

# **Negotiating Health Development Refresher Course and Leadership Training**

**Presented by the Ministerial Leadership Initiative for Global  
Health (MLI)**

**Club Himalaya, Nagarkot, Nepal  
09-12 August 2010**

**Gardner Heaton and  
Dr. Kenneth Ritterspach**

**Training conducted by CMPartners, LLC, Cambridge, MA USA**

# Negotiating Health Development Leadership Training

## Final Summary Report

### Executive Summary

The Ministerial Leadership Initiative (MLI) held a second *Negotiating Health Development Leadership Training (NHD LT)* for the Nepal Ministry of Health and Population (MoHP). MLI also offered a NHD Refresher program for graduates of the pilot NHD LT conducted in September 2009. Both the 2.5-Day NHD LT and 1-Day NHD Refresher training were held in Nagarkot, Nepal on 09-12 August 2010. The workshops transferred to participants the leading theory, tools and techniques in the fields of negotiation, conflict management and communication with an emphasis on the practical application of intellectual technology in their everyday lives at the MoHP. Dr. Kenneth Ritterspach and Gardner Heaton, both of CMPartners, LLC, facilitated the training.

*Negotiating Health Development* participants responded well to the program. On a scale of 1 through 5 where 1 equals Poor, 2 = Fair, 3 = Good, 4 = Very Good and 5 = Excellent, all of the 13 completed evaluations received rated the program as follows: average score of 4.3 for overall quality; average score of 4.5 for overall facilitation; and average score of 4.4 for usefulness of the program.

Participants recommended that the program would benefit from additional MoHP-specific negotiation examples, additional role-play technique labs, and that the program be extended to offer more time for practice. All respondents recommended the NHD Leadership Training program for other professionals including Ministry officers, regional and district staff, donors, and international non-governmental organizations (INGOs). A copy of workshop evaluations is available with this report as an attachment to the Appendix.

As a means of maintaining the groups' learning participants proposed that they develop a network of people within the MoHP to share negotiation experiences, both successes and challenges. It was suggested that individual or group journals be developed to track important negotiations for the purpose of reflection, learning and improvement.

Follow-up and reinforcement discussions after the NHD LT and Refresher course generated sufficient interest in an additional offering of the NHD LT for new MoHP staff in October 2010. In an effort to develop a sustainable in-house capacity for negotiation, coaching and ongoing learning, discussions are underway at the time of publishing this report to identify a select group of MoHP negotiation experts who have completed the NHD LT. MLI will offer this core group a Process Training program in October 2010 intended to develop their capacity to facilitate negotiation skills-building modules for other MoHP staff. The Ministry of Health and Population has identified the Nepal Administrative Staff College as a potential partner in this initiative, thereby introducing a more sustainable vehicle for training MoHP staff over time.

### I. Background To Workshop

The Ministerial Leadership Initiative for Global Health (MLI), funded by the Bill & Melinda Gates Foundation and the David and Lucile Packard Foundation, seeks to strengthen the leadership capacity of ministries of health in Ethiopia, Mali, Nepal, Senegal, and Sierra Leone. In partnership with Results for Development Initiative (R4D), MLI held a second Negotiating Health Development Leadership Training (NHD LT) program for the Nepal Ministry of Health and Population (MoHP). MLI launched the pilot NHD LT program last 21-23 September 2009. The second offering of the NHD Leadership Training was held on 09-12 August 2010 in Nagarkot, Nepal. The training offered senior staff from the Ministry of Health and Population the leading

theory, tools and techniques in the fields of negotiation, conflict management and communication with an emphasis on the practical application of intellectual technology in their everyday lives at the MoHP. In addition to the 2.5-Day NHD Leadership Training the facilitators conducted a 1-Day Refresher course for 5 graduates of the pilot NHD program.

Dr. Kenneth Ritterspach and Gardner Heaton, Senior Consultants, of the Cambridge, Massachusetts-based training and consulting firm, CMPartners, LLC, conducted the training.

## **II. Next Steps**

### **1. Improvement of MoHP Negotiation Capabilities and Results: Some Best Practices**

There are a wide range of initiatives that will help improve The Ministry of Health and Population's negotiation capabilities and results. Workshops are an important vehicle for the development of negotiation skills. Bringing about enduring organizational improvement requires more. The facilitators see the Negotiating Health Development Leadership Training as a necessary beginning to a long-term effort to bring about sustainable, value-creating change.

Efforts to develop a sustainable training and coaching capacity in negotiation for the MoHP are in the development stages through MLI. In particular, in October 2010 MLI will offer a Process Training workshop for MoHP negotiation experts who've completed the NHD LT program and have both the skill and demonstrated interest and discipline to develop a facilitation capability in teaching negotiation skills. The facilitators offer below best practices from other CMPartners' clients as they have improved their organization's negotiation capabilities and results. The MoHP may consider creating an integrated plan from this menu of possibilities. The best practices presented herewith fall into two categories: practices, which MoHP can adopt on their own or with MLI assistance (items 1-2) and those, which CMPartners conducts for MoHP (item 3). The recommendations are as follows:

#### **1. Management Leadership, Reinforcement and Coaching**

Integrate negotiation coaching and reinforcement into the job of every key manager.

#### **2. Internal Tools**

Develop tools to help negotiators prepare for, practice, and review their important negotiations as part of a continuing learning process.

#### **3. Follow-up Training and Advice from CMPartners**

Provide further training for groups of negotiators already given introductory workshops, and establish a cadre of expert coaches (from both inside and outside MoHP) to assist with the most important negotiating challenges. Seek external advice and assistance from negotiation experts in preparing for and conducting most-significant negotiations and in making challenging strategic relationships more productive for all involved.

The above categories are discussed in detail below.

#### **1. Management Leadership, Reinforcement and Coaching**

In our experience, active management leadership is the most critical element in continually improving individual and organizational negotiation skills and results. Senior leaders and managers who identify, articulate, and model appropriate behavior are key to achieving sustainable change, because these leaders' efforts to "walk the walk" and demonstrate their commitment to negotiation development and excellence

significantly impact others' individual commitment to improvement. Promoting this type of leadership action should be a central theme of efforts to improve negotiation capabilities and results. MoHP leadership activities to consider include:

- Articulating and discussing appropriate measures of success for negotiations (Note: consider the checklist for a 'good outcome' in negotiation presented in the NHD workshop and listed in English and Nepali on the laminated tool cards);
- Encouraging frequent and systematic preparation for negotiations with their negotiating teams using the Seven Element Framework Preparation Worksheet; and
- Encouraging frequent and systematic reviews of negotiations: asking what worked well and why, and what might have been done differently and why, and being very specific in those conversations.

## **2. Internal Tools**

A second set of activities involves creating tools to support individuals as they prepare and conduct negotiations. These tools which may be internet or intranet based include:

- Customized and tailored templates for preparation. These templates can be provided in an on-line form that can be utilized with and integrated into a client's own electronic work and communications infrastructure (e-mail, groupware, intranet, etc.). The tool that we recommend as most immediately customizable is the CMPartners' Seven-Elements Preparation Tool which has already been translated in Nepali and was used during the workshop; and
- Customized and tailored templates for review including one-page forms, which allow colleagues to provide structured feedback to in-house role-play practice negotiations.

## **3. Follow-up Training and Advice from CMPartners**

CMPartners offers *Advanced Negotiation Workshops* in which we work to enhance and refine the skills developed in previous workshops and present new tools or concepts, as appropriate. We help participants learn to pinpoint deficiencies in their own skills repertoire and develop strategies for improving those skills on their own and provide targeted and individualized feedback.

*Negotiation Clinics* over the course of a half-day or full day (or even just two hours) provide opportunities in less formal, less structured settings than workshops for client personnel to meet together to reinforce tools and ideas, or to analyze and prepare for a particular negotiation.

We also *work with individuals* to diagnose negotiation challenges and design and provide highly individualized coaching. This category includes the development of Training of Training workshops and offering written Teaching Notes for the introductory level workshop, such as NHD Leadership Training.

Additionally, CMPartners actively assists in the analysis, planning and negotiation of specific transactions, conflicts or challenging relationships with the dual purpose of reinforcing ideas and tools and of adding value on the specific case.

## **III. Composition of Workshops**

The 1-Day Negotiating Health Development Refresher course brought together 5 graduates of the pilot NHD LT program. See a list of participants in the Appendix. One additional participant who had not previously taken the NHD LT program was invited to Nepal to participate. In an effort to develop peer learning and country to country sharing, MLI invited Dr. Salif Samake, the Director of Planning and Statistics in the Ministry of Health in Mali, to attend the workshops. Dr. Samake contributed extensive negotiation experiences from his country and shared key lessons learned back to his home Ministry in Mali.

