1. Training Material

1.1 Situational Analysis

This chapter intends to guide you through a situation of conflict. However it is possible to work together with a professional trainer to implement this methodology in a successful way.

Useful questions in the different stages of situation analysis:

Problem:

- What problem do I/we think, feel or suspect I/we have?
- What is my/our situation at the moment?
- When and for whom is a situation a problem and why?
- Always remember, only people see or have "problems". The quasi-objective "problem" per se does not exist!
- Describe the problems or conflicts in a few sentences.

Facts:

To arrive at the facts one must "perceive" and "examine" the situation. In doing so it becomes apparent:

- What is or has become objective – things, resources, dates, figures, sequences of events, habits, rules, structures and so forth.
- What is or has become subjective– information (even if incomplete), opinions (even if erroneous), feelings, relationships, etc. of the people concerned by the situation in question. These are facts, in that they create external facts.

This provides a clear picture, a kind of landscape, a whole (at least for the time being).
What is to be included in this picture? Only what seems relevant to the problem posed.

Evaluate the various dimensions of the conflicts under consideration.

Useful questions:

- Who are the people involved?
- How are they connected to one another?
- Which persons play a central role in the conflict?
- What positions do the spokespersons in your own group have?
- Is the conflict "hot" or "cold"?

Background information:

To obtain background information, the situation has to be analysed, asking questions like:

- What is this picture conveying, what is it expressing?
- What is typical or odd in this situation, organisation, project, etc.?
- Why did this occur or how did the situation come to be like this?
- What was decided or what arrangements were made in the past that led to this?

Useful questions:

- What (different) guiding principles are recognisable here?
- What can be seen here as giving a better understanding of the conflict (mottos, it is based on the principle ....)?
- Wherein might lie the key to solving the conflict? What about what the parties to the conflict might want?

Diagnosis:

To arrive at a diagnosis, one must have an overall view of the situation.

This means a comprehensive picture of the facts, interrelationships and background information that will be needed to make a decision. But it also means having a clear view of the fundamental problem and related secondary problems and symptoms. These have to be identified in order to find solutions.
To diagnose the situation it is important to "understand" it, not just give it a name!

Forming a judgement:

With the diagnosis, we – the decision makers – are again on the border between the outer world and the inner world. In our capacity as decision makers, we have observed and examined the situation as spectator and taken a bird's-eye view.

- What do we think about the picture we have come up with, how do we feel about this as people?
- Did the diagnosis confirm our assumptions or surprise us?
- Are we disappointed or relieved?
- If it emerges from the diagnosis that more decisions or measures need to be taken, which are to be given priority?

- What alternatives do we have to choose from?

Here, when we talk about "forming a judgement", we particularly mean: forming "value judgements". In other cases, the word "judgement" can mean:

- What I find and observe or
- What it means to me, how I experience it,
- The feelings it produces in me, the value it has for me or
- What is to be done, what I want to change?

Principles/aims:

Decision-making begins with the question: on what model, on what principles and aims do we want to base this decision?

Alternatives:

The search to come up with alternatives can proceed as follows:

- Articulation, compilation and noting down of the possible alternatives, without any discussion or assessment of these.
- Examination of each alternative in relation to the principles and aims.
- For the remaining alternatives, detailed discussion of their possible consequences.
- One cannot go beyond the facts or principles and it is within these limits that one finds the alternatives whose pros and cons have to be weighed.

Consequences:

The decision-making process really consists of constantly going back and forth between alternatives, principles and consequences, as can be the case with the situation analysis where the problem, facts and background information are examined.
This is the answer to the diagnosis!

Critical situation:
What are the personal consequences of this and "who" is affected?

Reaching a decision:

It is now time to conclude the decision-making process, meaning that something has to be "decided".
How the situation should be in the future, ie. what should be decided, has to be stated and put down in writing.

The "conclusion" needs to be explained, with answers to the following questions:

- What alternatives were considered and on the basis of what principles and consequences was the decision reached (this is important for the persons concerned who were not involved in the decision making)?
- What diagnosis emerged from the situation analysis and on the basis of what facts and background information?
- What were the circumstances surrounding the decision and what questions were asked to arrive at such a conclusion.

Vogelauer, *edited by Sedat Cakir*

1.2 Group Building

It is in the nature of any voluntary organisation, that it brings together a number of disparate individuals who have certain features, beliefs or aims in common. Experience has shown that organisations which are strong, effective and sustainable over time, share certain common characteristics and command loyalty and respect both from within their own membership and from other agencies they come into contact with. Of course an organisation that is concerned, for example, with campaigning, must devote the bulk of its efforts to campaigning activities. At the same time it is important to recognise that the organisation itself needs time, dedication and commitment if it is to develop and grow. Building a strong group and group identity is a key activity for any organisation. This chapter looks at some features of this "Group Building" process:

The essential elements that should be present in group building are:

- Common values and aims
- Participation
- Flow of information
- Structure
- Appreciation of human relations
- Action plan
- Communications
- Financial support

Common values and aims

The statutes (or constitution) of an organisation refer to the common needs and values that bring the members together. The values refer to beliefs, whereas aims are what the group would like to achieve in relation to its values and principles. For example, if the upgrading and promotion of human rights is the aim of an organisation, it would not be acceptable that the human rights of its members or of the people working for it are not respected. This would contradict the values and even the very raison d'être of the organisation. Nor it is acceptable for a member of an organisation combating racism to have racist attitudes.

These are issues we keep working on, because the way they are perceived by each person is different. This is the reason why statutes are necessary as a common agreement, which can be amended at a later stage, if, of course, the members agree.

Participation

The participation of members is the power of the team.

We all participate in our own special way. Voluntary work in an organisation shows actively that we support its principles and aims.

The organisation unites people with, on the one hand, common aims, but with different personalities and abilities, as well as different social and personal status, on the other. To ensure maximum participation, any organisation must be inclusive and must remove barriers to participation. (There are many potential barriers including language, meeting times and places, accessibility etc.)

There are people with many answers and people with many questions. Everybody is needed.

Everybody can elect and be elected.

Everybody must know the options available in order to decide. Everyone must be welcomed and respected.

The better the participation of the members, the stronger the organisation.

Information

Good participation also requires a good flow of information.

Being informed is not just finding out about things: it is linked to the principles and aims of the organisation.

Certain members are often responsible for the flow of information (people in elected positions usually carry a certain responsibility in relation to the dissemination of information). They may also be responsible for giving information about the organisation, its aims and its function to outside bodies and for representing members. An organisation is more successful when it finds more and improved sources of information. It is important that both information received and information given out is accurate. Members have a responsibility to check the accuracy of information and to ensure that information received comes from reliable sources. If information is to be used as supporting evidence in a debate for example, that information should be supported by documentary evidence where possible.

Where an organisation employs professional staff, those staff must be clear about their responsibilities in relation to the dissemination of information and its accuracy.

Elected members especially, have a responsibility to keep themselves informed and in turn, keep members informed.

Structure

The structure of an organisation is specified in its statutes as well as its internal regulations. In this way, every member is aware of his / her possibilities and limits and his / her place within the organisation.

Those employed, whether on a paid or voluntary basis, usually have strong motives and satisfaction from what they are doing, yet they have low income and restriction of their own personal time. Good structure makes an organisation not only more effective, but also more just.

Good structure means that the limits of each person's responsibilities are recognised by everybody.

Human relations

Human relations are not to be considered as a matter of luck. They depend on the principles, the structure and the possibilities for training available.

In each team there are small or bigger differences and conflicts. This brings dialogue and progress, but distress as well.

By paying attention to human relations we improve communication, flexibility of actions, degree of participation and the external image of the organisation.

Today, there are specific training programmes, such as "Team Building" training, which aim to empower the team and the skills and abilities of individual members. By emphasizing the importance of the team approach, individuals are given added motivation and unity of purpose.

Action plan

An Action Plan is a tool designed to ensure that policy decisions are translated into concrete actions. Obviously, an Action Plan will take account of the social and political environment as well as the opportunities for intervention and the resources available to or required by the organisation. An Action Plan will normally describe a sequence of events or actions, which flow from one stage or step to the next. The Action Plan will inform and will make clear the possibilities for members to become involved in its delivery at appropriate stages. This should lead to timely participation and co-operation.

An Action Plan may consist of:

- Gathering information
- Agreeing priorities
- Assessing cost implications (Budget)
- Election of representatives/participants
- Communication with supporting agents
- A timetable and target dates by which specific stages should be realized

As Action planning has become accepted as a useful tool for ensuring effective working, training and publications specifically on methods of Action Planning are becoming widely available.

Communications

Good communication policy and practice are essential in any organisation, which is concerned with campaigning and with representing its membership. Good communications are essential to ensure accountability. A good communication policy will ensure that information is disseminated systematically and on schedule. Of course, there will inevitably be a cost in terms of resources. Activities that invite media participation greatly help the communication of ideas and campaigning.

Contributors to improved communications are:

- Experts
- Networks
- Institutions e.g. local administration, watches, ministry secretariats, the media, and universities.
- Use of technology
- Training and adoption of a written Communications Policy

Financing

In relation to group building, it is important that the finances of an organisation are open and transparent and not kept secret from the membership.

There is a separate chapter in this publication on fundraising. Obviously the finances available to an organisation will determine the extent of its activities. There is also likelihood that the nature of an organisation may change depending on the extent to which an organisation is based on professional or voluntary work to put its program into practice.

Usually, sponsors prefer professional work, because they have better accounts and measurable results. However, some organisations feel that the principles of autonomy and solidarity are endangered when they follow programs that are finance led and when they turn to professional cooperation. In other words, it is as if dependencies restrictive to political choices are created. Yet, it is necessary to achieve a balance when an organisation is growing. A solution to this problem for small organisations (often producing the most pioneering work) is networks of similar organisations, which, all together, hire and share professional executives.

The kind and the type of working relationship (voluntary and professional) affects the nature, the size and the effectiveness of the organisation and it is a political choice, which must at times be re-examined. It is important also, from the point of view of group building, that staff and volunteers see themselves as part of the same team and are working together with common aims. (How often have small organisations found themselves in trouble due to a crisis between staff and members?)

Finally, it is a problem for an organisation to accept money from sponsoring agents and businesses that are directly opposed in words or actions to its aims. E.g. it is a problem for an organisation fighting for health to be sponsored by the tobacco industry, which, in this way, is seeking advertising.

The way an organisation handles its finances is often seen as an indicator of its professionalism, its honesty and its integrity. It is important that organisations, which are democratically accountable according to their constitutions or statutes, are accountable for their finances. It is advisable, even in a small voluntary group with minimal outgoings, to produce clear annual finance statements, accounting for income and expenditure. With larger groups and larger sums of money, it is worth the effort of carrying out professional bookkeeping. (It may be that among the membership there are people with the necessary skills who can be prevailed upon to volunteer their services.) For more guidance on this, please refer to the chapter on Financial Management.

