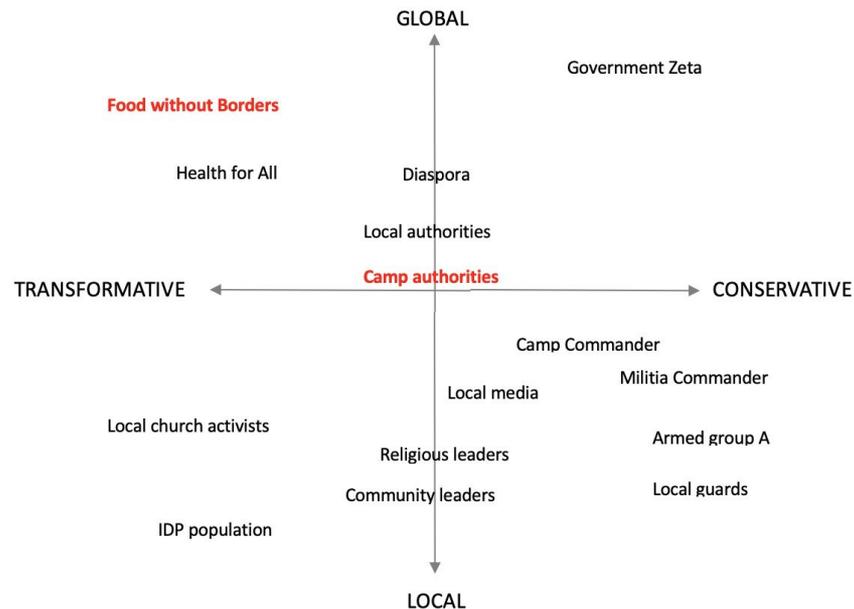
The counterpart—camp authorities—are demanding that FWB:

- **hire only local guards** for the food distribution work. The local guards are members of the armed group that is a party to the conflict;
- **pay the local guards in food rations for the work** they will do.

Step 1: Identify your target and assign positions of influence to all the stakeholders

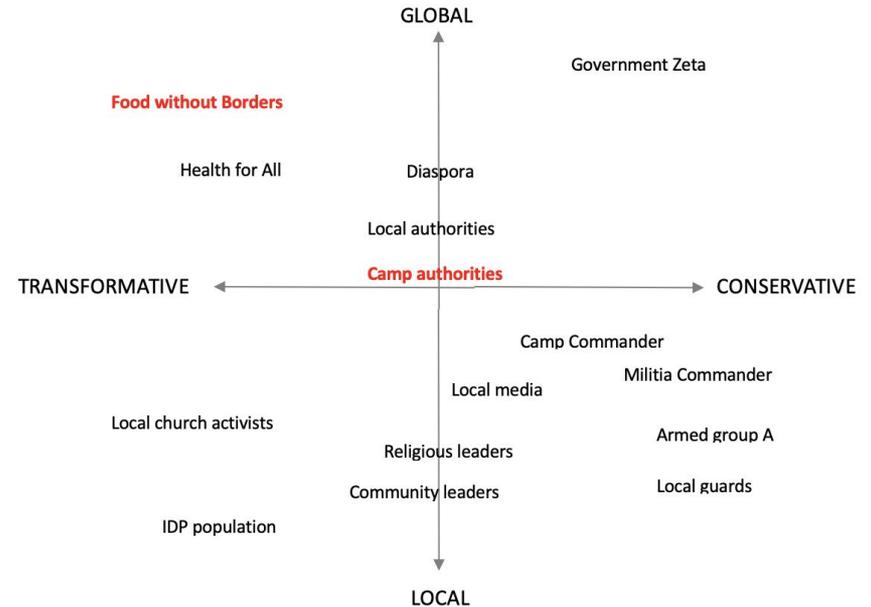
The camp authorities, the main counterpart regarding the issue of negotiation, are at the center of the map. The negotiator and support team must also place their own organization on the map.

The stakeholders are distributed in the four quadrants based on their assumed position on the issue of local guards' participation in the distribution of food from the perspective of the camp authorities.





While some actors are in favor of the demands of FWB, others are not. These actors are further distributed based on their local vs. global characteristics, allocated in their relation to each other in their respective quadrants corresponding to their positions and characteristics.





Step 2: Engage with the stakeholders in the four quadrants of the map in order to prepare the negotiation and mobilize positive influences

Type of engagement	Proposed Actions
ALLIANCE	<ul style="list-style-type: none">● I/NGOs: Exchange information about the humanitarian situation in the IDP camp, particularly around the nutritional needs.● Local authorities: Share information about FWB, its plans for food distribution, and the agreement FWB has at the government level.





