

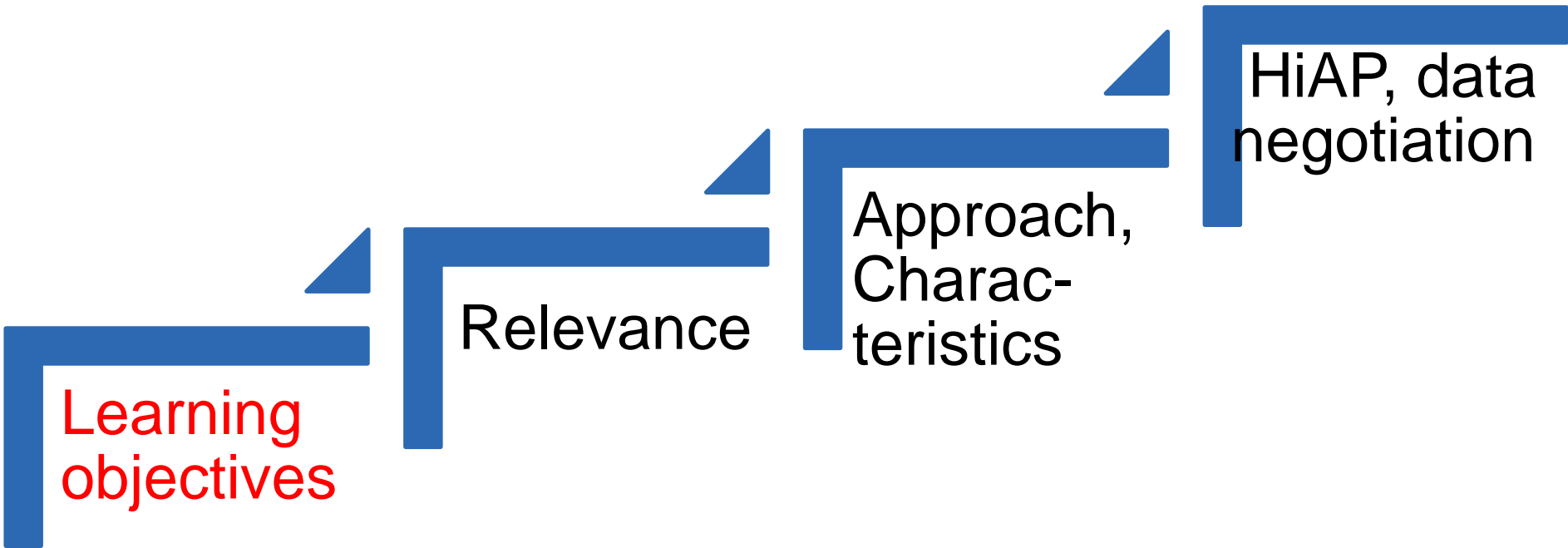
Negotiating for Health

Nicole Valentine

Session 2.4
Lecture



Overview



Definition

- a process whereby
 - two or more parties seek an agreement
 - to establish what each shall give or take, or perform and receive in a transaction between them
- between two or more parties with competing interests
 - aim of acceptable trade-offs for an agreement