Niki Roubani, ENOW

1.3 Creating the Group Environment

Working in a Multi-Cultural and Multi-Racial Sector and Team: Good Practice Guidelines

Mission

Promoting the development of a truly internationalist and multi-cultural 'organisational culture'. To create an environment where all forms of discrimination, stereotypical attitudes and patronising behaviour, conscious or unconscious, are eliminated so that all within the organisation feel that interpersonal relations are conducted on the basis of genuine equality and respect.

Good Practice Guidelines

1. A welcoming approach to new members.

2. An inclusive team culture.

3. A team culture which positively welcomes diversity and difference.

4. A broad understanding of other cultures and beliefs.

5. An understanding of cross cultural communication issues.

6. Mutual respect.

7. Sensitivity to racial and cultural issues.

8. An in-depth understanding of gender and racial equality issues, age and class discrimination and homophobia.

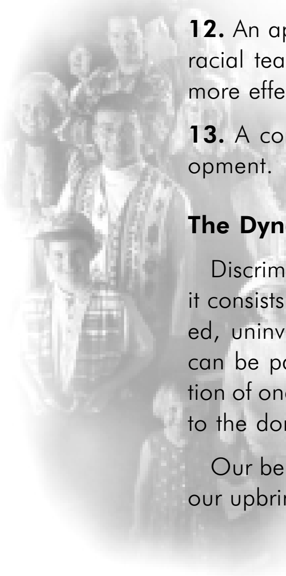
9. A commitment to challenging stereotypical attitudes and patronising behaviour.

10. A commitment to challenging discrimination and exclusion on both personal as well as professional levels.

11. An understanding of the dynamics of minority exclusion on both an individual and a group level.

12. An appreciation that a multi-cultural and multi-racial team will enhance the team's ability to work more effectively in the field of minority exclusion.

13. A commitment to change and personal development.



The Dynamics of discrimination

Discrimination or harassment is difficult to define: it consists of a range of behaviour, which is unwanted, uninvited and often repeated and intrusive. It can be part of an expression or power or domination of one group over another, perceived as a threat to the dominant group's power.

Our beliefs, attitudes and behaviour are rooted in our upbringing and history. Discrimination and prejudice can be very subtle and even unconscious. It can manifest itself in any of the following ways:

- Stereotyping – making assumptions about someone's ability or behaviour based on ones own prejudice or fears.
- Making assumptions about someone before getting to know them.
- Ethno centrism- the view of things in which one's own group is the centre of everything.
- In-group belonging and out-group exclusion.
- Seeing someone as having less worth due to race, gender, culture, age or religion.
- Consciously or unconsciously undermining someone due to race, gender, culture, age or religion.
- Showing that one is not wanted through attitude and body language.
- Institutional racism -Creating formal or informal structures which discriminate or exclude others who are different.
- Ignoring the impact of one's behaviour on the feelings of another person.
- Mono-culturalism – Refusal to adapt or change to include someone from another culture.
- Being confrontational or uncooperative.
- Setting someone up to fail, to reinforce ones prejudice.

Ground Rules for Meetings

1. Confidentiality – parts of the meeting can remain confidential

2. Start with a clean slate; avoid bringing old baggage to the meeting.

3. All team members must have equal space at team meetings. No one person should dominate or monopolise the meeting.

4. Remember that by speaking too much, you are depriving another member of the team from having a say. Listening is also a very important communication skill.

5. All team members must feel free to express their views.

6. Be positive and constructive. The aim is to find solutions and not to dwell on problems.

7. If you disagree with someone's views, focus on the point that you disagree with. Challenge the issue or point in question and not the person.

8. Where possible interventions should be brief and to the point. Avoid repetition.

9. Mutual support is an important function of the team meeting.

10. The chair and minute taker can be rotated in order to be more inclusive.

11. One aim of the team meeting is to pull together all the different skills, knowledge and expertise within the team to achieve the team's aims and objectives.

12. Another aim of the team meeting is to create a happy, highly motivated team where everyone feels included, valued and respected. All actions, which undermine this aim, should be avoided.

Krishna Maharaj, MRG

1.4 Towards working with conflict constructively

Understanding conflict

Most broadly understood, conflict occurs when two or more 'parties' (individuals or groups) have – or believe they have – incompatible goals and this shapes their attitudes and behaviours toward each other. The potential for conflict exists in all levels of human social life: between individuals, between groups, and between institutions, states or societies. Many people think of conflict as inherently negative. But conflict can reveal underlying problems that need to be addressed to keep the system of relationships dynamic and strong. Sometimes people respond to conflict by seeking to avoid it, to suppress it or by the use of violence against those they see as creating the problem. Yet it is possible to work with conflict in a way that enables people to address the causes and to repair relationships that have been weakened by anger, fear or even hatred generated by conflict. The way you respond to conflict makes the difference between it becoming a force for destruction or being a catalyst for constructive change.

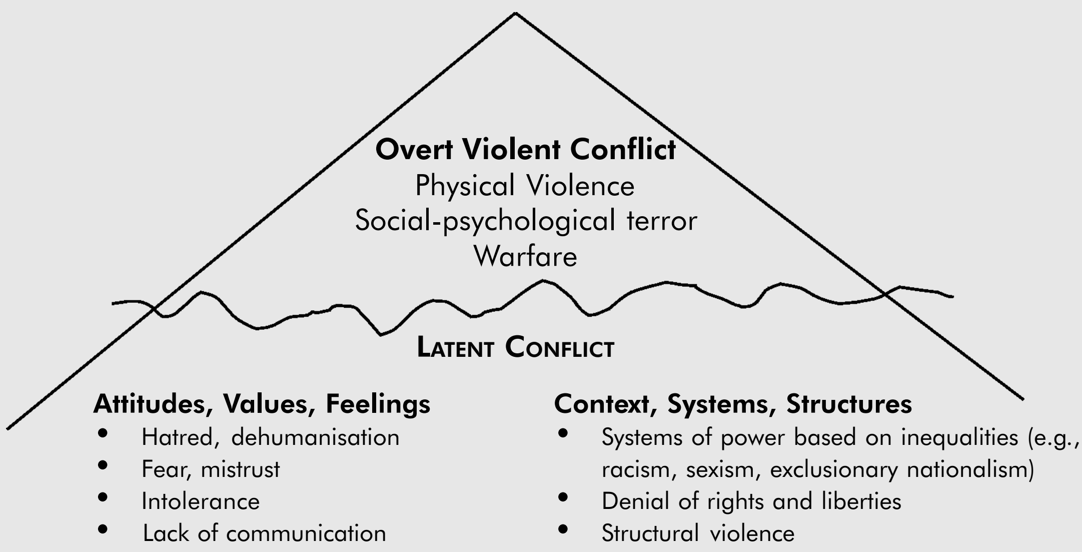
Not all conflicts are the same. It can help to understand the nature of the situation in order to develop strategies to address it.

- One level can be called '**arguments**'. These occur when parties have similar interests and goals but disagree over the means of achieving them. (For example, they agree that there should be training on their equal opportunities policy but disagree over how to organise it). This type of situation can often be effectively managed through problem solving and improved communication.
- Another level can be referred to as '**disputes**'. These are situations where the parties have incompatible interests and goals. Yet because they can be framed as issues of gain or loss, they can be negotiated. (For example, a group representing people with physical disabilities demands that all public transport is fully accessible and the government claims it will be too expensive; they then negotiate an agreement for increasing accessible routes over ten years.)
- Another level can be seen as **deep-rooted conflict**. These involve the basic human needs – such as for survival, security, recognition, and identity – of one or more of the parties and the perception that the others threaten these needs. (For example, the government refuses to recognise a group's language as a language of the country.) For the conflict to be resolved, these needs must be fulfilled. Such needs cannot be traded away, however parties can negotiate over how these needs will be satisfied (such as bi-lingual language teaching in schools).

Not all conflicts are visible to those not effected by them. Sometimes the conditions that create conflict are deeply structured into a system of relationships, yet this conflict is not overtly expressed. In other words, it is **latent conflict.**

A triggering event can occur that brings the situation to the surface – sometimes through outbursts of violence. Even if people are not mobilized to act on it, latent conflict typically exists when there is systematic inequality and injustice, sometimes referred to

Expressed versus Latent Conflikt: The 'Iceberg'



Drawn from Johan Galtung

as 'structural violence'. **Conflict transformation** involves addressing these wider social and political sources of conflict – typically by activists who bring the conflict to the surface peacefully so that it can be addressed in a constructive way.[1]

Conflict relationships and dynamics

When confronted with a conflict situation, good analysis of what it is about is a crucial starting point for developing strategies for transformation. There are three main dimensions of a conflict relationship:

- **Issues:** These are the key topics – sometimes called 'grievances' – that are of concern to those involved (e.g., employment discrimination or access to health care). Sometimes they are obvious and are expressed clearly by the parties. Sometimes they are hidden – either because one of the parties has not analysed its own needs (often the case when conflict is latent), they have become stuck in struggling over issues that do not really matter to them, or because they feel too vulnerable to reveal their most important concerns. Sometimes one party will try to deny the legitimacy of the other's concerns and refuse to discuss it. For a conflict to be resolved, however, the most important issues must be addressed.
- **Attitudes**: these are the feelings, beliefs, and perceptions about both one's own group and about the other group(s) that shape the conflict. (For example: we are virtuous and hardworking; they are lazy and expect handouts.) These attitudes can be barriers to good communication and to working with conflict constructively.
- **Behaviours**: these are the ways people act in a conflict situation. For example, some choose to avoid contact and perhaps diminish opportunities for communication and improved awareness. Others may choose to respond with physical violence, often with the result that the conflict escalates and becomes increasingly destructive. Some may choose the path of fighting a legal battle, even though it may be costly and can further antagonistic attitudes. Still others may choose to engage in face-to-face meetings so as to seek mutually satisfying solutions.

A first step is to analyse what you understand are the mix of issues, attitudes, and behaviours used by each party and form a 'map' of the areas that will need to be addressed in the conflict. A powerful tool is to invite representatives of each of the conflicting groups to map both their own and the others'. Comparing these understandings can reveal misperceptions as well as areas that are shared or could be complementary. It is also useful to remember that these elements of a conflict relationship can shift over time as circumstances change and the experience of conflict itself generates new factors. In these circumstances, it can help to generate a 'historical map' of the conflict relationship.

Because the sources of conflict tend to involve both **conflicted interests** and **problematic relationships**, processes that address both of these dimensions tend to have more success in fostering lasting improvement. Thus rebuilding trust based on mutual awareness and good communication can be as important as negotiating agreements on issue-based goals.

Another important consideration is how the **dynamics of power** operate in the relationship. Power imbalances often shape parties perception of options for working with conflict – particularly when one party has been able to impose its goals on the other through the use of 'coercive power'. Yet there are many sources of power and mobilising these can help to ensure that the dominant party takes the concerns of the others seriously. Self-organisation, knowledge and strategic action are essential here. Perception of the group's legitimacy or moral authority can strengthen them, as can alliances with others. These can be combined with the use of constructive problem-solving to create 'persuasive power' and thereby have considerable influence in a conflict situation.