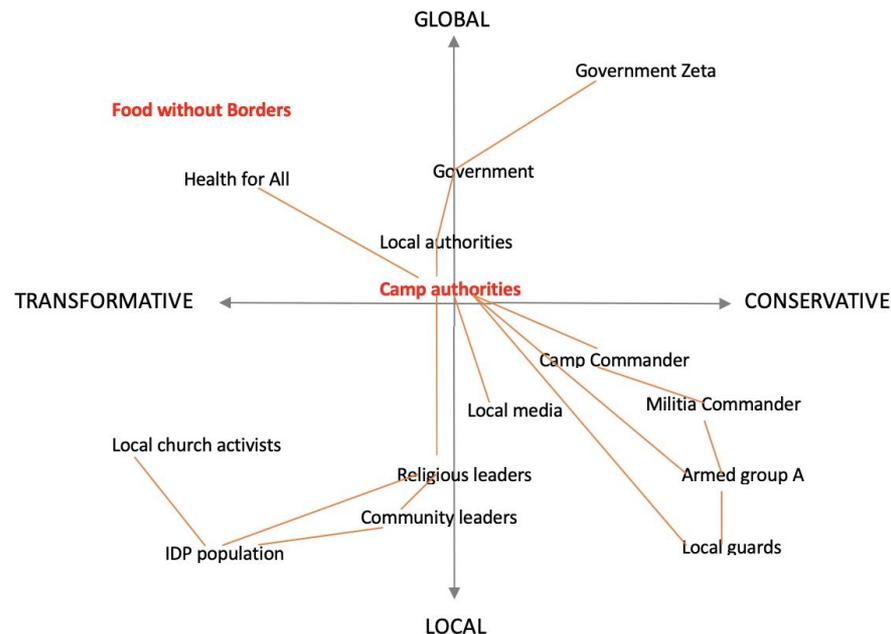
Step 2: Engage with the stakeholders in the four quadrants of the map in order to prepare the negotiation and mobilize positive influences (continued)

Type of engagement	Proposed Actions
COOPERATION	<ul style="list-style-type: none">● IDP population: Conduct assessments and clear messaging about the food distribution.● Religious and other community leaders: Engage and consult with them in the planning and organization of the food distribution.
COALITION	<ul style="list-style-type: none">● Government Zeta: Establish dialogue on parallel issues.● Diaspora: Establish contacts and dialogue with key leaders.
MITIGATION	<ul style="list-style-type: none">● Religious and other community leaders: Invite them to meetings, inform and consult about the food crisis, draw attention to the needs of children and women.● Local media: Inform them about FWB, its mission, and the food crisis.



Step 3: Prioritize efforts in influencing stakeholders

Description of actor	# of degrees to the Counter part	Perception of your organization by the stakeholder	Proposed measures
Transformative Global - ALLIANCE			
Health for All (and other I/NGOs)	1	<ul style="list-style-type: none"> • Too global • Agree on transformation 	<ul style="list-style-type: none"> • Exchange information about the humanitarian situation and nutritional needs.
Local authorities	1	<ul style="list-style-type: none"> • Way too transformative, way too global 	<ul style="list-style-type: none"> • Regular meetings to discuss the food crisis and FWB capacity to respond.





Step 3: Prioritize efforts in influencing stakeholders (continued)

Description of actor	# of degrees to the Counterpart	Perception of your organization by the stakeholder	Proposed measures
Transformative Local - COOPERATION			
IDP population	2	<ul style="list-style-type: none">• Too global• Agree on transformation	<ul style="list-style-type: none">• Assessments and clear and repeated messaging about the food distribution.
Religious leaders; community leaders	1	<ul style="list-style-type: none">• Too transformative,• Too global	<ul style="list-style-type: none">• Meet to discuss the food crisis, draw attention on vulnerable groups like children and women; create space for consultation.
Conservative Global - COALITION			
Government Zeta	3	<ul style="list-style-type: none">• Transformative• Share global concerns	<ul style="list-style-type: none">• Seek their support for FWB through sharing information about FWB and the situation of the IDPs.



Step 3: Prioritize efforts in influencing stakeholders (continued)

Description of actor	# of degrees to the Counterpart	Perception of your organization by the stakeholder	Proposed measures
Conservative Global - COALITION			
Government	2	<ul style="list-style-type: none">• Transformative• Share global concerns	<ul style="list-style-type: none">• Maintain operational updates with the contact person.
Conservative Local - MITIGATION			
Religious leaders, school teachers	1	<ul style="list-style-type: none">• Way too global, way too transformative	<ul style="list-style-type: none">• Seek their understanding about the food crisis.
Community members	1	<ul style="list-style-type: none">• Way too global, way too transformative	<ul style="list-style-type: none">• Inform about the humanitarian nature of FWB work and the food crisis.

