NEGOTIATING WITH LEADERS

How is data supporting decision-making in humanitarian response? Do decision-makers use information products to guide their work? This session requires two unique stakeholders - one in a disaster response/operational role and one in a strategic policy and/or operational manager roles. The speakers will introduce how data can be useful for emergency operations and how data supports the decision-making process during humanitarian response. Participants will first hear from the leaders to frame the discussion. Then, they will divide into teams to prepare their negotiation with decision-makers.

- **People:** 10 to 40 people
- **Time:** 60 Minutes
- **Difficulty:** Medium
- **Materials:** Flipchart paper, Markers (various colours), Painter's tape (to ensure items stick to the wall)

Session Goals:

The goal of this session is to build a common language around how data might be used for evidence. The session also seeks to provide guidance from leaders on how colleagues can provide more useful evidence as well as to tactics to talk about how to negotiate the use of data.

- **Useful:** What data do you consider useful to inform response?
- **Types of Data:** How are decision-makers using data? How can data be better communicated in order to reach its full potential?
- **Local Capacity:** How do you invest in local capacity and facilitate local ownership of data? Or what needs to be done to increase local ownership?
- **Consensus and Negotiation:** How do we reach agreement on data to set priorities for decision-making?

PREPARATION

Each speaker should be briefed in advance on the session. Here's what they need to know before the session is run:

Part 1: They will speak for 5 minutes each about their experiences. Slides are welcome but encourage a conversation-based approach.

Part 2: Their role during the session changes from speaker to observer.

Part 3: The leaders will be '*pitched*' the various talking points on how data can support their work. Leaders should be prepared to give real world examples. Their role is to help the audience frame their work in terms of '*negotiating with leaders*.' Leaders should be prepared to reflect on the key questions and challenges to making evidence-based decisions.

Depending on your audience (e.g. sector), pick a few example datasets/tools or types of information products that can 'guide' the audience in their discussion.

Each group should be assigned in advance of the session. In addition, signs should be made for each group topic:

Group 1 - Confusion and Knowledge gaps

Group 2 - Challenges in systems, new technology, and processes

Group 3 - Trust, Accuracy, bias, and quality

Group 4 - Security, legal, and policy

THE SESSION

Part 1 - Explain the format and Frame the discussion (15 minutes)

The host introduces the 3 parts of the session. Speaker 1 and Speaker 2 each talk between 5 -8 minutes about their experiences around evidence-based decisions. They can attempt to address the key questions by illustrating real-world examples. Slides are ok, but the preference is to default to conversational insights.

Part 2 - Breaking down the talking points (20 minutes)

Participants will prepare their negotiation to consider their learnings around data / information products for decision-makers. Be sure to use some example tools and datasets from both internal and external sources. Each sector might have a different type of 'information delivery mechanism.' One example might be a dataset from the Humanitarian Data Exchange (HDX) or another example is a dataset from GO (the IFRC emergency operations tool.)

The room will be divided into 4 groups. In their groups, people have 20 minutes to determine the top answers for 'data-driven' arguments to negotiate with the decision-makers by listing on their flipcharts:

- Type of challenges decision-makers might have in order to not use our data
- Arguments to overcome these challenges

Group 1 - Confusion and Knowledge gaps

Group 2 - Challenges in systems, new technology, and processes

Group 3 - Trust, Accuracy, bias, and quality

Group 4 - Security, legal, and policy

Groups will pick their top 2 points and assign 1 person to report back in Part 3. Document and rate ideas on flip charts.

Part 3 - Negotiation Room (25 minutes)

Now that the participants have determined their talking points for the decision-makers, they will use 'negotiation' tactics and 'pitch' why the decision-makers should use the datasets.

- Each group gets 2 minutes to give their highlights. The panel will then listen and take notes (10 min).

- The panellists will give feedback on what they thought worked or did not work. They will identify gaps and opportunities to improve negotiating with leaders about using data (10 min).
- Closure - The host will summarize the session, and highlight outcomes of the session.

Extra Credit:

Here are some additional exercises to build teamwork and a common language:

- Atlassian Team playbook
- Evidence planning with the DIY Toolkit.
- Review the Humanitarian Data Exchange (Centre for Humanitarian Data (OCHA)) and the GO platform: IFRC Disaster Response and Preparedness.

CREDIT

IFRC Africa Regional office (Henk Hoff, Assanke Koedam), IFRC (Heather Leson, and Guido PIzzini). This session was piloted at the Nairobi Data Skills workshop which was held in partnership with the Centre for Humanitarian Data / HDX Nairobi Lab.