



JOINT PROBLEM SOLVING

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Sarangaya Stakeholders

Stakeholder	Positions on reform	Interests
Minister, Urban Dev. and Sec. of Natl. Advisory Council	Conditional support	?
Minister of Water Resources Dev., and MSWA Chairman	Champion of reform, strong support	?
CEO, Metro Sarangaya Water Authority (MSWA)	Support, reform advocate	?
Representative, People's Coalition for Change	Oppose	?
Leader, MSWA Labor Union	Oppose	?
Leader, Citizens Action Forum (NGO)	Strongly oppose	?
Representative, Residents' Water Association	Mixed, diverse interests	?
Country Dir., Global Common Fund	Strong support	?

Three Core Actions

Interests

- Identify & Clarify interests and needs of parties

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Options

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Four Ancillary Elements

Relationship:
Maintain
Constructive
relationships

Communication:
Promote two-way
communication,
balancing enquiry &
advocacy

Alternatives:
Understand
alternatives of each
party – BATNA

Commitment:
Clarify closure
when an
agreement is
reached

1. Alternatives

- Possibilities that each party has if an agreement is not reached
- Parties should not agree to anything that is worse than their BATNA

BATNA: Best Alternative to a Negotiated Agreement

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2. Interests

- This is what lies underneath POSITIONS (DEMANDS)
- Reasons for demanding something
- Includes the parties' concerns, needs, desires, hopes and fears

(>L)

3. Options

- Full range of possibilities on which parties might reach agreement
- All options should be “put on the table”
- Best agreement exploits all potential mutual gain

(>L)

4. Legitimacy

- Refers to perceived fairness or objective rationale of an agreement
- Good if based on external benchmarks, criteria or principles, NOT just the will of one party
- External standards of fairness include laws, regulations, industry standards, current practice, a general principle such as reciprocity, etc.

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5. Commitments

- Oral or written statements about what a party will or won't do
- Can be made during negotiations or may be encoded in a formal agreement
- The best agreements have well-planned, well-crafted, and, if possible, verifiable promises
- Agreements should also be practical, durable and well-understood by those who must carry them out

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6. Communication

- Quality of communication depends on mutual understanding and process efficiency
- High quality communications carry the same meanings for senders and receivers, even if they might disagree
- High quality communications are efficient (whether agreements are reached or negotiations are discontinued)

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7. Relationship

- Important negotiations tend to be with people or institutions with whom we have negotiated before and will do so again
- Strong working relationships help parties deal with differences and seize opportunities
- Transactions should improve, not damage, the parties' ability to work together again



Identify an issue that requires joint problem solving in your initiative:

My interests	Their interests			
	Stakeholder 1:	Stakeholder 2:	Stakeholder 3:	Stakeholder 4: