

STØTTET AF

Promilleafgiftsfonden for landbrug

DREJEBOG

WORKING GROUP

**22 August 2022 Summary of the discussion
(these slides are listed at the end)**

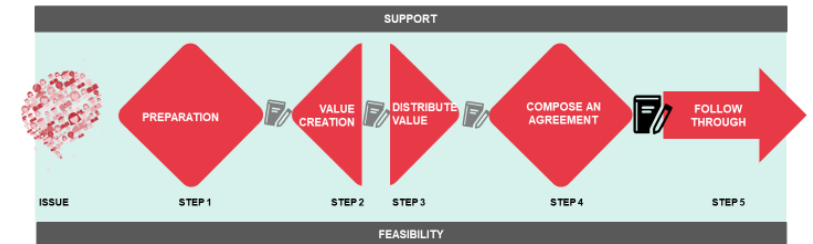
7 October: Draft content Drejebog



Dreжебog headlines first draft

We suggest that the Dreжебog follows the steps of the Connective Negotiation Approach, so you can easily relate to the approach and find what you need quickly per 'step' in terms of themes to address in these steps and tools that can be used. Therefore, the headlines for the dreжебog could consist of the following parts. In the next slides, each of these topics is separated in several sub-themes:

- 0) The why and what of Connective Negotiation
- 1) Step 1: preparation and assessment (incl. issues & stakeholders)
- 2) Step 2: creating value
- 3) Step 3: distributing value
- 4) Step 4: composing the agreement
- 5) Step 5: execution of the agreement
- 6) Joint Fact Finding
- 7) Competences, building trust and “how to deal with difficult people”
- 8) Context, funds and systems
- 9) Appendices with examples & tools of specific parts



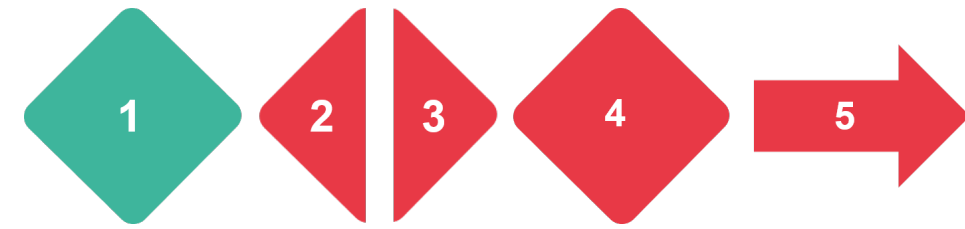
0. The why and what of the drejebog and the Connective Negotiation approach

- > Why and need for this other approach: context and goal
 - A method to improve collaboration between authorities
 - Make the process of coordination smoother between organisations
- > Why the drejebog and who is the drejebog for
- > How to use it

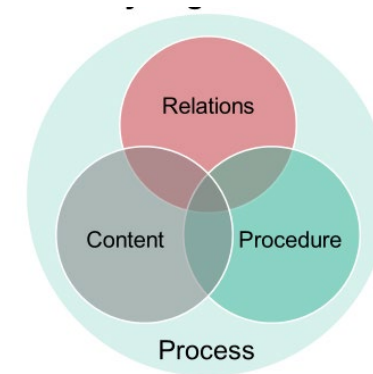
- > The 'Why' and 'What' of the CN Approach in a nutshell
- > Different phases in the process and the role of the different organizations (and how to overcome gaps between the phases – how to make sure that project goals are handed over and integrated between organizations)
- > The cases can be from BioScape, but the drejebog is to be used outside of the project

1|Preparation

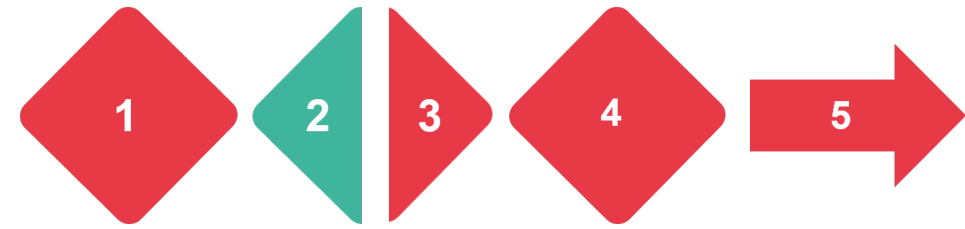
- > Issues and how to describe them
- > Situation and (local) context description
- > Stakeholders and their interests
- > Stakeholders and representation
- > BATNA of all stakeholders
- > Getting to know the stakeholders, the issues and the interests: what questions to ask and how to 'map' these
- > Assessment and what is needed to start
- > Define roles and mandates of the different organisations:
(Kommune, Naturstyrelsen, Landbrugsstyrelsen, farmers etc.)
 - Who does what and when?
 - get to know the work that has been done in the municipality before LBST joins the process
 - Set guidelines for collaboration across organisations



