

Negotiation

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March, 2024 (Delhi)

The overall objective

- Skills like Advocacy, Networking, Collaboration and Negotiation

Should

- Equip the leader to realise the vision of the organization he/she serves

Cross-cutting issues

- Stakeholders and their management
- Understanding the context

Common Errors to avoid-

- Ego, unrealistic expectation, past negative exp, position versus interests, failure to negotiate, unethical approach

Stakeholders Analysis and Engagement

- Stakeholders –individual, groups or other entities (in context of given project, prog, policy) who
- - impacted directly or indirectly, positively or negatively (affected parties)
- - have interest in the project , are affected by it, potential to influence (interested parties)
- Must consider ‘vulnerables’ who are disproportionately impacted or further disadvantaged by the project
- Purpose of stakeholders analysis is to ensure stakeholders engagement - reaching project goals
- Critical for Stakeholders engagement- continuous communication and relationship building

Stakeholders and Partners

- Stakeholders-groups or individuals with interest or involvement in the project or those who get affected by it or those who can influence it – direct/ indirect
- Partnership-relationship between individuals or groups with responsibility to achieve specific goals
- Can different stakeholders work in partnership— YES
- Can all partners have to be Stakeholders- theoretically-No; in reality-Yes

Stakeholders identifications-General considerations

- Stakeholders are interested individuals or groups. They may be
- International organisations-UN family, WHO, World Bank
- National government, Ministries of Health, Labour, Child Development, Agriculture, Education, Social Welfare, Road Transport, Local Self Govt
- NGOs/Civil Societies
- Trade Union
- Employers/Employees
- Professional organisations/ Academic Institutes
- Patients
- Community leaders/religious leaders

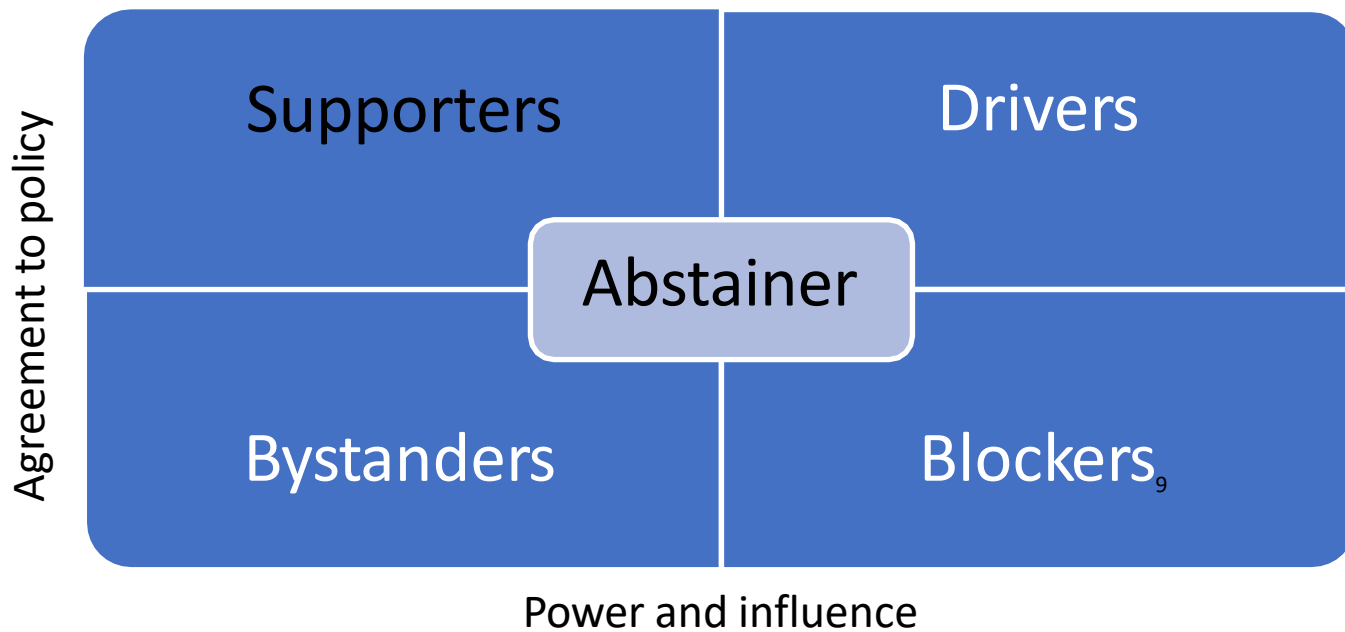
Stakeholders Analysis and Management-categorisation

- Five categories of Stakeholders-Drivers (high agreement, high power), Blockers(no agreement but high power) Supporter(high agreement, low power) bystanders(low agreement, low power) Abstainers (intermediate agreement, intermediate power)
- Blockers-moved to become supporters,/abstainers or defended against
- Drivers further empowered with resources and opportunities
- Supporters –involved in technical discussions, debates
- Bystanders-monitored for opportunity to move them to different positions

Key Categories of Stakeholders

Agreement to policy	Strongly approve (5)					
	Approve (4)					
	Neutral (3)					
	Disapprove (2)					
	Strongly disapprove (1)					
		Very low (1)	Low (2)	Moderate (3)	High (4)	Very high (5)
Power and influence						

Ref: Hyder A, Syed S, Puvanachandra P, Bloom G, Sundaram S, Mahmood S, et al. Stakeholder analysis for health research: case studies from low- and middle-income countries. Public Health. 2010 Mar;124(3):159-66.



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Why do we need context analysis?