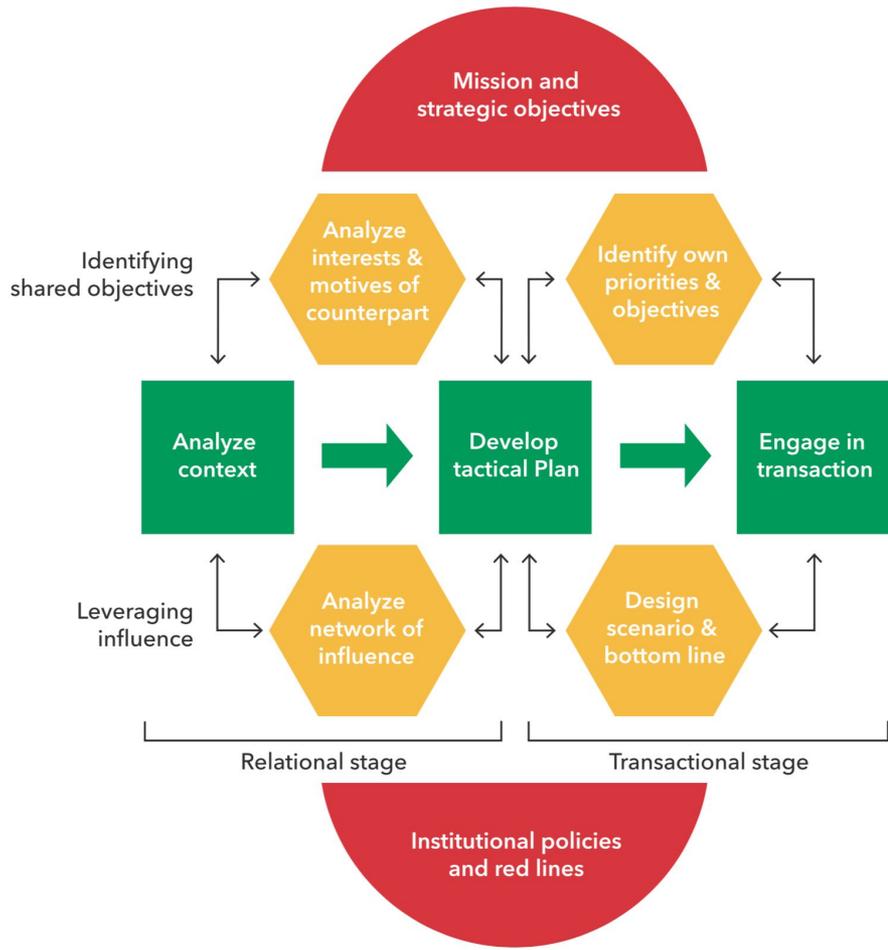


Based on the above, the MHI negotiator can prioritize the following actors for leveraging influence:

<ul style="list-style-type: none">● Health for All● Local authorities	To align on the humanitarian needs of the IDP population
<ul style="list-style-type: none">● Religious leaders● Community leaders	To align concerns around the food crisis, especially among children and women

Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.





2 | **The negotiator's support team**

Designing Scenarios & Bottom Lines

Tool 13: Identifying the Shared Benefit of the Negotiation

Tool 14: Evaluating Cost-Benefit of Options



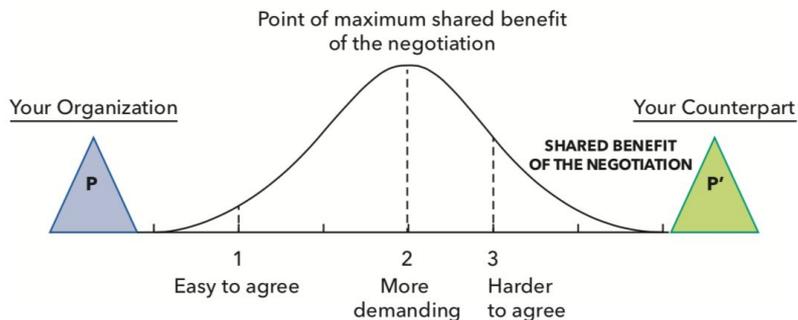
Step 1: Setting the ideal outcome on both sides of the negotiation



Ideal outcome of Your Organization (A)	Ideal outcome of Counterpart (A')
<ul style="list-style-type: none">● FWB has full access to the affected IDP population in the camp.● There is no presence or control by the military (e.g., local guards) during the food distribution.● All food rations are distributed only to the affected IDP population based on their nutritional needs.● FWB can hire and pay in cash the day laborers of their choice to assist in its work in the IDP camp.	<ul style="list-style-type: none">● Camp authorities will ensure the highest level of control over FWB's presence and operation in the camp.● FWB hands over distribution of the food to the camp guards.● Camp guards will be paid in food rations (instead of cash) for the distribution work.



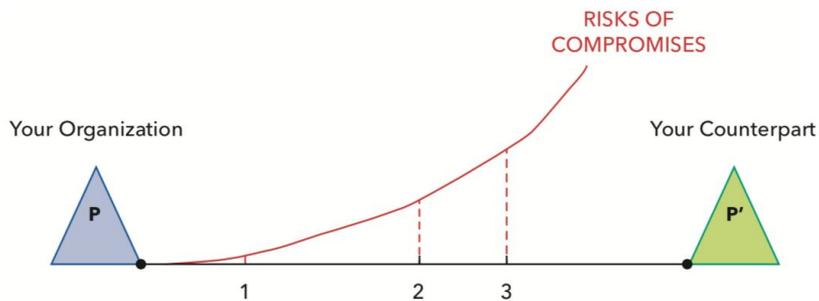
Step 2: Evaluate the shared benefit of potential compromises



Tiers	Description of the compromise and shared benefit
1: Easy to agree for your organization	FWB is authorized full access to the IDP camp with a limited presence of the military (i.e., local guards) in the camp during the distribution process.
2: More demanding, yet with the highest level of shared benefit (<i>best outcome of the negotiation</i>)	FWB is authorized full access to the IDP camp with the presence of the military actively monitoring the distribution process led by FWB. FWB has to include families of the guards on the list of beneficiaries , preferably only families that are food insecure.
3: Harder to agree & diminishing impact (<i>low benefit/ high risk</i>)	Due to insecurity, FWB is ready to accept limited access to the IDP camp with a military escort . Providing a list of the beneficiaries to camp authorities is further required from FWB prior to the distribution process.



Step 3: Measuring the compounded risks of each compromise



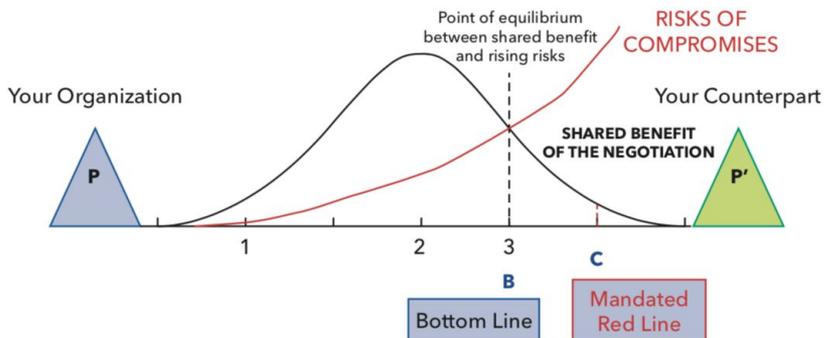
Sources of Risks	Description and degree of RISKS for each position (Low, Medium, High)
Humanitarian principles	<ol style="list-style-type: none">1. Presence of the militia groups may pose some risks for some of the beneficiaries, thereby indirectly limiting access to aid.2. Medium risk at the level of independence and neutrality of FWB, as it could be perceived as having contacts with the militia groups.3. High risk of breach of the principle of neutrality as the food aid can become instrumentalized by the local militia.