- > Preparing the first and other meetings with stakeholders
- > Inviting stakeholders: what to expect and setting the stage about what kind of process people are 'participating in'
- > Being prepared for solutions that come up
- > Setting groundrules/ guiding principles
- > Process design: what is the next step



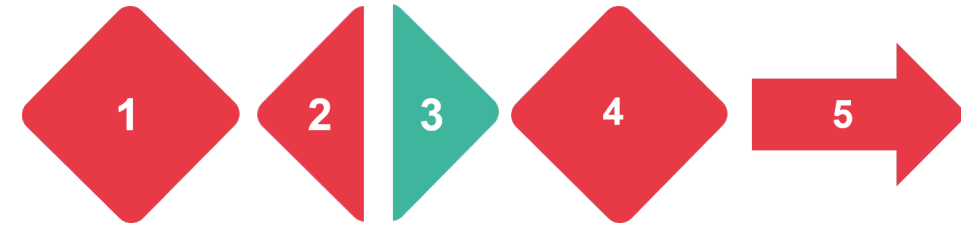
2 | Value creation



- > How to create value together with stakeholders during sessions: work forms how to do this
- > Conditions for value creation and what to consider before you start
- > How to capture all the ideas and ‘order’ these logically
- > How to make good distinction between positions/interests and possible solutions
- > What knowledge / information do you need, to come up with options? You might need Joint Fact Finding here.... And how to recognize and do this (see also chapter xx of drejebog)
- > Work on objective criteria: how to do this (+ example)
- > Pitfalls in this step (for example: starting a dialogue with 1 solution in mind and convincing stakeholders that they should accept this 1 solution)

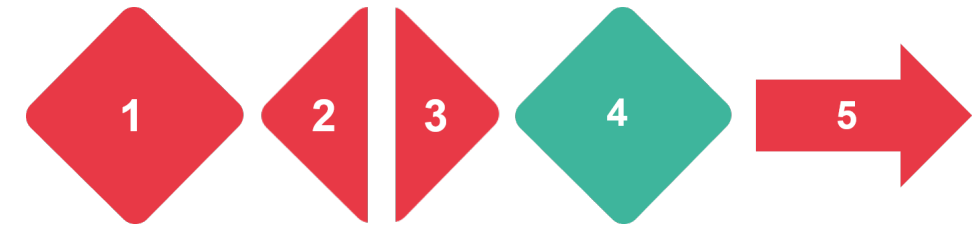
- > Examples in appendix

3 | Distribute value



- > How to go from different options, to packages of multiple possible solutions, to 1 package that address all issues
- > For each issue, at least one option best fits the interests and objective criteria. How to use the objective criteria and the interests of stakeholders in distributing the pie
- > This might require going back to step 2: so loop back if necessary and how to do this
- > Workforms for this step
- > Pitfalls in this step
- > **Examples in appendix**

4 | Compose the agreement

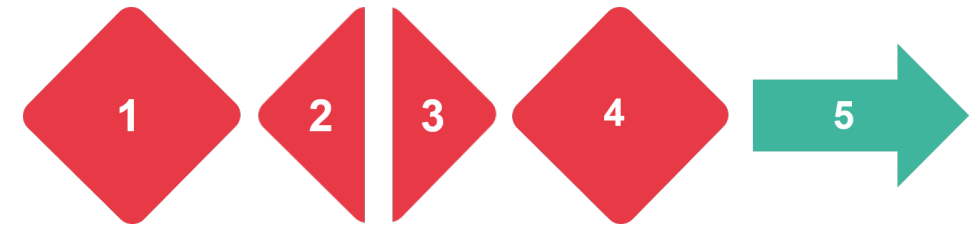


- > Prepare for procedures of decision making within the different organisations
 - make sure that the process is clear for all stakeholders involved: how long will it take, which roles/organisations are involved etc.
 - make it clear how the different organisations make decisions differently
- > How to ensure a smooth transition between plan phase and implementation
- > Design agreements that almost 'execute themselves'
 - Work with one text
 - Agreements about 'what if ...' in step 5
 - Agreements about implementation (step 5), management, control etc
 - Agree on how you want to resolve disagreements
- > Legally valid agreement
- > Prepare the formal decision-making and consultation of the rank and file
- > Prepare the communication

- > We will have to discuss how we will involve LBST procedures and legal steps in the drejebog and into what detail.



