



Collaborative Governance Workshop

October 10–11, 2018

AfriSIG, Zanzibar



Welcome & Introductions

Who are we and why are we here?



The Internet Society's Collaborative Governance Project

- **Mission:** To expand the global knowledge and use of collaborative governance processes to solve problems and develop norms.

Examples of collaborative governance and the Internet:

- ICANN
- CGI.br
- Internet Governance Forum (IGF)



Goals of the training



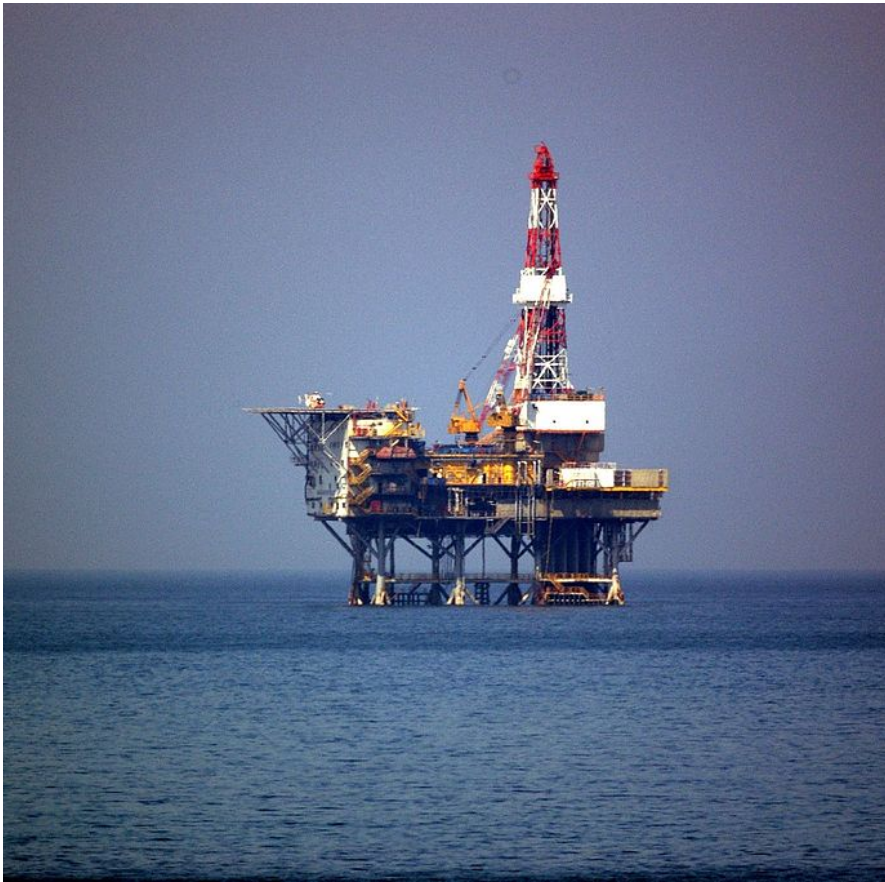
To strengthen individual and organizational effectiveness in...

- Participating in and managing multistakeholder processes
- Negotiating effectively to achieve mutual gains
- Mutual gains negotiation, process design and process management in an Internet governance context

Our Approach



- Interactive lectures
- Large group discussion
- Role-play exercises
- Small group exercises and discussion
- Making sure we are on the same page--GRPI
- **Bottom line:** *This a shared learning experience — we are all learning from each other!*



The Oil Pricing Exercise



CBI
CATALYZING COLLABORATION



**Internet
Society**

Oil Pricing

Introduction



- Alba & Batia are two developing countries
- They produce oil at less than \$10 per barrel
- Capita is a highly developed country that consumes large amounts of oil
- Alba and Batia now sell to Capita at \$20 per barrel
- As of today, each has a 50% share of the Capita oil market

Goals for the Oil Pricing Boards



- Your goal is to maximize your country's profits from oil
 - *You are indifferent to the other country's oil profits*
- You choose your country's monthly price:
 - *\$10, \$20, or \$30 per barrel*

Communication

Prices only!