Sources of Risks	Description and degree of RISKS for each position (Low, Medium, High)
Legal norms	<ol style="list-style-type: none"><li data-bbox="513 319 838 345">1. There is no associated risk.<li data-bbox="513 388 838 413">2. There is no associated risk.<li data-bbox="513 457 1841 482">3. High risk of negative consequences on the beneficiaries as there could be a misuse of the list with names by the militia.
Professional standards	<ol style="list-style-type: none"><li data-bbox="513 530 1263 555">1. Local militia would not interfere with any of the FWB procedures.<li data-bbox="513 599 1615 624">2. FWB would compromise on its standard procedures, i.e., food aid only for the target beneficiaries.<li data-bbox="513 668 1866 729">3. High risk of food aid not reaching the target beneficiaries; no possibility to have any control and verification mechanisms in place; unable to report.
Reputational risks	<ol style="list-style-type: none"><li data-bbox="513 774 1827 835">1. Low risk of FWB being associated with the local militia. Local militia is perceived to be present everywhere in the IDP camp.<li data-bbox="513 879 1193 904">2. Medium risk of FWB being associated with the local militia.<li data-bbox="513 947 1870 1009">3. Loss of control over the resources of the organization; diversion of aid by the local militia resulting in aid not reaching the target beneficiaries.



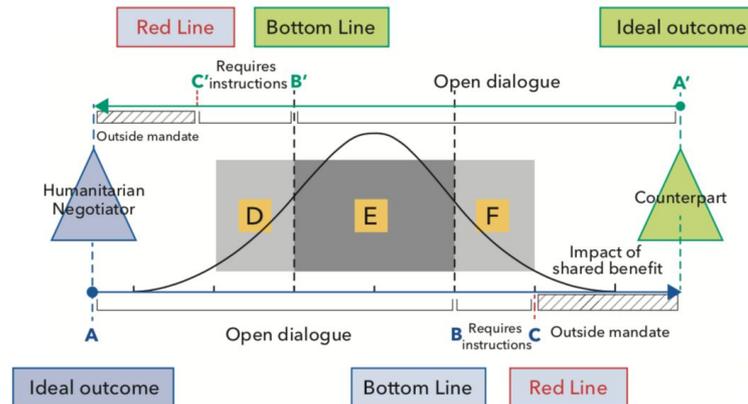
Step 3: Identification of own bottom line/ red line



Tiers	Description of the negotiation position
1: Entry level of the negotiation	<ul style="list-style-type: none"> FWB is ready to deploy the aid material and its team as soon as possible. FWB is willing to share information about the activity results with the camp authorities (e.g., total number of beneficiaries, information about distribution sites).
2: Most promising outcome	<ul style="list-style-type: none"> FWB agrees to engage local guards to monitor the food distribution process. FWB staff will consult with them on the organizational aspects. The local guards will observe at each distribution site.
3: Bottom line (seeking the review of the mandate)	<ul style="list-style-type: none"> FWB will include families of the local guards who are food insecure to the list of beneficiaries, even though they are not recognized as IDPs. FWB may have to include families of all local guards, irrespective of their nutritional status; this would be a point between B and C. FWB will engage other members of the community to assist with the food distribution process.
Red Line: Limit of the mandate	<ul style="list-style-type: none"> Local guards cannot be engaged in the processes that entail direct contact with the beneficiaries on behalf of FWB (e.g., assessments, messaging the IDP population about the food distribution, delivery of the food rations). No direct distribution of food rations to the local guards in view of their visible connection with the armed militia.



Step 1: Setting the ideal outcome on both sides of the negotiation



Types of negotiation	Within Bottom lines (to build on) AREA E	Below Bottom Lines (to avoid if possible) AREAS D and F
Value-based/ Political	<ul style="list-style-type: none"> • Food crisis in the IDP camp is at an alarming level. Food assistance to the population is urgent. • The situation will be getting worse if emergency assistance is not organized. • FWB recognizes the authority of the camp authorities. • It is important to reach agreements to commence with the food distribution. • The reputation of the camp authorities is at stake. 	<ul style="list-style-type: none"> • FWB does not take sides with any of the parties to the conflict. • FWB makes operational decisions independently.