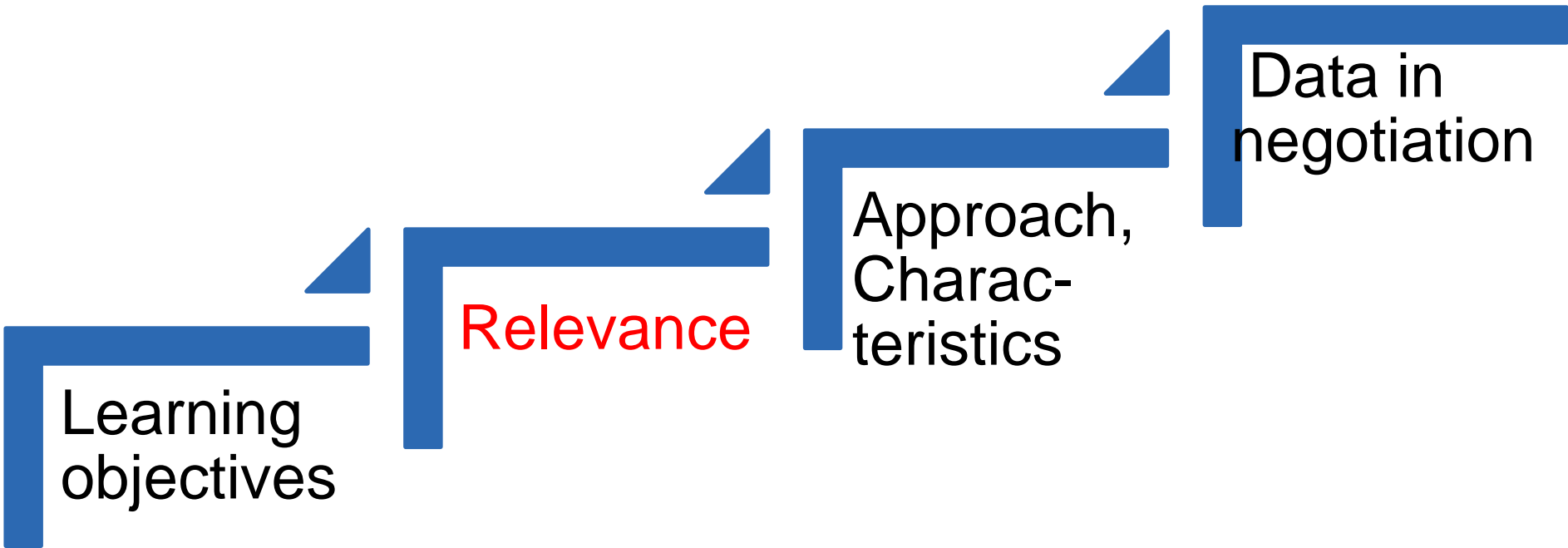


Learning objectives

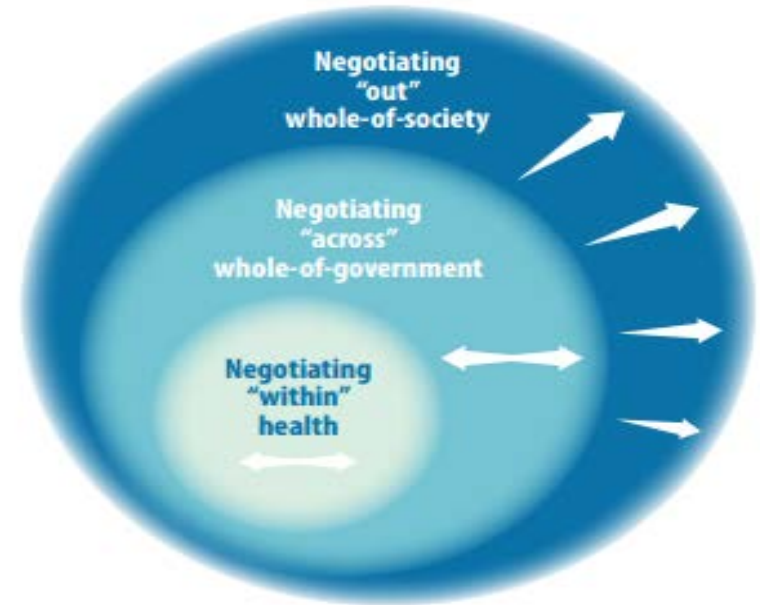
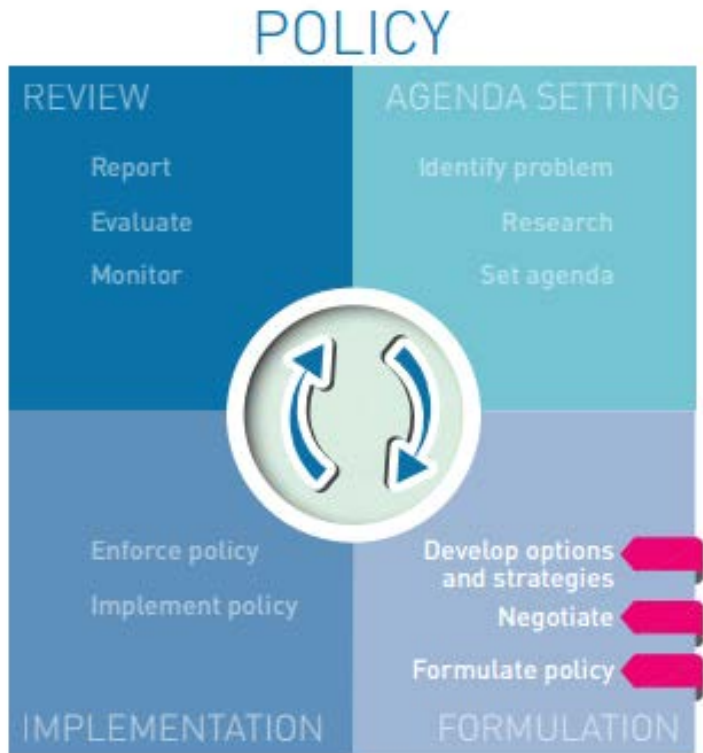
- List the major stages of negotiation process
- Describe several approaches to policy negotiation process
- Explain the characteristics of cooperative or value added negotiation process
- Apply knowledge of negotiation to a role play



Overview



Policy cycle and scope



Source: modified from <http://www.geostrategis.com/images/policycycle.jpg>



Dialogue with other sectors

Minimum conditions of emerging practice

- Governance
 - Priorities for ISA, Structures
- Partnerships based on co-design, co-delivery and co-benefits
 - Framing, engagement, navigation
- Dedicated capacity and resources
- Use of evidence and evaluation.