A range of senior officials from the MoHP attended the 2.5-Day NHD Leadership Training. Participant work titles included the Secretary of Health and Population, Joint Secretary of Human Resources and Financial Management Division; Under Secretary of Law; Chiefs of PPICD, Public Health Administration, Curative Services, Hospital Administration, Dept of Drug Administration, and Directors of National Public Health Laboratory, Dept of Ayurveda, and National Centre for AIDS and STD Control.

MLI Country Lead for Nepal, Ms. Gabriele Mallapaty, attended the workshop and Mr. Balram Adhikari translated workshop materials from English to Nepali prior to the workshop and provided real-time interpretation during the session. A Program Officer and Computer Assistant from MoHP both observed the session. A complete list of participants appears in the Appendix.

Both programs were held at the Club Himalaya Resort in Nagarkot, Nepal, 1.5 hours drive into the hills outside of Kathmandu Valley. The venue was located far enough away from the demands of work at the Ministry itself and offered participants workshop facilities, meals and accommodations. The length of the program was long enough to allow participants to learn and practice new skills and techniques and was not too long so as to disrupt the important work of the MoHP.

#### **IV. Content of the Workshops**

The Negotiating Health Development Leadership Training presented leading theory, tools and techniques in the fields of negotiation, conflict management and communication, emphasizing the practical application of the intellectual technology to the participants' everyday professional lives at MoHP. The content of the workshop parallels the content of a World Health Organization publication *Negotiating Health Development: A Guide for Practitioners*, co-authored by workshop facilitator Elizabeth McClintock.<sup>1</sup> The 89-page booklet was written to be useful for practitioners seeking to influence the process of health development. The authors present tools, frameworks, processes, and questions geared towards common challenges when dealing with health related issues in developing countries. The approach is based on the training of officials from over 40 developing countries.

CMPartners facilitators utilized a methodology and approach that was highly interactive and which asked participants to push themselves beyond their comfort zones over the two and a half-day session. Each day included brief learning modules on theory or new tools followed by immediate application of the learning in exercises, role-play simulations and table-group or open-room discussion and debriefs. Continuous, real-time application of the newly-learned concepts and tools against situations first based outside of the participants work reality and later focused deeply on their real-world challenges provided the best means of both stimulating participants and maximizing the likelihood that participants will use the skills going forward.

The workshop introduced participants to a core theory of negotiation presented by Roger Fisher and William Ury in their book *Getting To Yes: Negotiating Agreement Without Giving In* (Second Edition published by Penguin Books, New York, 1991). General learning objectives of NHD training included building participants' awareness, skills and confidence in negotiation strategies, methods and techniques. Specific learning objectives included enabling participants to transfer newly acquired knowledge of negotiation and decision-making into skillful action in their mission critical work at the MoHP. Additionally, the program was designed to enhance the abilities of participants to analyze and conduct important negotiations and to manage day-to-day decision-making in their professional lives. The facilitators sought to increase participants' awareness of the process by which they and others negotiate, manage conflict and communicate, and the importance of that process; provide a framework for structured thinking about negotiation and decision-making and to enable better goal setting,

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<sup>1</sup> Drager, N., McClintock, E., Moffitt M. *Negotiating Health Development: A Guide for Practitioners*. Geneva, Switzerland: Conflict Management Group and World Health Organization, 2000, 89p. The guide was given to NHD workshop participants in English and Nepali and both versions are available for download on the Ministerial Leadership Initiative website ([www.ministerial-leadership.org/events/negotiating-health-development-leadership-training-workshop](http://www.ministerial-leadership.org/events/negotiating-health-development-leadership-training-workshop)).

preparation, strategic conduct, and review; provide tools and “best-practice” techniques to negotiate durable agreements and build and maintain stronger working relationships; improve existing skills and add new skills; and enhance the ability to use the tools and techniques with confidence and effectiveness.

### **Day One: Introductions, Purposes of Training, Strategy Exercise and The Seven Element Framework**

#### **1. Orientation and Introductions**

MLI Country Lead Gabriele Mallapaty welcomed participants and provided background for the training as a part of MLI’s broader initiative to support Nepal’s Ministry of Health and Population. Workshop facilitators provided introductions, background to CMPartners approach, assumptions and methodology and presented the agenda for the 2.5-day program.