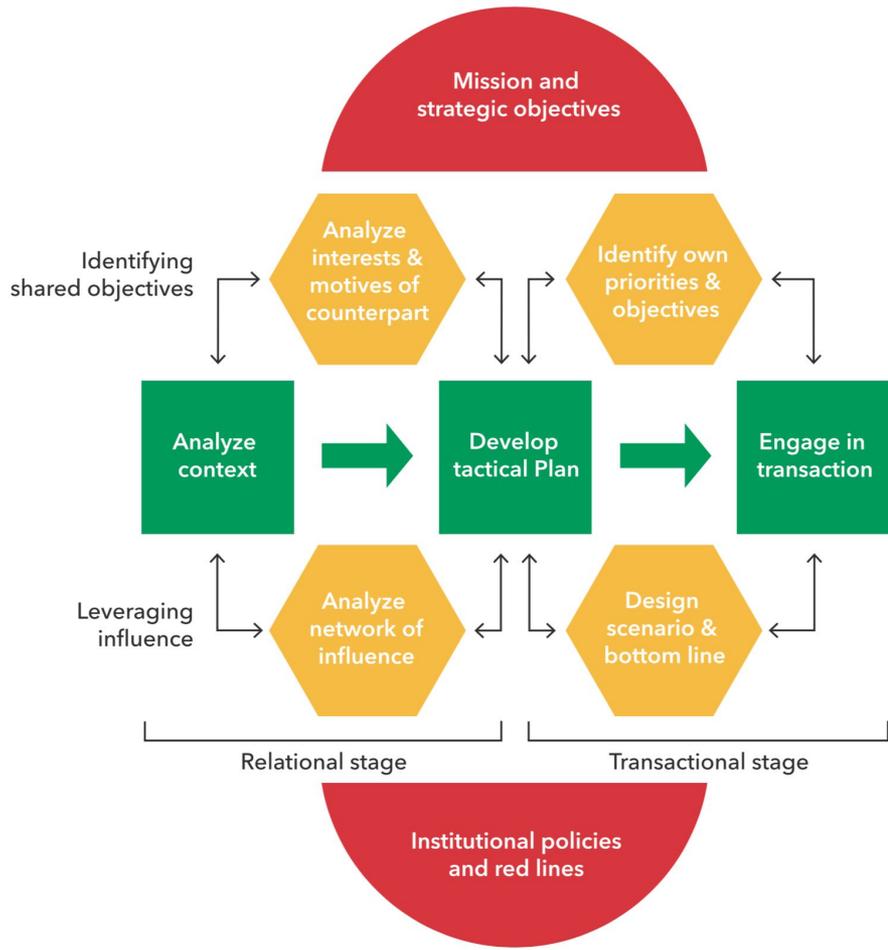


Types of negotiation	Within Bottom lines (to build on) AREA E	Below Bottom Lines (to avoid if possible) AREAS D and F
Tactical/ Professional	<ul style="list-style-type: none">• There is no other actor to provide food assistance to the IDP population at the moment (reportedly, a number of INGOs are still mobilizing resources; it will take time until their assistance is available).• An objective assessment and identification of the families in need are required to keep the situation under control.• Safe space for the beneficiaries, as well as their trust, are critical to ensure their acceptance of the food distribution.	<ul style="list-style-type: none">• FWB hires local community workers to assist the food distribution process.• It follows specific SOPs to ensure that aid is delivered to the target beneficiaries.• The IDP population would not feel safe if the food distribution is organized by the local guards.
Technical	<ul style="list-style-type: none">• Food distribution must be well organized.• Communication to the IDP communities about the distribution time and place must be clear. Selected IDP community leaders should spread the message among the population.• FWB could agree to have the local guards observe the distribution.• FWB can consider distribution of food rations to the families of local guards, preferably if they are food insecure. FWB would, as an exception, consider the food rations as a payment for the work of local guards as observers.	<ul style="list-style-type: none">• Members of the armed group cannot distribute food to the IDP population on behalf of FWB.• Distribution of food must target only the families with nutritional needs.• FWB does not provide assistance to the members of the militia.• Food rations cannot be used as a method of payment for work.



Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.





3 | The negotiator's mandator

Considering the Strategic Objectives & Mission

Tool 15: Design of the Mandate

Tool 16: External Communication Around the Negotiation Process



Step 1: Stipulate the location, objectives, and timeframe of the mandate

SPECIFICATIONS OF A MANDATE TO NEGOTIATE WITH THE MINISTER OF HEALTH OF COUNTRY A

(To be developed in a dialogue between the mandator and the negotiator)

Specifications of the mandate	Description
Context	<p>Humanitarian needs of an IDP population in Country Alpha are unmet. There are reports of food shortages and malnutrition. IDPs have been arriving at the camp since about 3-4 weeks. The IDP camp is controlled by an armed militia that is a party to the conflict. There is no actor providing food aid at the moment.</p> <p>The camp authorities are demanding that FWB:</p> <ul style="list-style-type: none">• hire local guards who are members of the armed militia for the food distribution process;• pay the local guards for their work in food rations.
Objectives	<p>To reach an agreement with the camp authorities on:</p> <ul style="list-style-type: none">• Full access for FWB to operate in the IDP camp.• Planning and organization of the food distribution will follow FWB standards and procedures (e.g., assessment, beneficiary criteria, community mobilization).• Local guards can monitor the food distribution process.• FWB can agree to include families of local guards who are food insecure to the list of beneficiaries to receive food rations.
Time period	3 months renewable
Counterparts	The camp authorities (unlikely, but possible: the Camp Commander)



Step 1: Stipulate the location, objectives, and timeframe of the mandate

SPECIFICATIONS OF A MANDATE TO NEGOTIATE WITH THE MINISTER OF HEALTH OF COUNTRY A
(To be developed in a dialogue between the mandator and the negotiator)

Specifications of the mandate	Description
Designation of the negotiator	FWB Field Coordinator
Reporting line	FWB Country Director



Step 2: Stipulate the person in charge of the negotiation

In our case, FWB has decided to appoint the Field Coordinator as the negotiator. Assistant/interpreter will accompany/support him in all meetings.

The FWB team is composed of international and national staff. These staff will be the support team of the negotiator.