Understanding and communication

When you are in a conflict relationship, it can be very helpful to develop '**analytic empathy'** or an understanding of how the situation looks from their point of view. This does not imply sympathy or agreement with their position. Rather it is the insight that facilitates the development of **integrated solutions** that address everyone's main concerns. With an open mind, analytic empathy can be developed by learning everything you can about the others, Then filter this information through an appreciation of their cultural context and other situational factors and analyse how this impacts on their issues, attitudes and behaviours. Because people commonly misperceive each other in conflict situations, try to learn what misperceptions they may have about you and your motivations. Try also to understand how you might be rationalising your own conflict attitudes and

1 Although discrimination can be triggered by misperceptions or miscommunication, it is often evidence of latent conflict. In these cases it can be constructive to surface the conflict by mobilising for change through peaceful means. The PEER project is about providing anti-discrimination activists tools for self-empowerment so as to be more effective in working with others to address these conflicts through changing policies and practices.

behaviour by fostering misperceptions of them. Ask yourself: 'how would I feel and what would I do if I was in their situation?'

Analytic empathy can help to prepare you for **effective communication** – an essential feature of working with conflict constructively. This can occur when you elicit information through insightful questions, actively listen to the responses, demonstrate that you have heard them by acknowledging their concerns and recognise the legitimacy of their perspective (even if you indicate you do not share it for other reasons). When people are assured that you have heard them and understand their concerns, they are often more willing to listen to your perspective. Communication patterns vary across cultures and other social divides and you will need to be sensitive to these patterns. Nevertheless, genuine concern and interest in the other, when respectfully conveyed, can often transcend differences. All these can shape the foundations for opening up relationships and shared problem-solving to transform the conflict.

Catherine Barnes

1.5 Basics about the European Union (EU) structure

This chapter will highlight some relevant information in connection with anti racism work and migration. Since the EU is a very complex system this information does not giving a full picture. For further information please consult the websites given below.

Through the structure of the European Union, autonomous decision-making at national government level is getting reduced. More and more issues, which are relevant in all EU member countries are prepared, negotiated and decided on at EU level. Legislative instruments are of different nature, including soft law (for example resolutions and 'common actions'), directly applicable decisions (Regulations) and community laws that need, to be implemented, a transposition in national legislation.
(http://europa.eu.int/eur-lex/en/about/pap/process_and_players2.html)

In order to be aware of the system and to be able to react on it in time and in the right way, the following information will give a selective snapshot of the system and the structures which are relevant to human rights work and, specifically, to topics like anti racism and migration.

The scope and responsibilities of the European Union are listed in the European Union Treaty and the amendments that were made at the Governmental Conference in Amsterdam 1998 (the so called Amsterdam Treaty). Anti discrimination falls within the scope of the EU as a result of the amendments made in Amsterdam. Migration issues are part of the European Union Treaty (under chapter: Title IV)

Various EU bodies have a role to play in the preparation, negotiation and adoption of EU legislative initiatives.
(http://www.europa.eu.int/inst-en.htm)

European Commission (EC):

The EC is the administrative arm of the EU and has an almost exclusive power of legislative initiative. The EC is divided in various Directorate Generals (DG) that have certain responsibilities. Anti racism issues are dealt with in the DG Employment and Social Affairs. Migration is within the scope of the DG Justice and Home Affairs.

Drafting legislative proposals to the Council and the Parliament is among the tasks of DGs. The EC is aware of its perceived isolation and tries to combat this by consulting with EU networks to get feedback from NGOs during the drafting process. It is worthwhile to identify the person in the EC who is working on the draft text to have a direct source of information.
(http://www.europa.eu.int/comm/role_en.htm)

European Parliament (EP):

According to the regulations given in the Treaties the drafts of the EC are presented at the relevant Committees of the EP. Generally the EP has only a consultative role and cannot propose initiatives on its own.

The relevant Committee decides on two or more members of the Parliament (MEP), so-called rapporteurs, to work on the draft directive and to consider comments and amendments based on the draft from the EC. Generally MEPs welcome support from NGOs. If you can identify the nominated MEPs working on a draft directive, which concerns you, you can try to support those MEPs in presenting proposals or amendments on the text.

The comments and amendments are discussed in the Committee and in a later stage voted upon by the EP.

The results of the negotiations are then presented to the Council of Ministers.
(http://www.europarl.eu.int/home/default_en.htm)

Council of Ministers (Council):

The members of the Council are the relevant national ministers. Ministers of Employment and Social Affairs adopt or refuse directives covering matters of employment and social affairs. Directives on agriculture are dealt by the ministers of agriculture, etc. According to the agreement in the Treaties, directives on social and migration matters need to be adopted unanimously by the ministers. This can make an adoption very difficult at times, since the support of all countries is needed. If this is not the case the directive will not be enforceable at national level. At this stage it is crucial to be aware of the position of the national governments. Lobbying might be needed to guarantee the support of all countries. In difficult circumstances the Council can refuse to adopt the directive and the EC will be asked again to present a new draft.

If everything goes well and the ministers adopt a directive, national governments have to implement that directive into national legislation within a certain period (3-5 years).
(http://ue.eu.int/en/summ.htm)

National governments: (They are not part of the EU structure but they have the responsibility to implement the adopted directives in national legislation.)

Directives only describe the minimum level of legislation. During the implementation process, national governments are free to increase the level of legal enforcement. This happens in some countries when existing legislation is already in place and covers the matter more effectively. If no legislation exists at national level, it is very unlikely that a government will voluntarily increase legal enforcement beyond that required by the Directive. Lobbying at national level during this period has produced worthwhile results when convincing arguments have been made.

Positive initiatives on anti-discrimination and migration issues have been and continue to be introduced at EU level. As mentioned in the text 'From Starting Line to Article 13' an impact can be made by NGOs and citizens of the EU to influence decision-making. NGOs need to be aware of the responsibilities and roles in order to be involved at the right time and place. EU initiatives are relevant at national level and positive changes might be lost if NGOs do not continue to lobby at the point where the initiatives are considered and the foundation are put in place.

General Information can be found at:
http://www.europa.eu.int/scadplus/leg/en/cig/g4000.htm
http://www.europa.eu.int/abc-en.htm

Vera Egenberger, ENAR

2. Training Skills

2.1 Drafting a Report

Report writing is a skill that improves with practice. A report normally has a specific purpose. It may be a progress report, which updates on activities and developments since a previous report. It may be an Annual Report, which of course outlines activities, successes, failures, and often finances over the previous year. It may be a report on a policy matter with recommendations to be adopted or rejected (it may present options, and the various advantages and disadvantages of each option).

No matter what its purpose, a business report (i.e. a report concerning the business of your organisation), will normally follow a set structure (similar to the structure outlined in the following section on public speaking). It will have an introduction of the subject matter, which may include the historical background, and the reason why the subject has come up for consideration (for example, there may have been a recent change in legislation, to which your organisation must respond). The introduction will usually include a summary of the contents of the report and of any recommendations.

The main or middle section of the report will contain the facts, the options and / or run through the debate the report addresses. If this is the case, it will give the main points in favour of the recommendations, it will outline supporting evidence, give a summary of the counter arguments and the factors which lead to the recommendations.

The final section of the report will give the conclusions and the recommendations. It will also give an outline of actions required to implement the recommendations if the report is agreed / adopted. (Even an Annual Report should be put to a meeting of members for acceptance.)

In a lot of cases your report will only be one of many reports being considered at a meeting. In that case, members often do not have the time (or inclination) to read through all the reports they receive before a meeting. If it follows the structure suggested above, members can quickly read the summary and the recommendations contained in the introduction. If they need more information, they can study the report in detail and they can pick up on the main points during discussion and debate. Members who support your recommendations, can use the main text of your report as supporting evidence to put forward the arguments in favour of your recommendations.

When drafting a report it is useful, as in public speaking, to concentrate on a few points that you will present clearly. Without some form of structure people can only read or listen to stories, not to reports. Present your main topics either by listing them, or by exposing them in bold letters. Everything should be organized under these headings, which act like the "backbone" of the presentation.

Your report may include examples and stories to illustrate your main points, but make sure it also includes

a) ***Why*** you are saying what you are saying
b) ***What*** you expect people ***to do*** with it.

There are many ways of drafting reports, but we usually separate them into those for internal use, amongst people who want to remember what has been discussed and done, and external use, for others to know what has happened.

Depending on what the purpose of the report is, you have to decide on the style (formal, informal) of the details included and on the distribution of it.

It is important to mention the people that expect to be mentioned, i.e. the key speakers of a seminar or workshop, the experts, the policy makers e.t.c. by their names, giving credit to their contributions.

If it is the report of a collective activity, the organizers and facilitators should be mentioned too, especially if the report is for external use.

Niki Roubani, ENOW

2.2 Using Information Technology

1. Which aims are to be achieved by which communicational means?

2. Where do modern technologies offer a chance to further those goals more effectively?

***3. Which new aims could be advanced with the help of a more advanced technical approach?*[2]**

Using Information

Whatever organisation or team you're working in, information is crucial to achieve your goals.

You need to gather and disseminate information within your organisation or community to explain and gather support for decisions and to initiate action to implement those decisions.

You need to disseminate information outside your organisation or community to advocate, network and fundraise.

Using and handling information will normally consist of identifying information required (and where it can be gathered from), and selecting information to be disseminated (and to whom). Human and technical resources are needed to do this and the way it is done will inform the organisation's Communication & Information Policy. Advances in technology have made the gathering and disseminating of information easier, in the sense that information can usually be more easily accessed and more effectively distributed. At the same time it has also become more complex due to the need for software, hardware and the technical know how to use it. (The cost of IT is another factor to be considered.) In this section we want to look at how the use of IT can help an organisation fulfil its aims more effectively, and in particular, handle information more effectively.

1. Using information. A checklist[3]

- Identify what information you require - regularly consider the kind of information you are going to need.
- Regularly review your sources of information.
- Establish, maintain and develop contacts with people who can provide you with useful information.
- Seek out all relevant information.
- Try alternative ways of getting information and make sure information arrives in time.
- Review on a regular basis your methods of obtaining information.
- Get and give clear information. Give it in a suitable form to aid decision making - use summaries, diagrams and recommendations to help decision making.
- Record information accurately and in appropriate detail - the level of detail depends on how significant it is and how you anticipate using it.
- Make sure your information is current, relevant and accurate.
- Think about your audience - put yourself in your audience's position. Think what information they need, and present it in a manner, and at a level and pace which is appropriate.

Using Information Technology (IT)

"I had the impression that the only function most people relied upon and knew how to use was the e-mail function, which was not used according to all its opportunities but only as a technical advanced form of the traditional "Snail Mail". The characteristics of the medium were hardly used. ....Those problems tend to have a greater impact in the political and social participation of immigrants' organisations. Even the passive use of information access takes place far less than in any other organisations. The result is a slower, less transparent and less efficient transmission of information."[4]

IT includes e-mail, mailing lists, newsgroups and instant messaging systems as well as websites, virtual workgroups, internet based documents storage. It can be a powerful tool: it allows you to keep your people updated on activities, debates, policy and, most important, to involve them in discussions and decision making despite difficulties related to distances and/or to lack of time or venue.