#### **2. Participant Introductions, Purposes and Negotiation Style**

Participants were asked to reflect individually and then discuss in table groups their purposes for the workshop. Facilitators asked, “If these three days were a good use of your time what would you gain or walk a way with?” The purposes participants envisioned for the workshop were helpful because they provided facilitators with a goal to reach over the course of the 2.5-day workshop. The purposes were posted on flip charts and included the following:

- Share experiences with colleagues as well as improve negotiation skill;
- Familiarize with MoHP staff with key concepts of negotiation;
- Connect with like minded officials from MoHP;
- Enhance theoretical and practical knowledge of negotiation;
- To be equipped with new approaches to negotiation;
- Gain confidence in ability to negotiate; and
- Learn a framework for negotiation.

#### **3. Strategy Exercise: *Win As Much As You Can***

Facilitators led participants through a strategy exercise entitled *Win as Much As You Can*. The exercise is a classic four-person prisoner’s dilemma played in ten quick rounds, which provides a vehicle for examining the connections between self-interest and group wellbeing. The exercise also illustrates fundamental differences between one-time encounters and negotiations in which parties have ongoing relationships.

The results of the exercise reveal a great deal about what happened in each game. The MoHP participants were far more cooperative than competitive, many receiving very low scores or even zero and negative scores. The only two instances of high scores were the result of tactical breaches of agreements after the last two bonus rounds in the exercise.

Themes that emerged during the debrief showed that short term gains can lead to long-term losses; it isn’t in your interest to leave other people feeling as if they have to get even for past losses you have made them incur; negotiate with deeds as well as words; and make yourself trustworthy.

#### **4. A Framework for Measuring Success**

Facilitators then presented a framework by which leaders in any institutional context could measure the success of decisions made. Facilitators provided an overview of The Seven Element Framework:

- **INTERESTS.** Interests are not positions; positions are parties' demands. Underlying the positions are the reasons they are demanding something: their needs, concerns, desires, hopes and fears. The better an agreement satisfies all parties' interests, the better the deal.
- **OPTIONS.** Options are the full range of possibilities on which the parties might conceivably reach agreement. Options are, or might be, put "on the table". An agreement is better if it is the best of many options, especially if it exploits all potential mutual gain in the situation.
- **LEGITIMACY.** Each party in a negotiation wants to feel fairly treated. Measuring fairness by some external benchmark, some criterion or principle beyond the simple will of either party, improves the process. Such external standards of fairness include laws and regulations, industry standards, current practice, or some general principle such as reciprocity or precedent.
- **COMMUNICATION.** Good communication helps each side understand the perceptions and concerns of the other. Other things being equal, a better outcome will be reached more efficiently if each side communicates effectively.
- **RELATIONSHIP.** Most important negotiations are with people or institutions with whom we have negotiated before and will negotiate again. In general, a strong working relationship empowers the parties to deal well with their differences. Any transaction should improve, rather than damage, the parties' ability to work together again.
- **ALTERNATIVES.** Alternatives are the walk-away possibilities that each party has if an agreement is not reached. In general, neither party should agree to something that is worse than its "BATNA" -- its Best Alternative To a Negotiated Agreement -- "away from the table."
- **COMMITMENTS.** Commitments are oral or written statements about what a party will or won't do. They may be made during the course of a negotiation or may be embodied in an agreement reached at the end of the negotiation. In general, an agreement will be better to the extent that the promises made have been well planned and well-crafted so that they will be practical, durable, easily understood by those who are to carry them out, and verifiable if necessary.

After presenting the Seven Element Framework the trainers addressed questions, recapped what was covered on Day One and gave an overview of Day Two.

### **Day Two: The Grant Negotiation, Strategic Compass, Technique Lab and Communication Skills**

Facilitators opened Day Two with a Question and Answer session and recapped lessons from Day One.

#### **1. Seven Element Review**

To reinforce the Seven Element Framework facilitators led participants through a review test of the framework. A series of true/false questions about the elements led to an open discussion of how to utilize the structure in real negotiations at the MoHP.

#### **2. The Grant Negotiation Simulation**

Following the review discussion using the Seven Element Framework, participants were given an opportunity to put their understanding of the new tool to work in a negotiating exercise. The trainers developed a negotiation simulation, *The Grant*, for use specifically in the health sector. The simulation parallels many aspects of MoHP's real experience with the Compact negotiation. The simulation involves a program director of an international non-governmental organization, The Global Health Network (GHN), and a representative from the Banduran Ministry of Health. In the simulation, Bandura is a developing country, which requires significant funding for health sector reform. The GHN seeks to fund and implement an HIV/AIDS awareness and prevention program. Rather than receive funds specifically earmarked for the HIV/AIDS program, the Banduran

Ministry of Health prefers that health sector financial contributions be allocated to a “donor basket”, which can then be utilized as needed on priority health programs.