Step 3: Stipulate the general and specific terms of the mandate in the objectives of the negotiation

GENERAL TERMS OF THE MANDATE (To be developed in a dialogue between the mandator and the negotiator)		
Terms of the mission of your organization	Strategic objectives specific to the operational context	General terms of the mandate
<p>(Top of iceberg: WHO are you?)</p> <p>Vision:</p> <ul style="list-style-type: none"> FWB is an international humanitarian organization. It operates based on principles of independence, impartiality, and neutrality. FWB provides food assistance to the populations in need in emergencies, including in conflict-affected contexts. <p>Key values:</p> <ul style="list-style-type: none"> Saving lives and restoring human dignity. Do no harm. <p>Key professional and ethical standards:</p> <ul style="list-style-type: none"> FWB follows professionally recognized standards and protocols for delivering food aid. It is a transparent and professional organization keen to maintain good relationships with the people and communities it serves. 	<p>(Top of iceberg: WHY are you here)</p> <p>About the needs of the population:</p> <ul style="list-style-type: none"> The population was forced to escape the ongoing violence, leaving their livelihoods behind. There are reports of food shortages and malnutrition in the IDP camp. Children and pregnant women are among the most vulnerable. <p>About the role of your organization:</p> <ul style="list-style-type: none"> FWB works in emergency contexts, where population is food insecure. At the moment, there are no actors providing food aid to the IDP population. <p>About its methods of work:</p> <ul style="list-style-type: none"> FWB collaborates with the local authorities, stakeholders, and community members. FWB follows guidelines and standards in all contexts where it operates (in more than 70 countries in the world). 	<p>General goals of the negotiation in line with the mission and strategic objectives.</p> <ol style="list-style-type: none"> The negotiator is mandated to find an agreement on the presence and operations of FWB in the IDP camp. It is important for the negotiator to convey to the counterpart, in simple terms, an understanding of FWB's humanitarian principles. Because the humanitarian needs are urgent, FWB will likely have to accept certain compromises at the level of its humanitarian principles (e.g., monitoring of the food distribution process by the local guards who are members of the armed group, inclusion of families of the local guards on the list of beneficiaries) as the military is the de facto authority of the IDP camp.



SPECIFIC TERMS OF THE MANDATE (CONFIDENTIAL)

(To be developed in a dialogue between the mandator and the negotiator)

Factual and normative triggers of the mandate	Specific terms of the mandate of the negotiator
<p>Relevant facts (contested/ uncontested):</p> <ul style="list-style-type: none">• There is a large number of IDPs in the camp and more are arriving every day.• There are reports of food shortages and malnutrition among the IDPs.• There is a limited number of humanitarian actors at the moment and there is no actor providing food aid.• The IDP camp is controlled by the military. <p>Relevant norms (convergent/ divergent):</p> <ul style="list-style-type: none">• The camp authorities are demanding that FWB hire only local guards in the organization of the food distribution. The local guards are members of the armed group.• They are also demanding that FWB pay local guards in food rations for their work.	<ol style="list-style-type: none">1. FWB is ready to deploy its team and the aid material to the IDP camp as soon as possible.2. FWB needs to hire day laborers to assist organization of the food distribution.3. IDPs will accept and receive the food aid only once they perceive the aid and the environment of distribution of food as safe.4. Local guards cannot participate in the food distribution process, but they can fully monitor the process at each distribution site. This is because they have visible links with the armed group.5. FWB is ready to include families of the local guards in the program. They would receive food rations if they are food insecure.



Elaborate a public statement about the situation, the activities of FWB, and the negotiation

Elements of communication	Description
<p>WHO are you? What values define your organization as a humanitarian organization?</p> <p>WHY does your organization want to operate in this context?</p>	<p style="text-align: center;"><u>CORE MISSION</u></p> <p>The mission and identity of FWB are predicated on several elements:</p> <ul style="list-style-type: none">• FWB is an international humanitarian organization. It operates based on principles of independence, impartiality, and neutrality.• FWB delivers food assistance to populations in need in emergencies, including in conflict-affected contexts.• The organization has distributed food to the population during the past crises in the country: in the aftermaths of the earthquake in 2007 and in 2015-2016 during and in the aftermaths of the civil war.
<p>HOW does your organization operate? What are the specific methods?</p>	<p style="text-align: center;"><u>HOW YOU WORK</u></p> <ul style="list-style-type: none">• FWB follows professionally recognized standards and protocols for delivering aid.• It does not affiliate itself with or take sides with any of the parties to the conflict.• It follows specific SOPs to ensure that aid is delivered to the target beneficiaries.• FWB engages day laborers from the community in the distribution of the aid and pays compensations for their work.• FWB collaborates with community leaders for the organization of the food distribution.



Elements of communication	Description
<p>WHAT does your organization want out of this negotiation? What is its starting position? How does it want to communicate this position?</p>	<p style="text-align: center;"><u>ABOUT THE NEGOTIATION PROCESS</u></p> <ul style="list-style-type: none">• FWB wishes full access to the affected IDP population in the camp.• FWB will distribute food aid as soon as possible.• Presence or control by the military during the food distribution cannot be accepted by FWB.• All food rations are distributed only to the affected IDP population based on their nutritional needs.• FWB engages members of the local community to assist FWB's work in the IDP camp.