Overview



Stages of Negotiation

- 1 Understanding the problem raised in the agenda**
 - whether negotiations are necessary or possible
 - negotiations process and outcome closely linked to windows of opportunity
- 2 Identify stakeholders and their interests**
 - to identify who may lose or gain powerful interests;
 - a stake holder analysis is used for this purpose.
- 3 Consult with stakeholders**
 - organise an effective consultation
 - build coalitions with stakeholders
 - determine position on each issue to be negotiated



Stages of Negotiation

4 Establish negotiation agenda

- Before negotiations defining the issues for agenda
- Designate representative negotiator for the participating, format(location, timing, resources)

5 Develop positions and strategies

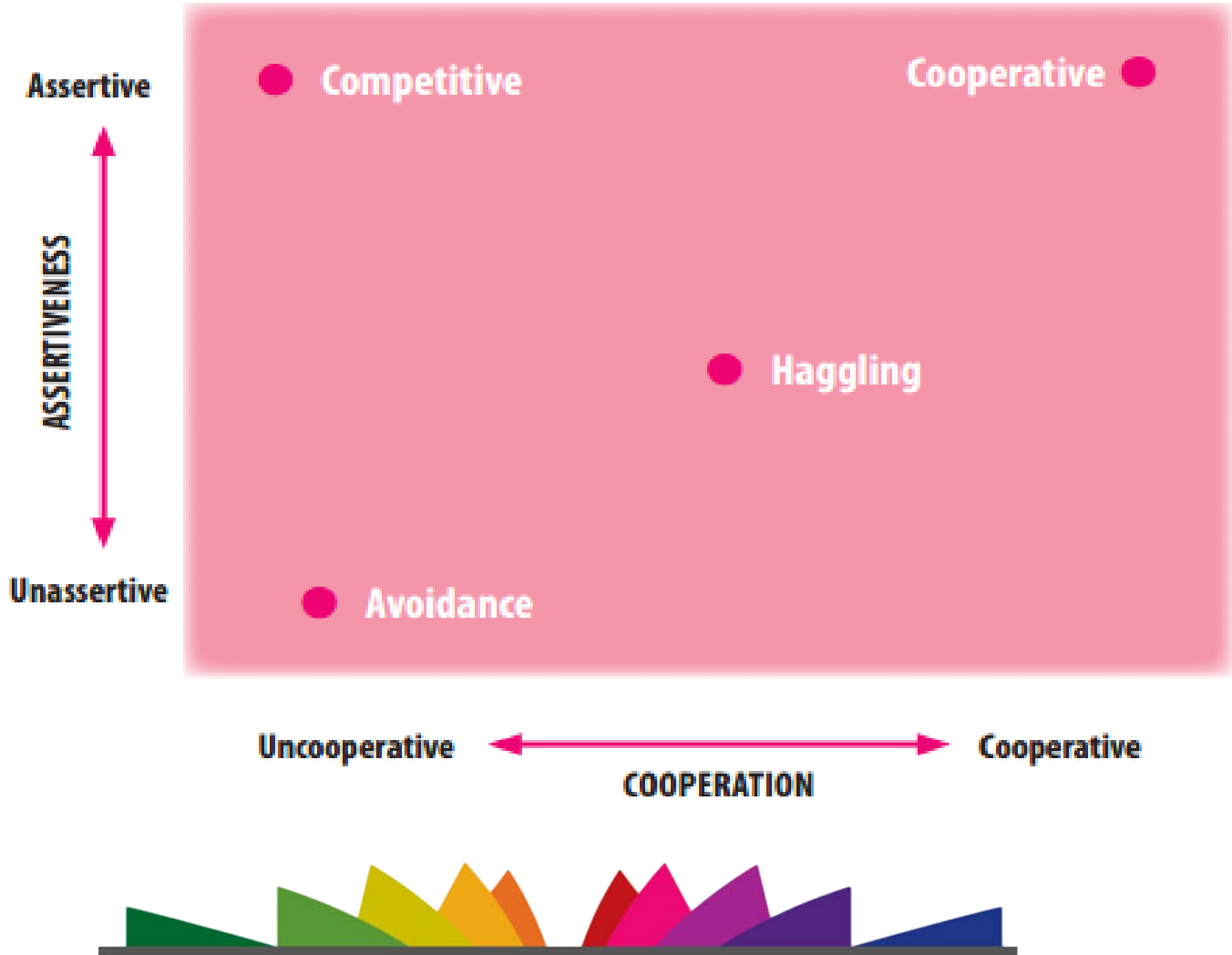
- Formulate negotiating positions and strategies
- Identify and assessing major trade-offs
- Constructing and evaluating as many possible outcome and consequences