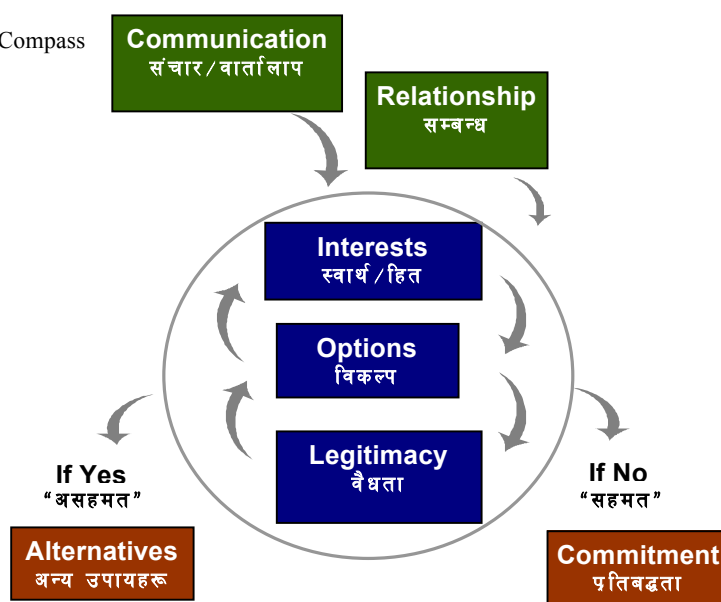
Participants in the workshop were divided into two groups, half representing the GHN and the other half representing the Ministry of Health in Bandura. The two groups then prepared separately for negotiations using the Seven Element Framework to assist them in developing their respective strategies. After an hour-long preparatory session, the members of the two groups were then paired for one-on-one negotiations seeking to resolve the conflict over program-specific versus ‘donor basket’ funding.

The one-on-one negotiations were followed by an extensive debrief, which focused predominantly on the process the participants used to resolve the conflict and the lessons they learned for application to their own problems and issues. During the debrief participants drew their own lessons from preparing for and conducting *The Grant* negotiation simulation. Upon reflection participants felt it was important to ensure that a negotiation team plans thoroughly to have all the information and expertise necessary before negotiating. Participants also found the welcoming or opening moves of a negotiation were essential to set the tone and that attention should be given to observing appropriate cultural norms. Clear communication between the role players helped to manage fears/concerns about the outcome of negotiation. All participants agreed that thorough interests analysis helped negotiators clarify their own needs and understand the other party’s needs. Finally, participants found that flexibility and a willingness to integrate new information during the negotiation assisted pairs in achieving durable commitments.

### 3. Introduction to The Strategic Compass and Technique Lab

After *The Grant* debrief facilitators introduced participants to the Strategic Compass. In the center of the strategic compass are three elements: interests, options, and legitimacy. Together, these elements form the “circle of value” – where value in negotiation is created. When we are “in” the circle, we are discussing our or the other party's needs, values, constraints, hopes, concerns – in other words, our *interests*. With a good understanding of everyone’s interests, it becomes possible to generate a large number of possible solutions, or *options*, to satisfy those interests. Then, looking to external sources of *legitimacy* such as past precedents at the MoHP or other common practices and procedures in the health sector, we decide which options might be reasonable to say “yes” to. These three elements form the core of the diagram, or the circle of value, shown below.

Figure 1. The Strategic Compass



At the bottom right of the diagram is the element of *commitment*. We form a commitment if we both say “yes” to the solution generated in the circle of value. If we could do better for ourselves elsewhere, it may make sense to say “no” and pursue our walk-away *alternatives* – this element is shown at the bottom left of the diagram. The term of art that facilitators shared for one's “best alternative to a negotiated agreement” is called a BATNA.

At the top of the diagram are the two remaining elements of *relationship* and *communication*. They are sometimes referred to as “enabling elements” because, to the degree that we have constructive working relationships and efficient and smooth communication, it is easier to enter the circle of value and generate increasingly valuable options for agreement. On the other hand, when relationships are strained or communication is poor, it becomes much more difficult to be in the circle and to have productive discussion.