Tool 16: External Communication Around the Negotiation Process (continued)

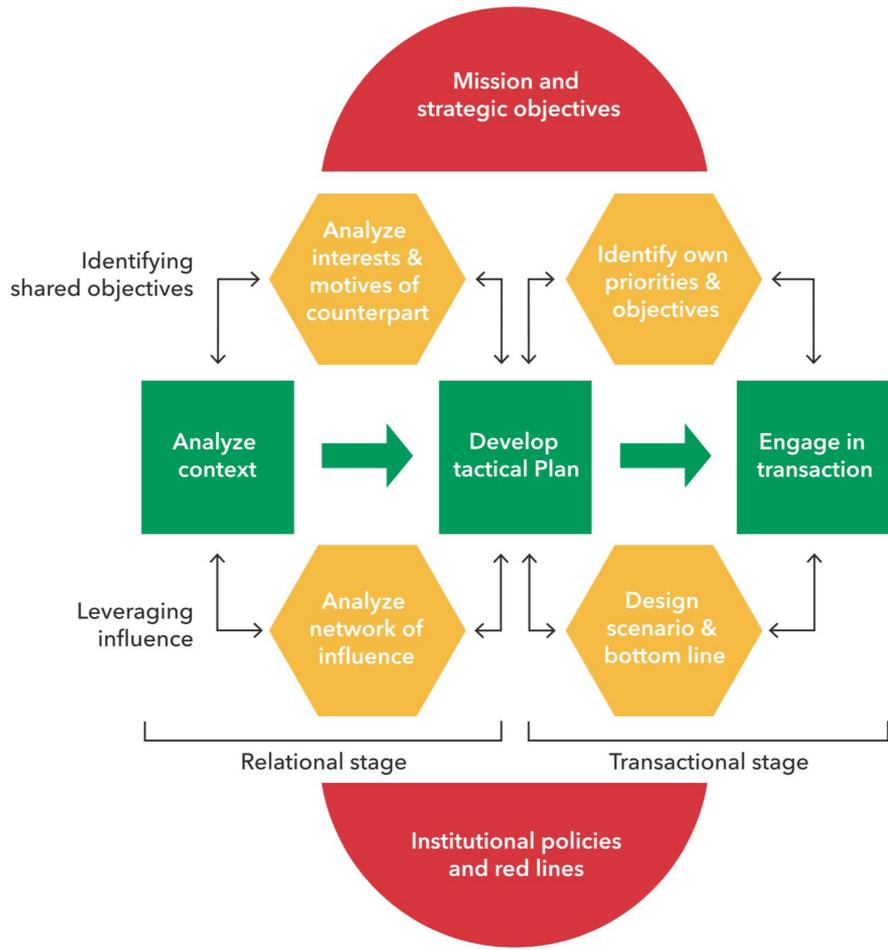


Expected demand for information	LOW	MID	HIGH	Agreed Response and Distribution of Responsibilities
Level of attention locally			X	Local team to brief local media weekly on the efforts of FWB under the guidance of the lead negotiator - Field Coordinator.
Level of attention nationally		X		Field Coordinator and/or Country Director (to be mutually arranged) to maintain links to media and government on activities of FWB.
Level of attention internationally	X			COM Department to maintain reactive line on activities of FWB in consultation with the Country Director.
Level of attention from donors and other international actors		X		Senior management to brief donors and other senior managers on the development of the situation in Country A, in consultation with the Country Director.
Levels of attention of other stakeholders (including local medics, community leaders)			X	The Field Coordinator to regularly brief staff, camp authorities, and community leaders on the organization of the food distribution.



Planning the Negotiation Process

Navigate the planning of the negotiation process. Simply click on the module that you would like to explore in the Naivasha Grid on the right-hand side.





3 | The negotiator's mandator

Considering Institutional Policies and Red Lines

Tool 17: Identification of Red Lines



IDENTIFY THE LEGAL RED LINES OF THE NEGOTIATION

Sources of red lines	Institutional policy	Red lines of the mandate
Customary	Assistance to victims of violence must be organized in safe spaces. Principle of “do no harm.”	Building on customary norms, FWB will reject the demand of local guards taking care of the food distribution to the IDP population. The IDPs are fleeing violence that has been caused by the armed groups of which the local guards are members.
National laws	Labor law guarantees employers a right to hire employees through open recruitment processes.	Building on existing laws, FWB will not accept the demand for hiring ONLY local guards for the organization of the food distribution.
International law	The principle of neutrality of humanitarian actors.	Building on the principle of neutrality, FWB will not accept providing direct assistance to or involvement of armed persons in the humanitarian action.



IDENTIFY THE INSTITUTIONAL RED LINES

Sources of red lines	Institutional policy	Red lines of the mandate
Humanitarian principles	<p>Humanity: Everyone shall be treated humanely and equally in all circumstances by saving lives and alleviating suffering, while ensuring respect for the individual.</p> <p>Impartiality: Those most in need, lifesaving cases, should receive assistance first. A person's political, social, or economic affiliations do not serve any basis for receiving the care.</p> <p>Neutrality: FWB needs to ensure that it is not perceived as taking sides with any parties of the conflict.</p> <p>Independence: FWB acts and decides based on its principles and policies, and does not take orders from others.</p>	<p>The safety, dignity, and lives of the IDP population are at the core of the mission.</p> <p>FWB resources and expertise should be directed to responding only to the nutritional needs of the population in need.</p> <p>FWB must avoid taking sides with any of the parties to the conflict.</p> <p>FWB cannot accept interference of the military in its operational decisions.</p> <p>The negotiator must be able to strike the right balance between acceptable and unacceptable compromises for FWB in this given context. He/she must consult with the Country Director and the support team when in doubt.</p>
"Do no harm"	FWB is committed to avoiding or minimizing any adverse effects of this negotiation on the IDP population.	The FWB negotiator must be well aware of the dynamics and the perceptions of the sides amongst themselves (e.g., the IDP population and the camp authorities, local guards).