Step 5 | Execution and follow through



- > Continue to build trust and how to do this
- > Additional decisions and preparatory work
- > Keep working in the spirit of the agreement and how to do this
- > Prevent conflicts / fall back on escalation agreements
- > Make it visual at what state you are in during the proces and what you have already done

Consolidations along the way: 'products' to work with

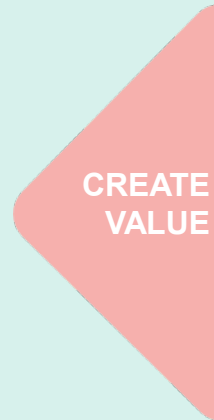


PREPARE



After step 1

- > Issue analysis
- > Identify stakeholders
- > Complete interest matrix
- > Assessment
- > Guiding principles
- > Determine the next process step together



CREATE
VALUE



After step 2

- > Overview of all options and outcomes
- > Joint fact finding

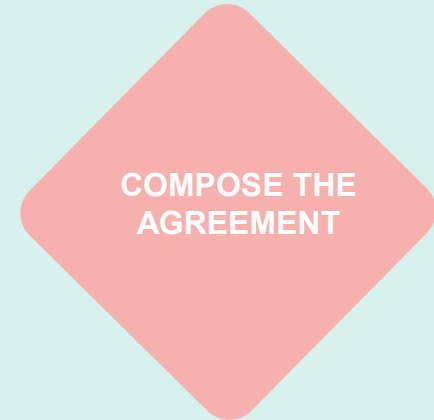


DISTRIBUTE
VALUE



After step 3

- > Intermediate descriptions of 'packages'
- > Joint fact finding
- > (objective) criteria



COMPOSE THE
AGREEMENT



After step 4

- > Agreement

6. Joint Fact Finding

- > Since JFF is a tool that can be used in all steps and might be needed in different ways along the process, it is worthwhile to have a separate chapter in the drejebog.
- > JFF includes many things from research to sharing information about local knowledge and storytelling
- > Elements in this chapter can be:
 - Conditions that should be checked before starting JFF
 - Steps in JFF and essences per step (step a till step f)
 - How to include local knowledge from stakeholders
 - Checklist where to be aware of (transparency of information for example)
 - Pitfalls

7. Competences, building trust and dealing with 'difficult' people

- > Building trust: do's and don'ts
 - > An issue for municipalities is to build trust with landowners (as they wear many hats in the municipality)
 - > It is important to be aware of the role in which you meet the landowners
- > 6 essential personal competences in using this approach (how to train yourself and your colleagues in using these)
- > Dealing with difficult people
 - Involving people
 - Intervention techniques
 - Include different “archetypes” of people/organisations as examples
 - Etc ...

8. Context, funds and systems

- > How to deal with changing contexts depending on the ideas and suggestions of landowners and other, and ways of working together
- > Funds to be used in the best way possible
- > What is possible within the frameworks we are already working with? (be aware if there are any counter-productive rules/systems we are working within now) Include participants in these other systems
- > awareness of how the context and possibility in a project area can change – how to be flexible
- > what to do when the unexpected happens?



we might decide to leave this chapter out later, because this is not part of the approach and will change constantly

9. Tools and examples

- > For each chapter we can provide specific checklists, tools or examples that will help in guiding the process. We suggest to add these in an appendix with easy to recognise colours or numbers. **Including good and bad Danish examples**
- > The list below is not complete, but we can think of :
 - Questions to ask stakeholders when meeting with them to explore issues, interests, BATNA and roles/mandate
 - Guiding principles example
 - Example of issue/stakeholder/interest matrix
 - Example of process designs
 - Work forms how to create value
 - Example of objective criteria
 - Example of 'packages of possible solutions'
 - JFF steps in a 'chart' overview
 - Checklist for preparing the first meeting
 - Etc. etc

Proposal small working groups

The Drejebog will only work for people involved if they work on it together. So we suggest small working groups (2 or 3 people) who work on the different chapters. We bring it together later, so all can reflect/add upon the work that has been done.

We suggest the following working groups:

- > 0 and 1; why and preparation
- > 2 and 3: value creation and distributing value
- > 4 and 5: composing the agreement and follow through
- > Joint Fact Finding
- > Building Trust, competences and dealing with difficult people

In each group examples and tools that belong to this chapter can be added to the appendix.

Results of first meeting 22 August 2022



Who is the drejebog for?

Need to work with

- > Project leaders will be primary users – in concrete land consolidation projects (legitimization of the method). Used by Landbrugsstyrelsen, Naturstyrelsen, municipalities,
- > Land planners,
- > New colleagues in the different organizations to introduce to working method

Need to know of way of working

- > Project people who deliver results into projects
- > Project owners in other projects working with involvement of landowners and multiple stakeholders can also be users (politicians?) – to know how to start the process (toolbox for everyday use)
- > Inspire national and regional schemes to incorporate/support collaboration across stakeholders

What is the primary aim of making the drejebog?

