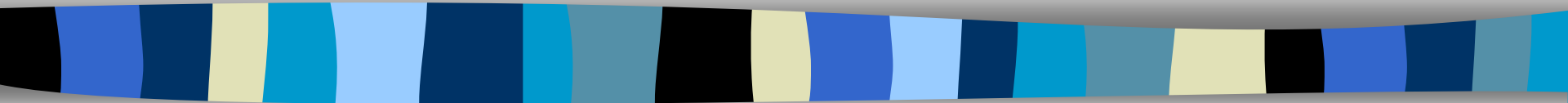




How to conduct negotiations

Practical activities





How to define speakers

- By number – at least 2 or 3 speakers;
- By characters – capacity, clear messages, eager to point the problem;
- By political commitment – from leading and opposite parties – most complicated role for the executive director.



Acceptable decisions for:

- Place of negotiations – mostly in Ministry of Finance, better neutral place;
- Procedure of negotiation: starts with the Minister of Finance with general issues, Head of the Board of Association;
 - thematic debate – problem–solution;
 - problem – agreement – disagreement.
- Generalizing the results - Minister of Finance, Head of the Board of Association;



How and what to do, compromises

- The compromises are unavoidable, but in the accepted frame of negotiations;
- To accept small compromises in the name of the big victory (avoid the opposite);
- Defining the cost of compromise – submit conditions, temporary terms, achieving an agreement for another term for solving the problem;
- Using the confirmed frame for negotiations as step back for bigger compromises.



What kind of engagements to be taken by the Association

- Explanation the results of negotiation to all the municipalities;
- Association's activities for better financial management – trainings, consultative works, examples of regulation, financial control, exchange of good practice;
- Preparing a proposal for legislative changes, analyses and forecasts.



When and how the negotiations end

- With positive result – protocol – memorandum (agreement – disagreement);
- With partial result – the negotiations continue after achieving willingness for both sides;
- In the previous case – new session of the Board and eventual new frame for negotiation;
- With negative result – negotiations end, the Association prepares protest actions and other activities in support of its requests, demands of resigns.



Beware!

The war is the worst
way to achieve
positive results for the
municipalities.



The role of medias

- Preliminary target pointed publication on the forthcoming battles;
- Positive result - - common press conference;
- Negative results – separated press conference;
- Focus what the citizens lose or win (not the municipalities) in achieving results.