6 Negotiate with stake holders

7 Assess proposed agreement



Four main approaches



Competitive

- Premise is to maximise gain
- Zero-sum game



Haggling

- Common approach
- Between competitive and cooperative
- Manipulative



Avoidance

- Defer or postpone decisions
- Dynamic, subtle and assertive

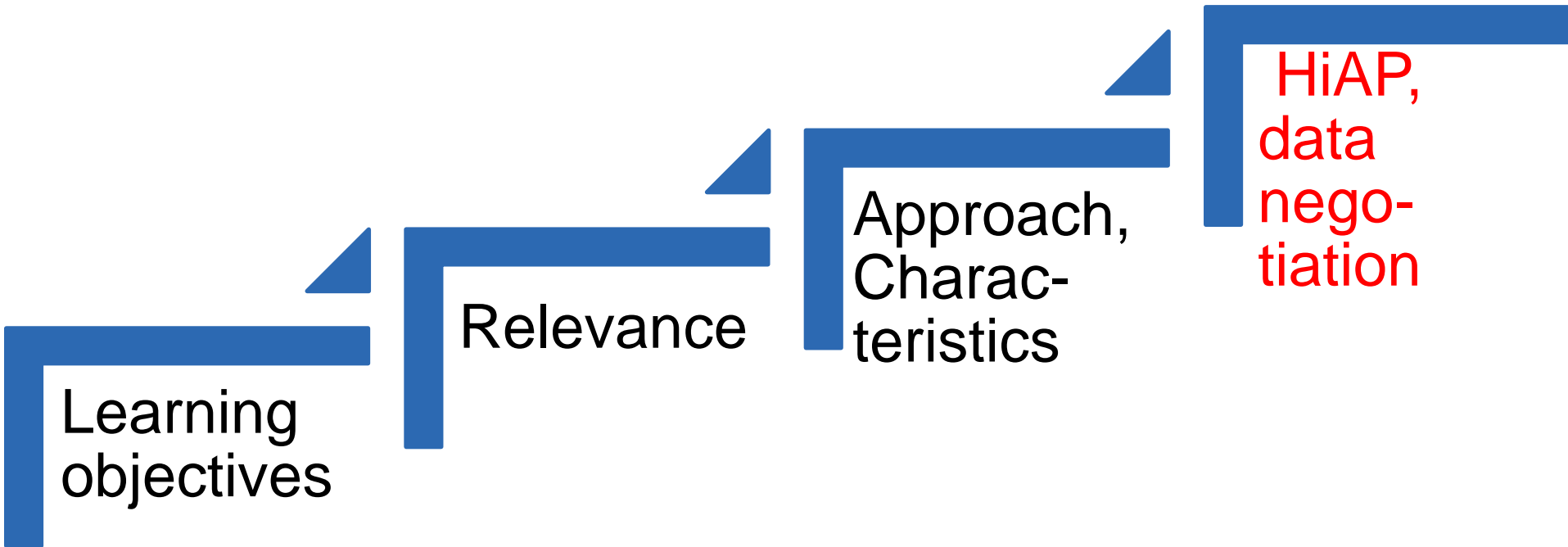


Cooperative

- Mutual gain
- Joint problem-solving
- Open and collaborative
- Assume win-win



Overview



HiAP negotiation approach

- Cooperative and ethical
 - Study problem in detail
 - State objectives or interests rather than position
 - Listen, watch body language
 - Articulate ideas concisely
 - Keep proposals simple
 - Assume best



Health arguments From Pre Ex. (practitioner)

- Health argument
- Health-to-other-sectors
- Health-to-societal goals
- Use of economic evidence



Interests

- What concepts are most important to them
- What factors underlie their position
- What fears
- What is their dream and why



Develop multiple options

- Costs and merits of doing things differently
- Consider data opponents will use
- Ask questions with meaningful options
- Do not separate the way data will be gathered and used



Meaningful questions

- Current macroeconomic, political and social environment and their relationship to health
- Current and projected health status, main causes of disease in different population groups
- Main strengths and weaknesses of the health care system



Thank you for your attention!

Q&A?

valentinen@who.int