- ▶ The effectiveness of policies is critically influenced by their implementation in a given context
- ▶ Policies are often implemented in complex, multi-faceted and dynamic environments, thus the same policy would rarely work in the same way in different contexts
- ▶ While the tools and strategies used to implement a policy are important, the context of implementation equally matters
- ▶ Understanding context is crucial for successful implementation of a program



Domains for context assessment

Geographical

Epidemiological

Socio-cultural

Socio-economic

Ethical

Legal

Political

Negotiation-Settle by discussion and mutual agreement by two or more parties

Skills required for Negotiation

- Conflict resolution
- Decision making
- Problem solving.
- Active Listening
- Bargaining

Conflict resolution is a peaceful solution to disagreement

- Disagreement-financial, personal, political, emotional-may be resolved by
- Accommodating-one yields the win to other
- Avoiding- seek to suppress the conflict
- Compromise-both win and give up something
- Competing-seeks to win regardless of impact
- Collaborating-win-win for both

Decision making

- Decision making –gather information, identify alternatives, weigh the evidence, choose among alternatives, decide, review the decision
- Challenges- fast changing scenario, information overload, subjectivity and biases, resistance to change, diverse perspective evaluation (complex impact)

Problem solving

- Involves-critical thinking, creativity, information processing, active listening
- Focus on party's underlying interests rather than their position
- Maintain and build relationship rather than an adversarial process

Active listening

- A process-appreciative, empathetic, sensitive to non verbal cues, comprehensive and critical
- Steps may include-be attentive, ask open ended questions, request clarifications, paraphrase, reflect feelings, summarize
- Repeat, Reflect. Respond, Respect and defer judgement
- Active listening –for successful negotiation, networking, collaboration and effective communication

Bargaining

- Negotiating over the terms of contract, agreement, purchase
- Collective bargaining (ILO convention 54)-all negotiations between an employer, a group of employers or one or more employers organization and workers organization for (working conditions, terms of employment, regulating relations between employee and employers or between their organisations)
- Distributive bargaining—zero sum game; I win at your cost
- Integrative bargaining—interest based bargaining or win-win bargaining

Negotiation--steps

- Investigation, Preparation-also work out Best Alternative to a Negotiated Agreement(BATNA)
- Presentation-initial order, demands
- Bargaining
- Agreement

A few considerations before we Negotiate

- Preparation- factual information about issues
- BATNA-Best Alternative to a Negotiated Agreement (Roger Fisher and Ury)
- Target Value-optimum point in negotiation
- Reservation point-least that a negotiator expect
- Interest versus Position
- Personality traits, physical settings, culture do influence the process and outcome

Third Party Negotiation

- Parties unable to solve complex situation through bargaining or direct negotiation
- Mediator-Third person not associated with any of the concerned parties (able to persuade, analyse logically)-civil court, labour court
- Arbitrator- Voluntary and/or Compulsory (enforced by Law or Tribunal)
- Conciliator- A trusted third party providing communication links (overlapping Mediator role)

Gandhian Way to Conflict Resolution

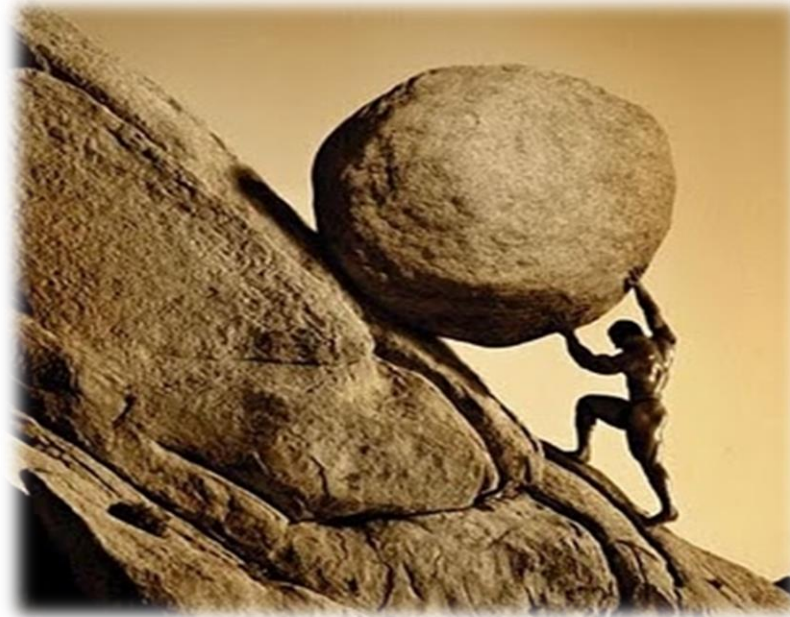
- Satyagraha
- First level-Goals and Conflict-conflict related facts, goals, opponents goals, common compatible goals
- Second level-Conflict struggle and Process-non violence, transparency, no cooperation with evil, willing to sacrifice
- Third level-Conflict Resolution-see negotiation, positive social transformation, conversation, non exploitative approach, opportunity to change

Successful and not fully successful attempts-Advocacy, Negotiation-----

- Smallpox Eradication
- Polio Eradication
- Vaccine hesitancy and Covid Vaccination
- Breast feeding promotion
- Persistent Child Malnutrition
- Low budget allocation to health
- Medical Education and Health Directorate
- National Health Mission and Health Directorate

Advocate Negotiate Collaborate----

to realize your organizational
vision in the larger societal interest



***The difference between the impossible
and the possible lies in our
determination!***

THANK YOU