Furthermore, using e-mail, internet based discussion groups, and the World Wide Web, can be a low-cost but highly effective way of making your positions widely known, networking, lobbying, campaigning and reaching the media or even become media operators yourselves. New-global movements, as well as specific campaigns like the successful one in support of the South Africa government against pharmaceutical corporations, have given an impressive demonstration of how useful IT can be both in advocacy and in planet-wide networking.

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2 M Jänecke, *PC and Internet Use in Immigrants' Self Organization*, paper, 2001.
3 Adapted from *The MCI Good Manager's Guide*, by Trevor Boutall, London 1997, also available at: http://www.maximtraining.com/msol/review_us/gmg/
4 M Jänecke 2001, *quoted*

Though it cannot replace face-to-face meetings, IT can provide long distance interaction to facilitate communication (to talk), collaboration (to work), coordination and the feeling of communality.[5]

For a proper use of IT communication you must bear in mind some general rules, follow certain guidelines and consider some common problems.

Rules:

- Messages must be exact because of different cultures and languages.
- The pressure to keep in contact must be seen against the background that your communication is only a (small) part of your correspondents' (associates, network partners, lobbying or advocacy targets...) workload.

Guidelines:

When you communicate inside your organisation or network make sure that:

- Correspondents have access to the necessary technical resources and share the ownership of the tools and have the skills for using it.
- The system makes all relevant information available and transparent.
- Working virtually together needs new virtual group dynamics.
- The system is easy to use and flexible for modification if needed

Problems:

There will inevitably be technical problems and occasional failures from time to time. Computers, modems, connections or software may not function as the user expects or may not be compatible.

User's related problems are also possible. Common arguments are:

- Lack of time
- Information technology is unfamiliar
- Software is slow and confusing
- Duplication of work
- Attitudes and fears
- Lack of commitment
- Benefits are not enough
- Ownership of the communication system – "It's not mine"[6]

Though sometimes these arguments are excuses, you cannot ignore them; but you can try to overcome them through specific training and tasks allocation. Training resources are widely available on the Internet itself.[7]

A further benefit of extended use of IT, is that members of the group, by undergoing training and becoming familiar with IT increase their own capacity, enhance their skills and become more self confident. In some cases this can even lead to entry into further education and training or improved employment opportunities.

Luciano Scagliotti, CIE

Links to other material:
www.united.non-profit.nl/pages/info08.htm

5 See H. Bienzie (ed) *A Survival Kit for European Project Management*, Wien 2001, available in English and French at: http://www.sokrates.at/survivalkit

6 *Ibid.*

7 A good starting point can be the Google directory: http://directory.google.com/Top/Computers/Education/Internet/Help_and_Tutorials/

2.3 Fundraising

What is fundraising?

Fundraising basically involves soliciting donations by selling or, if you prefer, promoting

- An idea (or project)
- A service
- A product
- Your organisation (raising your profile)

Why fundraise?

Fundraising aims to raise resources to finance work to be done. These resources are usually financial, however some fundraising activities seek to attract other resources such as sponsorship, services or gifts given in kind. An additional benefit is that fundraising activity also raises the profile of the organisation and its work. You may decide to raise funds to finance a project of work, a programme consisting of interrelated projects or core funding for the organisation

What does fundraising involve?

a) Research into issues and sources of funds
b) Building the organisational profile and credibility which in turn means developing a track record and getting your organisation known
c) Planning activities
d) Outlining the costs of those activities
e) Planning organisational income and expenditure
f) Matching donor interests to the organisation's needs.

Funding Sources

There is a range of potential sources of funds:

- *Statutory*

- Local government
- National government
- Intergovernmental organisations (such as the European Union)

These sources often provide relative large sums, but tend to be project based and typically involve strict reporting obligations and deadlines.

- Non statutory

- Individuals
- Charitable Trusts or Foundations
- Corporations and private businesses

These sources can provide large and small sums, sometimes with few restrictions but often with conditions and reporting obligations.

- *Individuals*

Appeals to individuals or the development of a membership base of an organisation can provide untied income, although individuals my wish to make other kinds of contributions such as volunteering their time to support the work of the organisation.

Funds from individuals are likely to have few restrictions on how an organisation can spend the money and therefore can contribute to funding core activities, which are often difficult to finance. BUT they do involve high service costs, as members will expect newsletters or other mechanisms of letting them know what has been done with their money, and to encourage them to continue to donate.

- *Charitable trusts and foundations*

In some countries - notably the US and Germany - Trusts are a very significant source of funds for voluntary or community groups. It is impossible to generalise about Trusts as they offer different sizes of grants, attach different conditions, and support different types of activities. The key thing for your organisation is to carry out research to identify the Trusts and Foundations that support the activities your organisation is involved in.

- *Corporate*

Some local companies take an interest in supporting organisations working on particular issues. Such interest may be determined by *historical factors*, for example the owners may have belonged to a particular faith; *geographical factors*, for example they may feel a responsibility to invest in the local community in some way; or *business factors*, perhaps a large proportion of their customers may be from a particular ethnic background. Some companies may see supporting voluntary organisations as part of their commitment to socially responsible behaviour.

Like the charitable trusts, the sums available from businesses vary depending on a variety of factors including the size of the company. Again, reporting requirements vary, although in the main they tend to be less demanding than statutory authorities. Often corporate donors are willing to donate services or products related to their businesses rather than cash. However companies generally want their donation to be acknowledged or publicised in some way. As with Trusts, it is essential to conduct the research needed to identify potential sources of corporate funding. Do this through your networks, through asking other organisations where they have been successful, and possibly through such organisations as the local Chamber of Commerce or other local business organisations.

- Loans

One of the least-utilised ways of generating organisational income in the voluntary sector is a loan. These are unattractive to community based and voluntary organisations for a number of reasons. The most obvious drawback is that it may be unrealistic to require regular repayments at a commercial interest rate from an organisation that can barely cover its running costs. Additionally some organisations may be prohibited from entering into financial agreements, which charge due to their religious beliefs. However larger organisations may find that for certain types of purchases, for example an office or other premises, a mortgage or large loan is the only way to raise a sufficient level of funds.]

How to approach potential funders?

Approaches to potential donors depend on the donor, your organisation's history with that donor and what you want. It is important to fully research the most appropriate way to approach a donor before making an application.

- Ask in person

You could prepare a presentation, or make a telephone call with your request.

- Submit a written proposal

Some donors have guidelines outlining the information they require and how to organise the application, others are less structured and require background information about the project

- Referral or recommendation from someone well connected with a potential donor

Although such a referral can be preceding accompaniment to a proposal, it can also be a way to approach a donor. This is why networks and such connections are important!

- Invite a donor to see your work

Sometimes an invitation to observe the work of the organisation can lead to an offer of financial support by a donor who has been impressed. Even if it does not directly lead to an offer of funds it can initiate a good relationship.

Some key ingredients leading to successful fundraising:

Knowing your facts

In order to ask for funds, you have to be knowledgeable about your organisation and be confident of details of the organisation, project, target group, budget, in addition to being knowledgeable about the work and the need for it so that you can make a strong case.

Organisational credibility

It is vital to build credibility - get known in the community by developing a track record. Start small but develop a reputation for your activities and develop good public relations.

Building a relationship

Don't only approach donors for funds, ask to meet them informally, invite them to events and involve them in activities unrelated to fundraising.

Prioritisation

Identify the ideas or projects that are more easily funded.

Fundraising strategy

It is important to develop a strategy covering a period of perhaps 3-5 years. This involves budgeting and financial planning for the period, and identifying ways of attracting funds to support your work now and on a continuing basis. It is essential to conduct research to identify potential sources, which should be targeted in such a way that projects match funders' interests. It is essential to understand WHY funders are interested in order to present a well-argued case highlighting the selling points.

Model proposals

- Are clear and succinct
- Have a realistic budget
- Identify possible sources of funds
- Identify long term funding possibilities or arrangements

Making the application

- Application process

Before making an application, identify a contact in the funding source and discuss the best approach. When deciding who should make the approach, take into account factors such as whether the person to be approached is senior enough in the organisation, and whether others already have a history with the funder. The manner of the approach should also be considered: should it be a meeting, a letter, a telephone call or a visit? The issue of when the approach should be made is also crucial: should there be an informal discussion before full application or should the application itself be the first approach. Is there a set process with key dates and a deadline? When will you know about the outcome? And when you make the request, ensure that you outline how the funder can contribute and how much.

- Application outcomes

You should thank the donor whether the application was successful or not and get feedback, noting the reasons for rejection and the potential success of a subsequent application.

It is also important to keep in touch with funders to discuss ideas and programme plans, and send information and progress reports in addition to supporting information about the organisation such as brochures, annual reports and other information.

Evaluation

Obviously, it is important to evaluate the outcomes of your work in the immediate and longer term, to show that the funds raised have had an impact on the target groups and the wider community. It is also important to evaluate your fundraising strategy, making adjustments and redirecting it as necessary. As well as assessing the success of the strategy it is also vital to look at its benefits and costs.

Benefits

The obvious benefit of successful fundraising is the increased level of resources available to an organisation, enabling it to carry out its work. However, successful fundraising contributes to a raised profile - more people become aware of the work of the organisation as it establishes itself. More people will know who you are and what work you do. This in turn helps build credibility, which in itself may help future fundraising.

An organisation may also develop a culture of transparency as the necessity of reporting to donors involves procedures, which clearly demonstrate its financial status, good financial management and well-recorded activities. Transparency to funders can also ensure that the organisation is accountable to its membership and the constituency it serves.

The production of regular evaluations and reports to donors can also stimulate an internal review process within the organisation, encouraging it to look at its work strategically and improve its planning.

Costs

Fundraising has its costs too, primarily in staff time. It can be very resource intensive and it often requires a dedicated member of staff to ensure that proposals are written, reports prepared and evaluations carried out. There are professional fundraisers who can be taken on for short term and / or part time contracts. An effective fundraiser will pay for him/herself many times over. If a fundraiser can bring in 10,000 Euros to your organisation, then obviously the services of that fundraiser are worth paying 2,000 Euros for.

Membership organisations require the servicing of members in some way, most usually via regular newsletters, updates on work and so on. All the same, any organisation with a membership should, simply as a matter of good practice, be communicating with its members in a variety of ways as appropriate.

Even where an organisation has someone who works as a dedicated fundraiser, the task can also involve all staff - including the director of the organisation - which takes their time away from other activities.

There is also the danger of 'mission drift', if an organisation departs from its aims to conduct work based on the priorities of donors and thus becomes 'donor driven'.

Organisations need to be careful about damaging their credibility if they associate with disreputable donors. While this is a particular danger in relation to corporate donors, even accepting money from the state to carry out work in marginalized communities can be controversial and compromise some organisations' values.