Participants were shown that any move at the negotiation table could be mapped in real-time on the compass as one or more of the seven elements. The benefit of this is to raise our awareness of where we are in the conversation and to determine if it is in fact where we want to be as we pursue our objectives and goals in the conversation. Using the fact pattern of *The Grant*, facilitators conducted a technique lab or “fishbowl” in which participants negotiated with one of the facilitators in front of the group. In the technique lab the facilitator and participant paused their conversation to allow the observing participants to identify what element(s) are being discussed and to offer their ideas of what moves should be taken to ensure the conversation remains on track. Several participants were brave enough to negotiate with the facilitators and in doing so provided the rest of the room an opportunity for practicing using the Strategic Compass.

#### 4. Communication Skills: Inquiry and Advocacy and The Ladder of Inference

In the afternoon of Day Two the trainers led participants through a series of short communication exercises to highlight the importance of balancing advocacy with inquiry and introduced The Ladder of Inference, a tool for improving persuasiveness when negotiators disagree. Initially described by Chris Argyris of the Harvard School of Education, the Ladder of Inference tool enables negotiators to quickly spot when they are arguing over conflicting positions and conclusions. The Ladder can be used in preparation, in review, and real time to guide both our skilled inquiry into another’s views and the effective advocacy of our own.

In its simplest form, the Ladder describes the rise from data: the raw information we and others actually have, to reasoning: the filters and frames we use to collect our data, lend meaning to it, and ultimately make sense (or not) of it, and to conclusions: the top of the Ladder; our position or views.

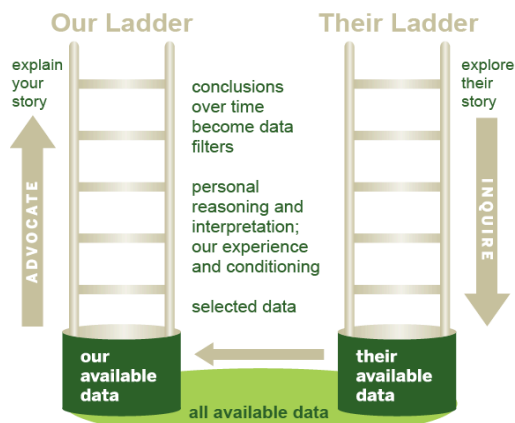


Figure 2. The Ladder of Inference

## **5. MoHP Negotiation Case Study**

Facilitators closed the afternoon by allowing participants to read and then analyze the interests of the different parties in a real MoHP negotiation that occurred with the World Bank. The case study, developed with input from the MLI Country Lead, Ms. Gabriele Mallapaty, presents the process and substantive outcome of the negotiations that took place between the Government of Nepal and the World Bank to extend the IDA credits and grants in support of the Second National Health Sector Program NHSP-2 (2010-2015). The case study is intended to serve as a learning tool, available to MoHP staff and the donor organizations for reference and ongoing learning. It will be expanded to a stand alone learning case study and used during the upcoming Negotiating Health Development Leadership Training in October 2010.

### **Day Three: Application of Skills Acquired**

Facilitators opened Day Three with a Question and Answer session and reviewed lessons and themes that emerged over the first day and one half of the workshop. Day Three provided an opportunity to take the learning and tools into participants' work realities at MoHP.

#### **1. Application of the Seven Element Framework to MoHP Scenarios**

The training team demonstrated to the participants how the skills and tools they were in the process of acquiring could be linked to one another. In order to demonstrate how the Seven Element Framework could be applied to the analysis of a shared problem, table groups selected to work together on MoHP scenarios. Facilitators and participants generated a list of possible scenarios from the participants' working realities. Individual participants selected a topic of interest and groups were formed in order to prepare to negotiate.

After two hours of preparation in small groups participants role-played both sides of the negotiation in their scenario. While two participants negotiated, the other participants in the small group observed and tracked where the conversation was on the Strategic Compass. After short rounds of role-play the observers provided real-time feedback to the negotiators in the role-play. The opportunity to receive real-time peer feedback on a negotiation that is relevant to their work world is very helpful in highlighting what is 'working well' for the negotiators and what they might consider 'doing differently'. Facilitators reinforced the importance of review as a vehicle for continuous learning and improvement.

#### **2. Discussion for Next Steps After the Workshop**

To help participants consider how they might reinforce their own and the entire groups' learning and skill application after the workshop, facilitators led a brainstorming and discussion session around possible next steps. Participants suggested that they should always consider the seven elements when negotiating, share ideas and teach skills to others who did not participate in the workshop, consult with those who just negotiated to learn from their experiences, consider negotiation skills as part of the MoHP career development process, review negotiation materials/literature, practice skills, do a training in negotiation at district level and establish a small group within the MoHP to deepen skills.

