Centre of Competence on Humanitarian Negotiation - CCHN -

Enhancing professional exchanges and peer learning among frontline humanitarian negotiators

A Strategic Partnership between

- WFP
- UNHCR
- Médecins Sans Frontières
- ICRC
What is humanitarian negotiation?

Set of interactions between a humanitarian organisation and - state or non-state – actors, both civilian and military, aimed at
• Establishing organisation in humanitarian setting
• Ensuring access to vulnerable groups
• Providing assistance and protection to affected populations

Relational component => trust building
Transaction component => agreeing on terms and logistics of humanitarian operations
A negotiation is long term process!
The ethos of the negotiator

Negotiation in the humanitarian world is a new concept
• We discuss, we explain, we coordinate => but do we negotiate?
• Sense of entitlement => you have to give me access because our organisation is mandated to assist a particular group

Even though some principles may be non-negotiable, we negotiate compromises to implement operations every day
• In a negotiation both parties have to compromise, otherwise it is not a negotiation
The dilemma

Advocating for our own humanitarian organisation's objectives and principles;

vs.

Building a trusted relationship with the counterpart while exploring areas of consensus or compromises on values, methods and positions.
“Out beyond ideas of wrongdoing and rightdoing, there is a field. I’ll meet you there.”

- Jalāl ad-Dīn Muhammad Rūmī, Persian Poet and Sufi Mystic
What we do

Capture & Analysis of Practice
Development of Tools & Methods
Sharing of Negotiation Experience
Advisory Support
A global community of practice

- The CCHN develops a global community of humanitarian professionals engaged in frontline negotiations.
- More than 4000 field practitioners involved in CCHN activities since 2016.
Planning a Negotiation

The Naivasha Grid
## Building trust

<table>
<thead>
<tr>
<th>CONTESTED FACTS</th>
<th>AGREED FACTS</th>
<th>CONVERGENT NORMS</th>
<th>DIVERGENT NORMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points to be <em>clarified</em> with factual evidence</td>
<td>Points of agreement to <em>start the dialogue</em></td>
<td>Points to be underlined as <em>convergent values</em></td>
<td>Points of divergence on norms to be <em>negotiated</em></td>
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**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.
Fact

• Observable element considered by the observer to be true; things known to have happened or assertions based on personal experience
• Something you can investigate, touch, feel, count, see, provide physical evidence
• Facts do not have to be true, but they can usually be proven
Norm

• Ways of behaving that are considered normal in a particular culture or society, or a desired behavior that a group of people believe in.

• Indicator: SHOULD
What do YOU see?
Case Study
Scenario

**Your Organization:** Health for All  
**Your Counterparts:** Community leaders who do not want you to implement a Cholera response  
**Your Mission:** Get access to the local communities to implement a full-fledged Cholera response (treatment, vaccination, burial, WASH...)

![Image of healthcare workers in protective gear]
### ISLAND OF AGREEMENTS

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<tr>
<td>Cholera does not exist. It has been brought by the humanitarians.</td>
<td>35 people have died over a short period of time</td>
<td>Further death needs to be prevented</td>
<td>Traditional healers should be dealing with the response</td>
</tr>
<tr>
<td>Humanitarian actors steal organs and kill people in the isolation centers</td>
<td>Humanitarian actors coordinate with MoH in the response</td>
<td>Local norms and customs should be respected</td>
<td>The prevention of Cholera is more important than local customs</td>
</tr>
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<td>Hum. Actors support the government to prevent elections</td>
<td>Attacks on humanitarian actors are increasing</td>
<td>The local population should be included in the response</td>
<td>Local leaders have a responsibility to support humanitarian actors</td>
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<tr>
<td>Traditional medicine can cure Cholera</td>
<td></td>
<td></td>
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Peer exchange

**TASK:** One person per table, share your own negotiation story

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<tr>
<td>1</td>
<td>Identity of counterpart</td>
</tr>
<tr>
<td>2</td>
<td>Negotiation objective, and your counterpart’s position?</td>
</tr>
<tr>
<td>3</td>
<td>Identify Facts? Identify Norms?</td>
</tr>
<tr>
<td>4</td>
<td>What is your island of agreement? What will you discuss there?</td>
</tr>
<tr>
<td>5</td>
<td>How will you design your intervention to address divergent norms and contested facts?</td>
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Learn from Experience.
Shape a Global Community.

Contact

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