It is essential to carry out fundraising, if you want to increase the resources available to your organisation. It is essential if you wish to increase the activities of your organisation and become more effective. It is essential to plan fundraising in relation to the sustainability of your organisation. Where an organisation has used its core funding and is in crisis or on the verge of collapse, it is often not an attractive prospect to funders. It will appear that the organisation is guilty of bad planning and poor financial management. Fundraise before you run out of funds, not when you run out.

Wherever possible, fundraise positively. That is, highlight the value of the organisation. Highlight the positive benefits the organisation will help bring about if given the funds. Highlight the aims of the organisation which most governments, corporations and individuals would support themselves and emphasise these common aims.

Angela Haynes, MRG

Links to other material:

www.united.non-profit.nl/pages/info11.htm
www.efc.be
(European Foundation Centre)
www.fundersonline.org
(funding information)

2.4 Financial management

Non Governmental Organisations (NGOs) rarely have independent funding to run an office or projects. This means that in most cases NGOs are depending on public or private funding (see previous chapter on fund raising).

To receive funding is one side of the coin and to spend and justify the funding is the other.

The following text highlights some important points NGOs must be very aware of in order not to lose funders. Since all private or public funders have different expectations towards their beneficiaries we can only give some general ideas. We would like to underline that rules and regulations of donors vary and these are only general guidelines. The requirements of donors are normally stated in a contract described as Grant Conditions. These conditions must be adhered to if a project wishes to avoid the risk of losing funds (or even, having to pay back funds which may already have been committed or spent).

General points are:

Applications should be based on a sound calculation of costs. You need to be aware that changes in the agreed budget might need a formal modification and agreement by the donor.

Organisations should be able to guarantee proper administration of the project. This means that members (or staff either paid out of the project funding or otherwise) will take care of the administration. If you need partners do not underestimate the time that is needed to communicate properly with your partners.

During the preparation of an application:

Most funders operate annual budgets and often only invite applications for funding once or twice a year. NGOs must keep to deadlines since applications out of that period might not be accepted.

Regardless of the funder, applications need to be comprehensive and properly prepared. This might require several days of intensive work with the enclosure of a long list of documents, which should show your organisational structure, track record and reliability. For example, NGOs might be required to present statutes (e.g. Constitution & Standing Orders), financial reports for previous years, job descriptions of persons working for the project, estimates to justify costs, and most important of all a comprehensive budget proposal. (This list is by no means exhaustive.)

Your budget proposal should include all costs related to the project. Make sure that you have not forgotten:

- Running costs like postage, phone, fax, e-mail, insurance, etc.
- Costs of equipment and furniture
- Translations and interpretations of meetings if needed
- Rent of meeting rooms
- Office running costs such as rent & utility bills
- Staff costs
- Travel, accommodation and catering costs

During the project period:

Make sure that your bookkeeping system is well organised and will give all the information needed when you have to prepare the financial report. If partners are involved make sure that all roles and responsibilities are clarified from the beginning and that your partners are aware of responsibilities you have towards the donor. During the project period you should make sure that the application and the activities carried out do correspond. Most grant applications will have specified outputs or targets. If it appears that the project may not achieve those outputs it is vital that the funder is made aware of this at an early stage. Often there is scope to make modifications to the project plan and the budget.

After the project is ended:

It is to be expected that a final report including a financial report of the funded project will be required by the donor. Depending on the funder, the financial report may have to be a full audit (and may require an independent auditor). An auditor will expect to see items such as original receipts or at least, copies of them. This financial report should follow national bookkeeping rules and should give the funder an immediate and transparent picture of how the money was spent. The more the structure of your financial report is kept in line with the application, the easier it will be for the donor (and the NGO itself) to check financial report.

Most funders also require a report about the activities and outcomes of the project. Make sure that both reports correspond to the funders' requirements.

It is also wise to include hard copies of publications, posters or any other produced material or documentation of the project, like programs, newsletters and minutes of meetings.

This final report should be delivered within the expected period.

Vera Egenberger, ENAR

2.5 Media Work

Media and Ethnic minorities

Dealing with the media forms a large part of ethnic minority NGOs' work in Europe today. They use it to receive information, as well as to distribute their own information. But their relationship with the media is often ambivalent. Many minority NGOs complain that their campaigns and issues are under-represented, and their views misinterpreted, by the media. But the media also often complains that NGOs are unprofessional, or even that they are manipulated by activists. Underlying the arguments of these two sides are some basic problems:

Minority NGOs concerns about the media

- Fear of/lack of confidence when dealing with the media
- Lack of resources (money, equipment, contacts)
- Lack of experience, skills and contacts in the area of production and distribution
- Vision of media as provider rather than tool and as "part of the problem and not part of the solution"

Media outlook towards the NGOs

- Prejudice against NGOs
- Too few outlets, and competition with other stories on same programme
- Fear of being manipulated by "politicians"
- Limited resources
- Subject of activism too "boring", "international", "specialised", "alternative", etc. to be interesting

Some NGOs have tried to overcome these problems. They have perfected their skills in setting up press events (researching an issue, preparing policy documents, organising a press event, sending out press releases, running a press conference, giving interviews) and have organised training sessions to improve these skills. Some times they have been successful. Print journalists are especially good at telling the "right" story but even they do not turn up at every action. As for television and radio, if reporters do come, they often give the story a particular slant that was not intended by the NGO that supplied the story, (this slant coming from the broadcaster's perception of audience / listener interest").

Over the years, NGOs have found that, despite investing considerable resources in improving their media skills, it has been extremely difficult to overcome the media problems listed above. This has often been because they have focused on only one part of the media cycle and did not have a holistic approach.

Their main objectives however remain the same:

- Empowerment and active involvement in formulation of media policies
- Media Watch activities
- Involvement of ethnic experts
- Have their voices heard in the media
- Participation in media as audiences, participants and contributors
- Young people among minorities to have careers in the media
- Active support for ethnic media

Minority contribution

- Assemble data, highlight media trends and formulate codes of conducts for journalists
- Distribute data to journalists, politicians, cultural personalities and ethnic minority organisations
- Taken part in local and international conferences and seminars regarding media
- Publish books on Freedom of Speech, Media and Minorities and take part in public and media debates
- Repeatedly emphasise that integration of ethnic minorities on social, cultural, political and economic levels, depends on their acceptance by the host societies which in turn depend on media coverage for information and opinion forming
- Contact and support individual and organisational efforts taking place in different EU countries
- Coordinate, pool experiences and move forward on a higher level to meet the challenges of social exclusion and marginalisation

Documentation, analysis and distribution of information concerning the media's portrayal of minorities,(ethnic, cultural and religious), developing countries, migration issues and asylum, will give minorities a better understanding of the media world and thereby, improve access to it..

Ethics in the media

The distinguished journalist and scholar Edmund Lambeth formulated four principles to serve as the foundation for ethical journalism.

These basic principles, which journalists should use for inspiration and the basis of ethical reporting are:

- Truth telling must always be paramount
- Freedom for journalistic independence must be maintained

- Justice must combine fairness in reporting as well as exposing of injustices
- Journalists should always address the issue of humanity, and should not be guilty of committing direct, intentional harm to others and they should, wherever possible, prevent suffering

Journalists have to show awareness and sensitivity to avoid being an unwitting instrument of conflict escalation.

Responsibility lies with the media

The media has both a powerful influence on people's attitudes and perceptions and a weighty responsibility to contribute to this process of change. It can help in social integration of ethnic minorities. Unfortunately a great deal of media attention is given to the seemingly insurmountable differences that divide people, religions and cultures. This leaves minimal focus to highlight the efforts, which are put in to overcoming the differences. We believe that media has the means, willpower, goodwill and technology to build bridges between the majority and the ethnic minorities living in EU.

It can help people to understand that diversity can be a powerful source of social development. An important beginning would be to eliminate stereotyping based on religion, culture, gender, race, class, nationality and ethnicity from media programming.

We propose few guidelines for the media, not a directive or a pointed finger towards the media world and the countless decent, hard working and professional people who write stories, produce programmes, compile broadcasts and inform the public about the changes, developments and events in the society. Ours is merely a suggestion.

Recommended Guidelines for the media

- Freedom of speech is a basic human right and so is the right to be free of discrimination. Any reporting which enhances racism, perpetuates prejudices and divides society must be avoided
- Reporting and covering ethnic minorities issues should be done with the same objectivity and neutrality, which is practiced in the case of the majority.
- Journalists should be aware of the pitfalls of their own Euro centric upbringing and ideological education while describing other cultures and religions, especially Islam. Use of contacts among minorities can be helpful
- One should not use terms which carry negative connotations
- The culture, religion, ethnicity, colour or nationality of ethnic minorities should not be used as a stereotype when writing or talking about an individual or a group of people
- The use of unconfirmed statistics, data or facts can be very dangerous as it can be misused by anti-immigrant politicians, right wing movements and racist organisations. It can also damage a journalist's own reputation and integrity
- While writing about a particular issue among an ethnic group, use multiple sources so that one sided impressions and information do not dominate the story
- Involve the opinions of ethnic groups while covering issues important to society such as environment, traffic, sports, foreign affairs or the general development. It will give them a sense of belonging
- Ethnic minorities lack socio-political influence and the means to voice their own concerns. Therefore they are not in a position to defend themselves. Journalists are morally bound to give the weak a voice
- The pen is mightier than sword. A spoken word, a written paragraph or a televised picture has a momentum of its own. It cannot be withdrawn. Any damage caused, takes time to repair. Journalists should realise the power they posses and act accordingly.

Bashy Quraishy, ENAR, Chief Editor Media-Watch

Links to other material;
www.united.non-profit.nl/pages/info18.htm

2.6 Public Relations Work

A brief introduction

The purpose of public relations work is to attract attention, arouse interest, create trust, foster understanding, gain acceptance and earn credibility. You need to develop a strong positive image of the organisation in question and project it far and wide.

Public relations work can
- Create trust
- Encourage support
- Create a positive image
- Defuse tension
- Make the organisation appealing and identifiable

Public relations work cannot
- Work miracles
- Be successful if information is lacking
- Be credible if the organisation overrates itself
- Reverse or undo negative developments
- Cover up irresponsible actions
- Replace publicity
- Sell products
- Make everything right in times of crisis

Public relations work presupposes
- Accepting others and other opinions
- Being ready to engage in dialogue
- Keeping promises
- Giving and receiving information in a spirit of partnership
- Being open and trustworthy

Three steps for successful public relations work

1. Analysis / Starting point / Approach to the problem

Analyse what is involved in the situation:

Brainstorming:

What do we have to offer?
What do people know about us?
What is expected of us?
Where and what are the problems?
What are the causes?

Selection:

Our strong points
Our weak points

Concrete look at the situation:

What are the strong points we want to promote?
What are the weak points we want to improve on?
Which positions or stances do we want to change?
In what areas do we want to make up for the lack of information?

2. Strategy

Establish what we want to achieve (purpose), who we want to reach (target group) and how we want to go about it (means/measures).

3. Tactics / Translating ideas into action

Measures / instruments: establish what we want to do.
Evaluation / documentation: establish how we define and determine success and effect.
Cost / schedule: establish who does what when and at what cost.