Collaboration in using the approach

- Introduction to the tools/approach/way of working to start a good process for a common project
 - Agree upon how we are going to work and how to succeed in projects with multiple stakeholders
 - Collaboration and coordination between municipalities, Naturstyrelsen and Landbrugsstyrelsen: establish common ground as a starting point for these projects and processes
 - Use a more uniform approach
 - Definition of the different roles in the project: clear distribution of roles in the process: who does what and when?
- > **Increase the rate of success of the projects**
 - Include examples of how to use the tools in the 'drejebog'
 - Establish "guiding principles", rules of working together
 - Recognise that every project is different, but the collaboration across organisations is important
 - Include questions that the LBST can ask to get to know the work that has been done in the municipality before they join the process: getting to know the organization
- > **Work and learn together**
 - Getting to know each other and the different organizations
 - Learning by doing and reflection on 'things that go wrong and things that go well'



How do we want the target group to use the drejebog?

- > It will only work as a holistic approach, not “cherry picking”. However: The drejebog is not a blue-print for every step: it should work on the practical level and be flexible where need be
- > It should explain the approach, why to use it and the value of working together
- > Step by step guide for practical use
- > Tool that is presented before you have specific solutions: how to start with this approach in collaboration with stakeholders
- > Practical tools/toolbox
- > Easy accessibility:
 - also include illustrations and figures of main steps
 - maybe in a form of some cards (illustrations) in pocket-size format
- > Combination with ‘follow-up training’ to work as an eye-opener and to work in practice

When is the drejebog 'ready' for use: when do we consider it a success?

It should be perceived as **meaningful/valuable** by the people who use it

- If we use it ourselves
- LBST considers it valuable and an integrated part of their work. Would want to use it broader/nationally
- Evaluation from stakeholders/project leaders/organisations and ask about this way of working: incorporate what the users experienced

Change in the way of negotiation and process

- Bigger success rate of projects
- Progress in time (quicker), communication goes smoother as you have set up guidelines for collaboration from the beginning
- It should be easier to work together: improve the feeling of collaboration across organisations

Practical use

- Do not make it too long or complicated
- Also use examples where it went wrong – they are good to learn from

NB: 'Ready to use' is something else than 'finished' – can be developed as more evaluations come in

Where (what areas/processes) do we want the drejebog to be used?

During the time we develop it:

- > Projects we are working on within the Bioscape projects are working on it/learn from it - with the people who have joined the training
- > Use the first drafts in the different ongoing projects within the current collaborations and learn from it/add to it
- > Asking questions to ourselves: what could we have done better?

When we have made the first 'final' draft: it will be used mostly in daily negotiation between municipalities/Landbrugsstyrelsen/Naturstyrelsen nationally

What do we want the drejebog to integrate?

- > Emphasize the importance of including all the stakeholders at the beginning (sooner and closer)
- > Ownership of the project across all stakeholders
- > Different phases in the project and the role of the different organisations (and how to overcome gaps between the phases – how to make sure that project goals are handed over and integrated between organisations)
 - what is the municipality's role, what is LBST's role etc. and how to transfer information/knowledge between the different stakeholders
- > Including other/broader stakeholder groups and how we include their knowledge in dealing with large groups of interests. Meeting them all in an open way and still have individual interests. Representing more interests.
- > Use the essence of making the pie bigger, how to do this with landowner's own individuals interests: dynamic way of working – incorporating new project goals when other possibilities in the project is identified
- > Dealing with changing contexts depending on the ideas and suggestions of landowners and other, and ways of working together (could be easier if it was addressed from the beginning)
- > Funds to be used in the best way possible
- > What is possible within the frameworks we are already working with? (be aware if there are any counter-productive rules/systems we are working within now) Include participants in these other systems
- > Be aware of the framework and daily work of LBST
- > Include material from Bioscape workshop and translated material from P2

How do we want to work in this group?

- > Being honest about difficult subjects in the different organisations
- > Being honest if things don't work out (also from your organisation' point of view)
- > Realistic approach in making appointments and delegating tasks
- > Keeping appointments
- > Everybody contributes from their own experience/knowledge
- > Using other people in the organisations for input/knowledge
- > Invite Kjartan and Peter from LBST for their experiences with the Endelave process

Next steps

- > **September** Set up headlines for drejebog: P2 and Anna/Henrik/Sanne to prepare for next meeting (during September). Will be sent to all participants 3 October for preparation next meeting.
- > **7 October** Next working group Drejebog:
- > **27 October** Presentation of working group results and getting input from others
- > **28 October** Working group Drejebog
- > **November** Including comments from 27 October and dividing tasks within working group for parts of Drejebog. Using in practice already what is possible.
- > **Nov -March 2023** Working on Drejebog in smaller groups and bringing the parts together/reflect and adjust in a series of 3? meetings with the Drejebog working group.
- > **April/May 2023:** First parts to be 'ready' to use in the field and to pilot in the projects (Endelave, BioScape).
- > **2023/2024:** Adding learnings into next versions during time 2023/2024 and publishing more broadly.