IDENTIFY PROFESSIONAL RED LINES

Sources of red lines	Institutional policy	Red lines of the mandate
Security protocol	FWB is committed to ensuring safety and security of its staff.	The FWB negotiator should avoid discussing details of the security protocol with the counterpart; however, he/she needs to consult the protocol regularly, in particular, regarding the presence of the armed persons in the operational sites.
Professional standards of the domain of intervention	FWB is a humanitarian organization that focuses on food assistance. Its work is based on recognized nutritional guidelines. Its protocols are regularly reviewed by relevant professionals.	The food rations must be distributed to the families that meet the criteria (i.e., are food insecure).
Professional aid standards	FWB follows guidelines and SOPs in planning and organization of the food distributions. Roles and responsibilities are assigned to appropriate staff.	FWB staff, including the day laborers, perform specific roles and responsibilities in the process of food distribution. FWB does not hire staff in a random manner.
Professional negotiation standards	FWB negotiators must have the required experience to lead complex negotiations and ensure the proper protocols.	Aggressive and demanding tone by the counterpart can be expected in the given context. The FWB negotiator must remain patient and focus on the object of the negotiation.



IDENTIFY MORAL AND ETHICAL RED LINES

Sources of red lines	Institutional policy	Red lines of the mandate
Solidarity with families of the local guards	FWB provides its assistance to the populations in need.	FWB can consider providing food assistance to the families of guards who are food insecure. In case any of the families do not meet this criterion, the negotiator needs to consult with the Country Director as well as with his/her support team.
Respect to the camp authorities	FWB does not question the authority of the camp authorities over the IDP camp.	FWB recognizes the role of the camp authorities in managing the IDP camp. The negotiator must have the capacity to judge the impact FWB operations can or cannot have on the camp management.

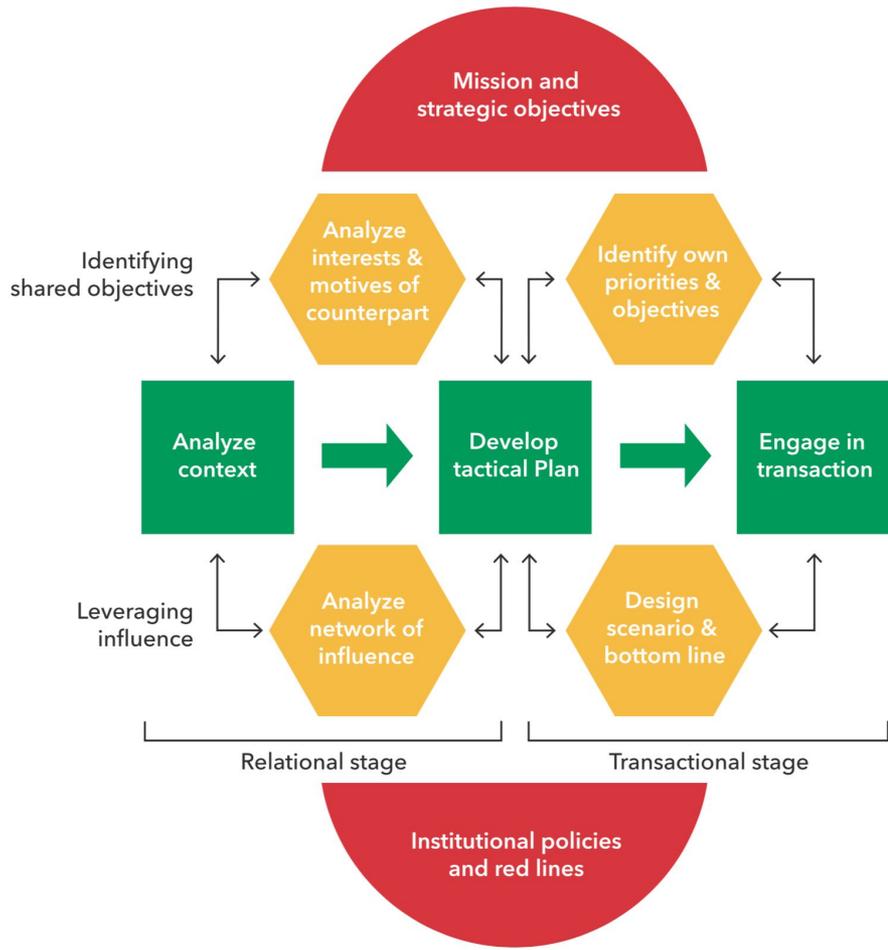


	COUNTERPARTS AND STAKEHOLDERS			
ISSUES BEING NEGOTIATED	Camp authorities	Local guards	Camp Commander	IDP population
FWB presence and operations in the IDP camp	Authorize full access.	Accept the decision of camp authorities.	Agree to authorize access to FWB.	Participate in the food distribution.
The local guards can monitor the food distribution process	Agree and inform the local guards.	<ul style="list-style-type: none">- Not interfere with operations.- Maintain contact with FWB focal person.	Agree and authorize camp authorities to proceed.	Receive messages about the food distribution.
Families of the local guards can receive food rations	Agree and inform the local guards.	Family member who is not with the military will be the beneficiary.	Agree and authorize camp authorities to proceed.	Receive messages about the food distribution.



Planning the Negotiation Process

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About the author

Darikha Erketaeva is a thematic consultant at the CCHN. She was Head of the Syria Mission with MSF until August 2019. Darikha has 10 years of experience in humanitarian action in Africa, Middle East and Central Asia and has worked with MSF, the UN and Danish Church Aid. She has negotiated for access, delivery of aid and security of teams and beneficiaries with actors in humanitarian settings.