Participants also brainstormed a list of what MLI could do to support ongoing learning, sharing of ideas, and institutionalization of the negotiation capacity at MoHP. The suggestions included for MLI to organize support training of MoHP staff to increase capacity for training in negotiation. Additionally, participants thought follow up on what they have been doing and on how skills have been used in the leaders' day-to-day lives would be helpful.

From the discussions following last year's workshop and from expanded discussions immediately following this year's workshop MLI and CMPartners have already begun follow-up and reinforcement activities. These efforts

include refining the English and Nepali graphics of key tools such as the Strategic Compass and The Ladder of Inference. The Strategic Compass was printed in small durable posters for individuals to take to their offices as reminders of the framework. The preparation tools were emailed in soft copy to all participants and emails will continue to be sent to all past NHD LT participants reminding them of the negotiation content and lessons learned from the workshop.

### **NHD Refresher Training**

The content of the 1-Day NHD Refresher training was the same as the full 2.5-Day NHD LT training detailed above. The purpose of the refresher training was to reinforce the negotiation material so MoHP staff will continue to improve outcomes in their mission-focused work in the health sector. The Refresher course reviewed core content presented in the pilot NHD LT, including the Seven Element Framework, Ladder of Inference, structured preparation and the skill set of balancing Advocacy and Inquiry. The facilitation focused on role-plays and technique labs to emphasize the importance of ‘going to words’ and participants prepared a MoHP scenario in small groups with role-play, discussion and debrief.

When asked at the opening of the refresher what was working well for graduates of the pilot program participants responded that they found value in the notion of identifying and respecting the others party’s Interests and that flexibility was important when discussion Legitimacy in negotiation. Participants of the Refresher course also indicated they were more confident in their approach to negotiations having gone through the pilot NHD LT.

Facilitators asked the Refresher participants to share what challenges remained as negotiators. The following bullets capture their reflections:

- Difficult to remember the content without sufficient practice
- Difficult to use BATNA in MoHP/health context
- Need to do more ‘homework’ to better understand the issues involved in the negotiation and to better understand our and their Interests
- Need to get Ministry of Finance to understand broader, shared Interests

Facilitators worked with the small Refresher group to discuss these challenges and how to tackle them using the Seven Element Framework. Particular attention was paid to presenting how a plan or strategy for moving ahead in a negotiation might sound ‘at the table.’

The Refresher participants discussed what they could do together going forward in order to support each other at the MoHP. Suggestions included sharing negotiation success stories; take individual initiative to meet and share with colleagues; add negotiation stories to MLI’s developing knowledge management structure at MoHP; develop a negotiation “buddy” system to have a partner for sharing ideas with and that MLI/CMP send out follow-up emails as reminders of the tools and lessons from the overall training experience.

## **V. Participant Evaluations**

Each participant was asked at the end of the workshop to do a written evaluation of the 2.5-Day Negotiating Health Development Leadership Training experience. Individual evaluations have been retained and are available for review.

NHD participants responded well to the program. On a scale of 1 through 5 where 1 equals Poor, 2 = Fair, 3 = Good, 4 = Very Good and 5 = Excellent, all of the 13 completed evaluations received rated the program as follows:

- Overall quality of the program: nine (9) participants responded Very Good and four (4) responded Excellent;
- Overall facilitation of the program: six (6) participants responded Very Good and seven (7) responded Excellent;
- Usefulness of the program content: eight (8) participants responded Very Good and five (5) responded Excellent.

Participants recommended that the program would benefit from additional MoHP-specific negotiation examples, additional role-play technique labs, and that the program be extended to offer more time for practice. All respondents recommended the NHD Leadership Training program for other professionals including Ministry officers, regional and district staff, donors, and international non-governmental organizations (INGOs). A complete copy of workshop evaluations is available with this report as an attachment to the Appendix.

## Appendices

1. Participant List
2. Workshop Agenda
3. Participant Evaluations (as soft copy attachment)
4. About CMPartners, LLC

## Appendix 1 : Participant List

Negotiating Health Development Refresher Course  
09 August 2010  
Nagarkot, Nepal

Mr. Padam Raj Bhatta	Joint Secretary, MoHP
Mr. Kabiraj Khanal	Under Secretary, MoHP
Mr. Yogendra Gauchan	Under Secretary, MoHP
Mr. Giri Raj Subedi	Sr. PHO, MoHP
Mr. Deependra Kafle	Under Secretary, MoHP
Dr. Salif Samake	Director Planning and Statistics, MoH, Mali