Reaching the media

Issuing press releases and doing public relations work is not enough to gain access to the media. Often there are a lot of obstacles along the way, because journalists lead independent lives. But they are also subject to rules and scrutiny that are worth knowing about.

1. The press release

Each press release must have a concrete and topical reason for being. Journalists expect real information that is as concrete and newsworthy as possible.

For journalists, interesting news is anything:
- That is new
- That uses a superlative: the biggest, the smallest, the oldest
- That is unique: the most unusual or the first
- That contains numbers: ten-year jubilee, thousandth participant
- That arouses emotions (feelings)
- Where there is confrontation (different opinions)

Possible reasons for a press release are

- A special event: celebration, exhibition, function …
- Changes in the organisation: board elections, new secretary general, new press officer, (here a press release definitely has to be sent!)
- A new project: results of a survey, launch of a campaign, new official opening, initiatives
- Need to issue a statement: on current political events, successes or poor state of affairs
- Visit by a prominent figure: minister, mayor, artist, celebrity

Producing a press release means there is news to report, and it follows the principle of a graduated presentation of the information:

➤ Most important point

➤ More in detail

➤ Detailed

A few basic rules when writing a press release:

- **The headline:** This is where everything begins and ends – the headline enables the editor to see at a glance what the press release is all about and to decide whether to report the news or throw it in the bin. A good headline will say "who is doing what".
- **The most important first**: who, what, where, why, when and how are all questions that need to be answered. Also, do not forget to mention sources!
- Concentrate on what is essential and cover one to three aspects at the most
- Report objectively and do not make judgements – inform do not preach
- Instead of complicated sentences use clear, short sentences
- Do not use any abbreviations (like e.g., etc., i.e.)
- When referring to people, indicate their first and last name and position
- Do not forget the name and telephone number of contact persons

The form of the press release

- Use no more than two DIN A4 pages
- Clearly indicate "press release"
- Always date the press release
- Do not have rambling sentences but a concise, coherent text
- Have line spacing of 1.5
- Do not write on both sides of the page
- Put the name and address of the organisation at the top of the page and the name and telephone number of contact persons at the bottom

Most important of all: when faxing press releases to editorial offices, make sure they are always personally addressed to editors-in-chief!

2. Interviews with the press

At the heart of an interview is factual information. The person being interviewed is not important as a person but as the supplier of information.

Before the interview, it is of the utmost importance to first determine:

- Where the interview will take place
- How long it is expected to last
- Where the article is to be published
- What topics will be covered
- What topics will not be covered

The person being interviewed first needs to be prepared for the interview

- What kind of questions might the journalist ask?
- Which questions might be critical, polemical, naïve or annoying?
- Are all the prepared answers clear, comprehensible and free of ambiguity?

In cases where the interview spontaneously occurs (the journalist, for example, catches the secretary general at the entrance), the person being interviewed must not let him or herself be driven into a corner. The following rules should be observed:

- Always take time to think over the answer before giving it.
- Under no circumstances should you be led to make concessions, adopt an aggressive behaviour or say something in confidentiality.
- Always remain polite, factual and calm.

If you consider the questions unfair, clearly say so. In such cases, it is better to refuse an interview and reschedule it at a later time.

Anything stated during the interview may be published. If you want to make exceptions to this, you must clearly indicate that. It is also customary for journalists to quote people using words that are not necessarily identical to the ones used but give the gist of what was said. Protect yourself from this by requesting a copy of the interview before its publication.

3. *Press conferences*

Hold a press conference only if something really special has occurred. It is important to bear in mind the following three points:

- Provide clear information about the current events
- Use the press conference as a means of establishing contacts
- Provide background information.

Invite journalists three to four weeks in advance and make sure the invitation includes the following information:

Purpose:	*Why is the journalist being invited?*
Topic:	*What questions and problems will be covered?*
Speaker:	*Who will be speaking at the press conference and fielding questions?*
Venue:	*Indicate the precise address and room*
Date:	*Date and time*

It is important to pay attention to the following points for the press conference:

- Make sure there is a list of participants where the journalists can fill in their details (name, newspaper, telephone and fax numbers)
- Put press packs on the seats
- Try not to go beyond more than one hour (one and a half hours at the most)
- The experts should not be allowed more than 10 minutes speaking time
- Take journalists' questions in an orderly fashion, row by row

For the press conference, also follow the recommendations indicated in point 2 above.

Failure in the press

Your press release was not published? Three journalists came to the press conference instead of 30? Statements were published that you did not say? Do not let yourself be discouraged.

Perhaps you think you did something wrong? Or you were just a victim of other events? You had a really interesting news item to report and an hour later a plane crashed or a president resigned. There are hundreds of reasons why your communication to the press was not printed.

Observe the following:

- Send your press release as late in the morning as possible (editors are rarely in their office before 10 o'clock).
- Try not to flood editorial offices with press releases. Everyday they receive hundreds of them and most end up in the bin.
- If you send your press pack (even indicating a blocking period) before a press conference, the journalists will not come to the press conference, because they already have all the information they need.

Put yourself in the place of a journalist. Journalists will choose your topic on the basis of the following criteria:

- Is there something newsworthy about it?
- Does it have any consequences for the reader / listener / viewer?
- Will it have any particular influence on people's day-to-day lives?
- Is anything, with regard to those concerned, of public interest?
- Is there anything important for the formation of public opinion?
- Does anything refer to a trend or development?
- Is it possible to take stock of the situation, with this information?
- Is there something original, tragicomical or dramatic?
- Has it already been reported in other media?

What is more: it makes little sense to try and reach journalists by e-mail. Journalists definitely do use the new forms of communication, but they are out of the office a considerable portion of the day and therefore usually can only be reached by work or mobile telephones. So only send e-mails to the editorial offices.

What do you do when information has been falsely reported?

If a press report goes too far because the journalist did not properly respect the interests of the persons affected, it is a violation of the law and can have consequences. There are various ways the person affected can deal with this conduct by the press. He or she can invoke a right of reply, demand a retraction, seek an injunction, ask that a statement or corrigendum be published and may even claim damages.

Publication of a statement or corrigendum

Ring up the editor-in-chief who is responsible and ask why inaccurate information was reported. Try to have him or her publish a corrigendum or, in more serious cases, a statement.

Right of reply / Retraction

Any person or authority concerned by a press report asserting facts has a legitimate right of reply. The reply must be in writing and reach the editorial office within 14 days. By publishing the reply, the editor-in-chief is not acknowledging that it is true and that the newspaper was spreading false information with the original press report. The reply just enables the person concerned to tell his version of the story.

The reply must be published in its unaltered form, without any modifications, deletions or comments by the newspaper.

A retraction is only granted if untrue facts were truly being disseminated. In comparison to the right of reply, a retraction is a more severe way of dealing with the matter and may also be necessary. For a retraction to be published, the original report in the press has to be totally false.

As an alternative, a lot can be achieved by sending a letter to the editor. This 'letter from a reader' should not be longer than one DIN A4 page and should be sent to the editor within three days from the publication of the report. This is above all an appropriate way of going about the problem if you are afraid of "losing the favour of" a newspaper.

Jürgen Lang

2.7 Lobbying Strategies

Policy makers have to deal with a whole range of different topics all the time. We cannot expect them to have exhaustive knowledge of all the fields in which they have to make decisions. Policy makers often have a range of experts available to advise them. You, as a representative of a non-governmental organisation working on the ground, have gained experience and expertise, which can be of help to decision makers. Ideally, you will seek to be regarded as an expert in your field, and be consulted by policy makers when they are considering issues related to your expertise. Above all, you might have constructive and pragmatic proposals to bring about improvements in situations, which you believe are not yet handled in the best way.

The goal of successful lobbying, is to influence policy makers, be they local, national or EU level, so that your proposals will be taken into consideration. (A good example is provided by the "Starting Line" campaign, described in chapter A 3).

In order to support your lobbying work you might like to take the following steps into consideration:

CLOSED OR CORRIDOR LOBBYING

Prerequisites

Access to information

Situations in policy making change rapidly. New developments might change a political strategy or position. In order to present convincing proposals to decision makers, you need to make sure that you have access to the latest information. It is clearly a great advantage to have access to inside information, that is, information from within the organisation you are lobbying. At EU level, for example, it is useful to develop relations with an MEP or, if possible, with policy advisors within the EU. Out of date information might shed a bad light on the image your organisation and jeopardise future co-operation.

Specific knowledge about situation

Policy is not done on a generic basis. Decision-making has to take specific circumstances into consideration, which often includes historical, legal, economical and social aspects. To do lobbying, you need to make sure that your knowledge covers all aspects of the subject. Before you develop your strategy make sure that you have a good overview about the situation and all its implications in order to build your argument in a proper way.

Means to do lobbying

Before you start to do some lobbying work, make a frank assessment of your capacities for the period needed to do lobbying work. Political decisions are normally not taken within a day. You need the staff capacities (meetings with politicians might be during working hours and not necessarily during the weekends) to involve yourself enough to be able to reach your goal. You also might need communication means like telephone, fax, e-mail and access to websites to stay in regular contact with the relevant people in the decision making process. Patience and persistence will be needed, even if only minor aspects of your requests might be interesting to policy makers.

Not to miss out one important point: It also might need appropriate funding to provide for the issues mentioned above.

What is the goal?

Identify the goal

For identifying the right lobbying strategy you need to be clear about your goal. This might require discussion and debate within your group in order to identify common goals. You should bear in mind that a goal should be something you can reach. It will help neither you nor decision makers, to identify 'a better world' as the goal you would like to achieve. The goal must be realistic and specific enough to be able to reach the goal within a given time frame

Formulate the goal

It might need certain skills to formulate your goal in such a way that it can be precise, understood and supported by policy makers. Identify the person in your organisation with the best writing skills. This document should be as short as possible but not leaving out the main goal and the specific issues, which you would like to be considered. It is important also, to be able to demonstrate to politicians, why the issue you are pressing is important and merits being given priority by politicians. In order to ensure the widest support for your position, it is important to discuss and debate the issue as widely as possible within your group and among your members of the community your group represents.

Try to find the right allies

Your organisation might not be powerful enough to plan and implement a big lobbying strategy. If this is the case, have a look for organisations working in a similar field. Try to find out if they plan something similar where you can join forces. Get involved in networks on this matter at national and EU level wherever such networks exist. This will enable you to communicate and to work with a large number of activists (for links please see at the end of the text). If others have already started doing similar work you might like to offer your collaboration. Allies will help you to share work, to have a wider representation and to make more noise in the public and in decision- making circles. Try to find out at an early stage, if common arguments or strategies will be possible with your potential partners. Sharing the lobbying work with others should not lead to a reduction in commitment from your group or members. The work still needs to be done, but you can avoid duplication.

Time frame

Do not underestimate the time. A decision in the parliament might be done in four weeks. If you try to meet a Member of the Parliament on this topic in five weeks s/he will not be able to take your arguments into consideration. Based on access to the latest information, plan your lobbying strategy well in time set tight deadlines and do not miss them. This issue might not be brought up again for some years. Since you have something to contribute it would be a pity to miss the chance.

Establish contacts to decision makers

It is important to identify the persons most relevant for your request. It might be the caretaker of the school, if you aim to lobby on safety measures or the secretary of the minister when it comes to a date with the latter, or the Member of Parliament in a certain commission when you want to lobby for certain legislation. Make sure that you have found the right partner to lobby and let the person know what you plan to do.

It will often be appropriate to call first, or to send lobbying document in order to inform your counterpart about your interests. The more interesting you make your case, the more likely it is that the person to be lobbied will agree to a personal exchange.

Meeting a decision maker

General hints

You should be aware that decision makers are usually very busy people and their time is scarce. They will have other meetings and engagements and will most likely offer a fixed time slot to talk with you. Try to find out how much time you have and make sure that you will have enough time to present your burning issues.

Bear in mind that you should not cause additional, burdensome work for the person you want to lobby. Try to serve their needs in supporting their work with written proposals at any time they might request them.

How to present yourself

Depending on your counter part, the meeting might have a formal setting. It might be useful to hand over some general material of your organisation and the lobbying paper for your discussion partner. Make it clear in advance who you are and what function you have in the organisation you represent. To enable the decision maker to contact you it will be helpful to have a business card with your contact details. To enable your partner to get to know you and your work, it might be appropriate to make a present introduction to your organisation.

Which arguments are you going to use?

Depending on the situation, you might not have the opportunity to go into the details of the whole issue. Be prepared to select a few central and most important points, which you will be able to introduce very briefly. Further details could be given in the lobbying paper, with clear formulations, which could be used by the decision maker when arguing in support of your aims.

Be prepared for strong counter arguments

When you are committed to a cause or a political goal, it is sometimes difficult to see the other side of an argument. You are not seeking to be impartial, and you do not want the partner to be impartial either – you want him/her to be firmly on your side. Nonetheless, it is important to be aware of the counter arguments, which will be presented against your position.

Anticipate the opposition and anticipate the arguments that will be put against your view or aim. Supply your partner with effective counter arguments so that he can defend your position and defeat the arguments of the other side. There may be some merits in the counter arguments – listen to them carefully. You may be prepared to accept some amendments or modification to your position if the counter arguments are strong enough. (This shows flexibility and openness on your part, which will also reflect positively on you.)

Practising diplomacy

You might immediately realise that your discussion partner has a very different point of view from your. It is up to you to find the common points and to positively elaborate the differences. A lot is possible with diplomacy! Try to avoid offending your counter part. Even though you might have differing opinions you both need each other for your work. Courtesy does not cost anything and is greatly appreciated by most people.

Make your position known

You cannot expect strong external support for your position if others do not know it. Try to publish your position on websites or inform partner organisations about it. Coalitions might strengthen the request and broaden your base.

Do not hesitate to send your position papers to newspapers. Try to generate media interest in the issue. Also try to serve the media as well as you can, since they can ensure your cause reaches a big audience.

Do not expect too much from the media. They might have a different agenda at the moment but might need you in a later stage. There are plenty of other opportunities like making flyers, posters or public events to accompany your lobbying process.

Last but not least: You need good luck!

Lobbying is something you can learn but it does not necessarily mean that you are always successful if you know how to do it. The political developments are sometimes on your side or very much against you. Don't forget: Even small successes are successes. Do not give up! You might have more chances to influence decisions next time.

OPEN LOBBYING

Depending on the situation and the circumstances you might like to use the open lobbying tool.

This means, not contacting policymakers directly, but using publicity as a tool to influence decisions making. Via e-mail, letters, post cards or other means you can influence policy makers when you are able to attract enough public attention or can get support from the media to focus attention on the issue. There are no national boundaries. Mail, especially e-mail is a simple and cheap tool that can be used. The only thing you need is the e-mail address or postal address of the person that should be lobbied. Invite networks, organisations, NGOs, trade unions, church based organisations, etc. to send an e-mail with a standard text which you can draft or an individual text, to draw the attention of the decision maker to a specific issue which should be changed. It is better to supply your partners with a summary list of points to be made, so that they can compose their own individual text. Legislators will pay more attention to it than they will when they receive the same thing from several contributors.

If you are able to build strong support it will certainly help your cause.

Vera Egenberger, ENAR

Link to other material:
www.united.non-profit.nl/pages/info21.htm

Website links to EU networks in the social and human rights sector

European Network against Racism (ENAR)
www.enar-eu.org

European Council for Refugees and Exiles (ECRE)
www.ecre.org

United www.united.non-profit.nl

Amnesty International:
www.amnesty-eu.org

European Platform of Social NGOs
www.socialplatform.org

Migration Policy Group:
www.migpolgroup.com

Minority Rights Group:
www.minorityrights.org

AGE:
http://eurolinkage.org

Churches Commission for Migrants in Europe:
www.cec-kek.org/CCMEeng/ccmeindx.htm

2.8 Negotiations

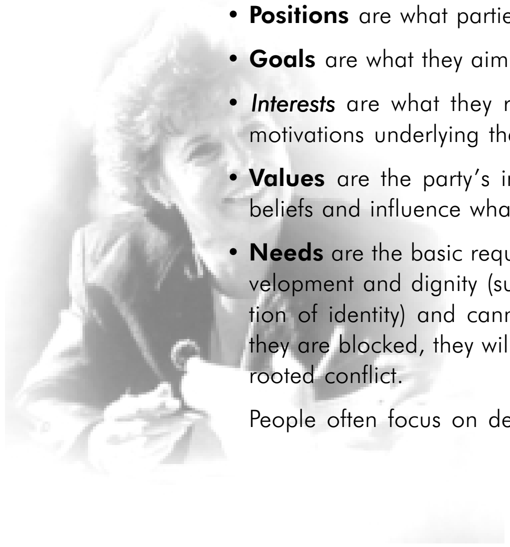
Negotiation can be understood as a process that involves two or more 'parties' (individuals or groups of people) in sharing information, ideas and opinions to achieve a mutually acceptable agreement. Good negotiations can result both in agreements that meet each party's needs and that strengthen their relationship through increased understanding and trust. This can best be achieved when the negotiations result in a 'win / win' rather than a 'win / lose' or 'lose / lose' situation. This section gives pointers to help you prepare for negotiations and to develop a strategy that will help ensure that the process fulfils your immediate and longer-term interests and that the experience enhances your working relationships with the others involved.

Preparation

Before entering a negotiation situation, it is very important to take the time to think through what you want to achieve, what the others are likely to want, your strategy to get a good agreement and what to do if it does not seem to be working out.

Understand what you really need

In order to reach a really satisfactory agreement, it is important to be clear about what you are trying to achieve. This can be complicated if you are a part of a group of people where there is some difference of opinion. Yet unless you develop a basic awareness of your interests and needs and a minimum consensus within your group about what you need to fulfil them, it will be difficult to be clear once you get in a negotiating situation. You may subsequently end up with a less than satisfying outcome, as a result. A good situation analysis can help you to develop a general understanding of the issues that shape the context of the negotiations. Then you need to form this into a negotiation strategy. First, try to distinguish between the following concepts and analyse how they fit in your situation:



- **Positions** are what parties say they want;
- **Goals** are what they aim to get;
- *Interests* are what they really want and are the motivations underlying the goals;
- **Values** are the party's important principles and beliefs and influence what they want and why;
- **Needs** are the basic requirements for human development and dignity (such as survival, recognition of identity) and cannot be traded away – if they are blocked, they will be the source of deep-rooted conflict.

People often focus on developing their negotiating goals and positions without being sufficiently clear on what underpins them. Yet as will be demonstrated below, a good understanding of your interests – and how they are necessary to satisfy your basic values and needs – can enable you to be much more creative in developing an agreement that will achieve what you really want, rather than getting stuck in a bargaining battle over positions.

Another thing to consider is how your short-term goals fit with longer-term interests. For example, you may have a goal of achieving something that will require those with whom you are negotiating to make a major concession – potentially one that they will live to regret. Yet if you need to maintain working relations with them, or live in the same community, you may want to consider whether bargaining hard to win the concession will really help to further your longer-term interest in cooperative relations or peaceful coexistence.

Alternatives to a negotiated agreement

It is important to remember the reason why you are negotiating and your alternatives. Understand your best alternative to a negotiated agreement by assessing the relative strengths and weaknesses you and the other party bring to the negotiation table. If the alternative is good and involves little cost, you are in a strong position. If the alternatives are limited or costly, your position is weak and it will be very important to make sure that the negotiations come to a satisfactory conclusion. Remember to consider the importance of your relationship with the other party. Sometimes developing a mutually satisfying solution through a negotiated process will greatly enhance the long-term working relationship, even if other interests could be realized more easily though a non-negotiated approach.

You can try to improve your alternatives. The first step is to create a list of actions you could take if no satisfactory agreement is reached. Once these fall back strategies are identified, you can try to improve some of the more promising options so that they are viable alternatives. Once you clearly know your best alternatives, all other negotiated agreements can be judged against them.

Try to understand what they really need

A very important step in preparing for negotiations is to learn everything possible about the other party and seek to understand their position and motivations. Try to understand how the issues you are negotiating fit into their larger framework and understand the basic interests and needs that underlie their positions and goals. Developing 'analytical empathy' for the other party's position enhances this, as discussed in the chapter on conflict. If the negotiations involve institutions or large groups, you should be familiar with the history of your relationship and how negotiation encounters have proceeded in the past. This sense of history provides important contextual information that may be vital for anticipating their perspective and strategies.

Try to understand their motivations for engaging in negotiation. Are they participating because they believe it is the best means to achieve their objectives and are negotiating 'in good faith'? Or, conversely, is their participation a tactic for achieving another goal – their 'hidden agenda'. Such motives can include: gathering information; wanting to enhance their reputation for flexibility; appeasing those who are pressuring them to end the conflict; or to 'buy time' by delaying possible adversarial actions during the course of the negotiations.

Based on insight gained from the previous two processes, assess their best and worst alternatives to a negotiated agreement. Try to understand and list their interests and how important it will be to reach a negotiated settlement with you. What other options and alternatives do they have? Through understanding these, you can gauge what is to be expected from the negotiation process.

Prepare a negotiation strategy

Based on this analysis, you can prepare a negotiation strategy. It is important to prioritise your interests and assess their relative value. Think about how you will communicate what you want and how the others will respond to your position. Given your analysis of all the factors mentioned above, what are the options? While your understanding of the situation will change once negotiations begin, it is often useful to block out frameworks for possible agreements. Once you have 'brainstormed' proposals, try testing them by asking: are they realistic? would we like them if the other parties accepted them? what options are preferable? would they find it acceptable, given their situation? It can be helpful to develop proposals that you think would satisfy both your own interests and would help them to satisfy their concerns.

Before you even enter the meeting, it is also helpful to discuss with the other party the basic framework for the negotiations. Depending on the scope of the issues to be addressed, you may want to organise a preparatory process to: (1) develop a joint understanding of the problem to be negotiated; (2) reach agreement on the negotiation process – where it will be conducted and how it will be run; and (3) begin the process of enhancing the relationship through trust-building.