Negotiating Health Development Leadership Training Workshop  
10-12 August 2010  
Nagarkot, Nepal

1	Dr. Sudha Sharma	Secretary of Health - Population, MoHP
2	Mr. Surya Prasad Acharya	Joint Secretary - Human Resources and Financial Management Division, MoHP
3	Mr. Krishna Prasad Lamsal	Joint Secretary - Chief Personnel Administration Division, MoHP
4	Dr. Padam Bahadur Chand	Chief - Public Health Administration, Monitoring and Evaluation Division, MoHP
5	Dr. L.R. Pathak	Chief - Policy Planning and International Cooperation, MoHP
6	Dr. Senendra Raj Upreti	Chief - Curative Services Division, MoHP
7	Mr. Bal Sagar Giri	Under Secretary (Law), MoHP
8	Ms. Ishwari Devi Shrestha	Chief - Hospital Administration, MoHP
9	Mr. Radha Raman Prasad	Chief - Department of Drug Administration, MoHP
10	Dr. Geeta Sakhya	Director - National Public Health Laboratory
11	Dr. Ramesh Mishra	Director - Department of Ayurveda, MoHP

12	Dr. Krishna Kumar Rai	Director- National Centre for AIDS and STD Control
13	Dr. Pramod Bhattarai	National Tuberculosis Centre
14	Ms. Indira Dahal	Under Secretary - Ministry of Law and Justice
15	Mr. Madhusudan Raj Amatya	Senior Health Education Officer - National Health Education Information and Communication Centre, MoHP
16	Dr. Salif Samake	Director - Planning and Statistics, Ministry of Health, Mali

## Appendix 2 : Workshop Agenda

Nepal Ministry of Health and Population  
 Negotiating Health Development Leadership Training and Refresher Course  
 09-12 August 2010  
 Himalaya Club Resort, Nagarkot  
 Dr. Kenneth Ritterspach and Gardner Heaton, CMPartners, LLC

### Negotiating Health Development Refresher (09 August 2010)

Morning

- Participants arrive from Kathmandu and check-in to Himalaya Club
- Welcome
- (Re)Introductions and Purpose of the Refresher
- Break
- Seven Element Framework/Strategic Compass Review and Practice Fishbowl
- Lunch
- NHD Case Study Analysis and Group Work
- Seven Element Application and Technique Lab
- Ongoing support and reinforcement: open discussion
- Close
- Dinner

## **Negotiating Health Development Leadership Training (10-12 August 2010)**

### Day 1

Introductions and Purposes of the Workshop

Participants' Purposes

Break

Strategy Exercise: "Win As Much As You Can" and Debrief

Lunch

Introduction to Seven Element Framework of Negotiation

Ministry of Health and Population Case Study Analysis

Break

MoHP Case Study and Analysis Discussion

End Day 1 and brief look ahead to Day 2

Close

Dinner

### Day 2

Review Seven Element Framework and Lessons from Day 1

The Grant: Health Reform Negotiation Preparation, Role-play and Review

Break

Introduction to Negotiation Strategic Compass

Negotiation Technique Lab Using The Grant Role-play

Lunch

Negotiation Technique Lab, cont'd

Communication Skills: Inquiry and Advocacy

Break

Ministry of Health and Population Applications - Scenario Preparation in Small Groups

Close

Dinner

Day 3

Review Lessons from Day 2

Dealing with Difficult Tactics

Ministry of Health and Population Applications - Role Play

Break

Ministry of Health and Population Applications - Review

Group Discussion on Next Steps, Feedback Forms and Certificate Ceremony

Close

Lunch

**Appendix 3. Complete NHD LT Evaluations available as soft copy attachment**

**Appendix 4. About CMPartners**

CMPartners advances organizational and individual capacity to negotiate and manage conflict and critical relationships. We work in close and long-term partnership with our clients, acting as an advisor and building capacity in negotiation, conflict management, communication, and leadership skills and the management of strategic external and internal relationships. We bring to our clients pragmatic methods, tools and skill sets developed at the Harvard Negotiation Project, affiliated organizations, and in our many decades of combined experience in training, consulting, advisory and executive coaching practice.

We focus on clients and organizations that are genuinely committed to pursuit of sustainable organizational and/or individual change, with whom we can work in close partnership to design, conduct and reinforce tailored programs to maximize the opportunity for success and durable results. Our professionals and support staff share a common passion - to provide the very best services to these select clients with focus, responsiveness, professionalism and integrity.