Approaches to Negotiation. General Principles

The following are some important principles that can contribute to successful negotiations:

- ***Keep a flexible and comprehensive mind-set,*** open to slightly or greatly different ways of encompassing the same things, or alternatively to including most items in the same package while isolating the 'one that doesn't belong' for separate treatment or postponement.
- ***Avoid framing the problem as an issue of principle.*** For instance, if negotiators state the problem as "a matter of self-determination" it impedes discussions about the tangible, negotiable interests that could satisfy the need for self-determination. Re-framing issues does not deny the importance of the principle, it just breaks it down into manageable chunks that can be negotiated.
- ***Remain sensitive to what your counterparts are trying to communicate,*** as they may be using indirect gestures or formulations to indicate important information.
- ***Negotiate in good faith,*** especially if you value your relationship with the other party. Acting in good faith, must involve being clear in your communication and your intentions and not promising what you cannot deliver. Acting in good faith reflects on your general trustworthiness as a negotiator. If your party is aiming for mutual satisfaction rather than victory, the negotiation process can lay the foundations for strong working relationships and future cooperation.
- ***Keep talking.*** Take breaks if necessary but stay in contact. Breaking-off talks altogether can put an end to the potential opportunities that are presented through negotiating because it is often very difficult and time consuming to re-establishing negotiations.
- ***Be patient.*** Trying to speed up a process may lead to unnecessary concessions or the breakdown in carefully cultivated relationships. Resist the temptation to labor under artificial time constraints. Allow your counterparts the time they need to make decisions. Often delays are the result of bureaucratic requirements that cannot be short-circuited.

Opening phase

Setting the tone. When trying to set a tone conducive to principled negotiations, it is often valuable to start with non-threatening, constructive suggestions or open questions focused on the process or the relationship, rather than opening with substantive proposals. Examples include: "how should we proceed today?" or "I hope we can work together to find a solution that satisfies both of our interests." These approaches can help avoid the problem of warring proposals before basic agreement has been reached about definitions of the issues or problems.

Developing a common ground. You may want to suggest that you begin negotiations by making sure you both understand how you perceive the problem that is being negotiated. This can enhance trust by demonstrating your analytical empathy of their position while at the same time not compromising your own position. In addition, you may want to develop joint definitions of key terms to enhance understanding.

■ ***Discussing the Issues:***

Strategies for Mutual Gains

The list below describes additional strategies that, when used, are especially conducive toward creating an integrative, positive (or 'win / win') solution.

Increasing the number of possible outcomes. Often substantive discussions are limited to negotiators trading positions and proposals they have developed within their team. Their aim is to convince the other party of their case. This can, however, limit the ability of the negotiators to jointly develop proposals that will meet the underlying interests of both parties. By jointly developing proposals, it may be possible to increase the number of potential outcomes to choose between.

Re-define the problem. Are the issues framed as integrative, distributive, or redistributive? Integrative issues are those that can be resolved by meeting everyone's needs, and are therefore easiest to negotiate and lend themselves to cooperative approaches. Distributive issues, such as allocating a limited resource like a budget, often produce competitive orientations. Redistributive issues, such as financial reparations for past injustice, can stimulate adversarial dynamics. Reframing issues or increasing the resources available can help promote cooperative approaches. Mutual gains can be realised because parties in negotiation often have different concerns and can usually find something to offer that is relatively less valuable to them than it is to the other party.

Generate options without committing to them. Sometimes negotiators, often in a more informal context, can discuss possible options that have not been officially presented as proposals. By engaging in joint discussions of potential options, new solutions might be generated that would not have been considered if only one party had considered them. Parties are more likely to engage in this process if they are assured that it does not lock them into agreements before they are ready. Facilitating this process is often one of the functions of a mediator but it is possible for negotiators to do it on their own without a third-party intermediary.

Look for possible mutual gains. The key to creating mutual gains is to look for the underlying interests of each party and to identify issues that the parties value differently. This can allow negotiators to see where they have common interests that can be satisfied through cooperation and allow them to trade across issues that they value differently.

Managing imperfect information. One of the biggest stumbling blocks in developing a positive solution is not understanding all of the factors that motivate all the parties. This can be offset by trying to educate each other about the issues. You can begin by sharing information about what each party wants so as to find openings for building agreements. This can also be a 'reality check' so that the others are aware of the 'costs' if they pursue a certain course of action. The difficulty can be engaging in information sharing without giving away so much that your party is left vulnerable. You can also ask for technical advisers who can provide relevant information, analysis or models of approaches used elsewhere so as to help you devise more creative solutions.

Issue format. There tend to be two basic approaches to working with issues on the agenda: fractionating and packaging. The fractionating strategy orders discussion of the issues from easiest to hardest. The belief behind this approach is that an atmosphere of trust and cooperation is established by reaching agreement first on the 'easier' issues and that this will help when negotiating more difficult points later on. The disadvantage is that this strategy tends to avoid a comprehensive approach to core issues. Approaching issues in isolation can make them even more difficult to handle because a gain by one party can mean an automatic loss by the other. The alternative is to work with issues in a series of 'package deals'. This strategy widens the number of issues worked with at one time, thus enabling some form of 'trading-off' on agreements. Trading can be the basis of making a deal, however a focus on trade-offs and compromise creates a framework that is less conducive to finding a mutually satisfying, integrative solution, if one is possible. This strategy is, however, commonly used in multi-issue negotiations.

Strategies for Breaking Deadlocks

Sometimes negotiators reach a point in the talks where it seems as though they can go no further and it appears as though there is no mutually acceptable solution possible. Yet there are a number of approaches that can help you to break these 'deadlocks'. Underlying these approaches is the need to keep focused on obtaining the goal of satisfying your party's interests and needs and helping the other party achieve a satisfactory outcome. The way to work with the other party is to go around their resistance and make it easier to say yes to an agreement than to say no.

- ***Recognise the tactic they are using.*** By naming what is going on, it can help you avoid feeling angry and defensive and allow you to maintain the clarity needed to avoid falling into a trap created by unfair tactics. By naming the tactic, you can be empowered not to react to it.
- ***Gain time to think.*** Instead of giving in or over-reacting to pressure, pause and say nothing, take a break to do something else, or say that you need to consult with your team.
- ***Slow the conversation by reviewing the discussion up to that point.*** Ask them clarifying questions and get them to go over the details of their position. You can clarify by saying "let me make sure I understand what you are saying..." and describe to them what you understand of their situation. This show you are taking them seriously and can help identify any misunderstandings.
- ***Disarm their defensiveness by listening to what they say,*** allowing them to air their grievances or talk about why they place such a high value on an issue. Everyone needs to feel recognized and it can be very powerful to acknowledge the other party's point of view and their feelings. Consider if circumstances may require an apology for past wrongs and think about how that might be accomplished.
- ***Change the issue;*** put it on hold and discuss something else less contentious.
- ***Reframe the discussion into joint problem solving.*** It can help to affirm points of agreement or to build broad statements of common purpose that give you a base from which to operate and negotiate disagreements. Engage in discussion about why something is a problem and ask why they have problems with your proposals. Try to initiate brainstorming on possible alternatives by putting forth "what if..." ideas. Ask for their advice on what they would do if they were in your position. This encourages them to put themselves in your position and become empathetic with your situation. If they insist that their proposal is fair to you both, ask them why they think it is fair.
- ***Cost-out the alternatives by reality testing.*** Try pointing out the likely consequences of not reaching an agreement as opposed to the relative benefits and costs of a negotiated solution. (Remember that these are questions your team should constantly assess for your interests also.)
- Sometimes negotiators get deadlocked because they want agreement or assurances on a particular point before a comprehensive solution has been formulated. The other party is reluctant to become committed to concessions on a specific issue until they are assured that their overall needs will be met. One strategy for approaching this problem is ***do not ask for a final commitment until a comprehensive package has been put together that satisfies all parties.*** In this strategy, working agreements on specific issues can be reached throughout the process with the understanding that they are conditional on reaching a comprehensive agreement.

• Sometimes negotiators resort to brinkmanship to move negotiations forward, pushing the other party until they give in. Needless to say, this can be very risky. This is a tactic that should not be over used or the other team will either realise that it is a bluff, or they will become frustrated with a lack of good faith. The temptation can be great to use coercive power to break through deadlocks by imposing a solution. Yet by trying to make others do what you want, it is possible that you will have to enforce it at great cost and may end up with a lose-lose situation.

- Sometimes it is necessary to ***show you have alternatives to a negotiated agreement with them***. This display of your strength may provide incentive to continue with talks. Yet such displays tend to be most effective if you use the minimum force necessary and work through legitimate means. Any time you rely on force, you risk escalating the conflict so it is important to demonstrate your alternatives without provoking a destructive counter-response. Even if you could achieve your short-term interests, you may jeopardize your long-term needs, loose general credibility and support from third parties, and begin or continue a costly conflict.
- ***Neutralise their ability to coerce you.*** One way is to strengthen your position by joining in coalition with other groups or states with similar interests and similar relationships to your opponent. You can also try to mobilise the attention of third parties who can serve as a witness to the actions of the other party and potentially come to your support or condemn the other party.

Reaching and Implementing Agreements

Reaching agreements is usually the primary goal of negotiations. Yet sometimes in the urgency of reaching an agreement, negotiators lose their focus on forging solutions that can be implemented and that will last over time. In general, the most sustainable agreements tend to be those that have satisfied: (I) the ***substantive interests*** because each party basically got what it wanted; (2) a sense of ***procedural fairness*** because the outcome was reached in a just manner; and (3) ***relationship needs*** because the parties feel respected, understood, and are willing to continue working together. The following are several process suggestions that may help negotiators reach lasting agreements.

Slow down. As the possibility of an agreement approaches, there is a tendency to rush to reach it before working out all the details. Before negotiations have concluded, be sure you share a common understanding on the implementation of the agreement. Sometimes negotiators reach agreement on basic principles while at the table and leave the details to be worked out at a later date. Yet misunderstandings over details can become a wedge that breaks the overall agreement.

Develop an implementation plan. Know who is responsible for carrying out the provisions of the agreement, how it will be monitored, and what you will do if conditions change. It is difficult to anticipate the future and the impact of the agreement. Sometimes agreements specify a review period. You should clearly decide what will happen if problems arise and build in a dispute resolution mechanism, such as mediation or arbitration.

Protecting 'face'. Ensure each party can go back to their constituency and others and feel proud of the agreement. Often this involves each party walking away from the table with at least some of their major objectives met. It can also involve each party affirming the negotiation process and not declaring victory over the other. Sometimes it helps to allow more flexibility at the end to close the deal and display a generosity that will contribute to the lasting relationships.

Reaffirm the relationship. After the long period of stress that typifies the negotiation period, it is important to affirm the renewed importance of your relationship. Good relations tend to enhance implementation in the spirit of the agreement. It can avert the problem of each party implementing as little as possible. Sometimes negotiators affirm the relationship through a symbolic celebration of the agreement, such as a ceremonial handshake that makes public acknowledgment of the mutual commitment to the agreement.

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