- Alba & Batia have recently broken diplomatic relations
- Under these conditions, communication with the other country would have severe consequences for any member of either country's Oil Pricing Board
- The only information that each country can know about the other is the oil price it has set each month
- You learn this information after you have set your own price for the month

Profit Schedule



		Batia's Price		
		30	20	10
Alba's Price	30	11 11	18 2	15 2
	20	2 18	8 8	15 3
	10	2 15	3 15	5 5

Keeping Track of Profits



Month	Price Chosen		Profit for Month		Cuml. Total Profit	
	<u>Alba</u>	<u>Batia</u>	<u>Alba</u>	<u>Batia</u>	<u>Alba</u>	<u>Batia</u>
1	<u>20</u>	<u>20</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
2	<u>20</u>	<u>10</u>	<u>3</u>	<u>15</u>	<u>11</u>	<u>23</u>
3	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
4	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
5	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
6	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
7	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Oil Pricing Results



Month	Group 1		Group 2		Group 3	
	Alba	Batia	Alba	Batia	Alba	Batia
1	10	20	30	20	20	20
2						
3						
4 (x2)						
5						
6						
7 (x4)						
8 (x4)						
Total						

Month Four: Trade Fair



- A booming economy leading into month 4 has led Capita to declare that profits will be doubled this month
- Hostilities have eased between Alta and Batia
- Trade fair has been established
 - *A commission can send one representative (if you wish)*
 - *No shuttle diplomacy*
 - *No anti-trust concerns*

+ Months Seven and Eight

- Commission with the higher profit in month 7 or 8 will have its profit quadrupled.
 - If profits are the same, no multiplier
- Another trade fair has been convened.
 - Same rules as before.



The Oil Pricing Exercise Debrief



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Lessons from Oil Pricing

A Riddle

What is...

- hard to earn,
- easy to lose, and
- often impossible to rebuild?

TRUST



Lessons from Oil Pricing

Key takeaways



- Tension between collaboration and competition
 - *Maximizing profits ≠ “winning”*
- Importance of effective communication
 - *You influence the other side through your words, actions*
 - *Message intended should = message received*
- Your reputation is a valuable and fragile asset
 - *Be wholly trustworthy (not wholly trusting)*

Lessons from Oil Pricing

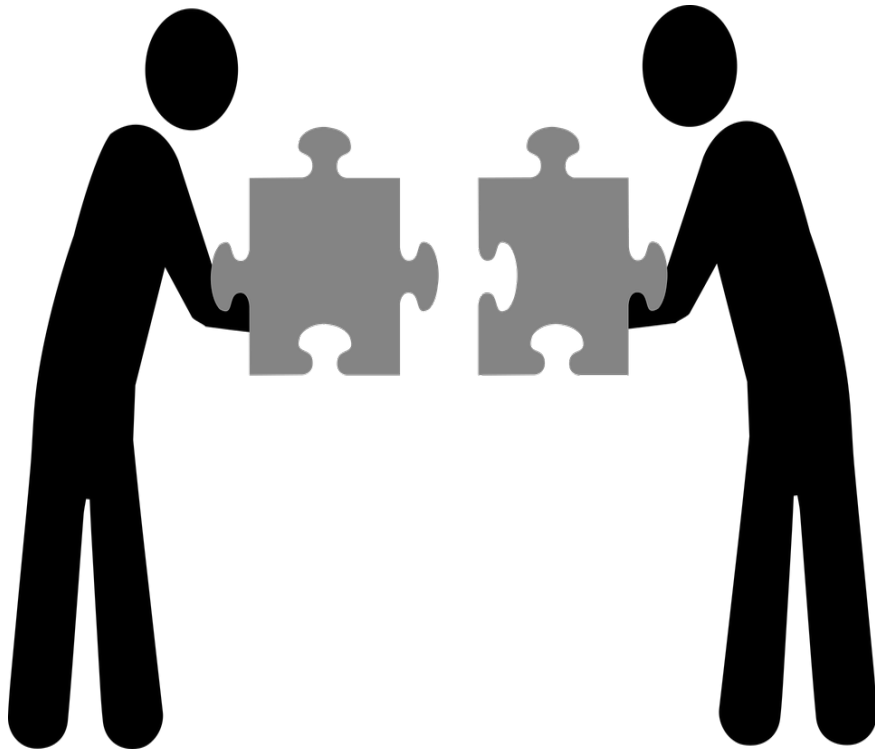
Prisoners' dilemma computer tournament

Lessons



Axelrod's Rules

- *Be nice*: seek cooperation
- *Be provokable*: only cooperate as long as others do
- *Be forgiving*: if others commit to cooperate, even after acting unilaterally, you benefit by reciprocating
- *Be clear*: don't risk your trustworthiness



The Mutual Gains Approach to Negotiation

The Arm Exercise!



Pair up

Objective:

- Get as many points *for yourself* as possible

3 rules:

- No talking
- Eyes closed
- 15 seconds



The Arm Exercise!

Debrief

Remember what your goal was:

- Maximizing points
- Not beating your partner!

Another example of the potential benefits of collaboration



Negotiation

Core Concepts



Aspiration: What you *hope* you can get (your ideal, target, or best case)

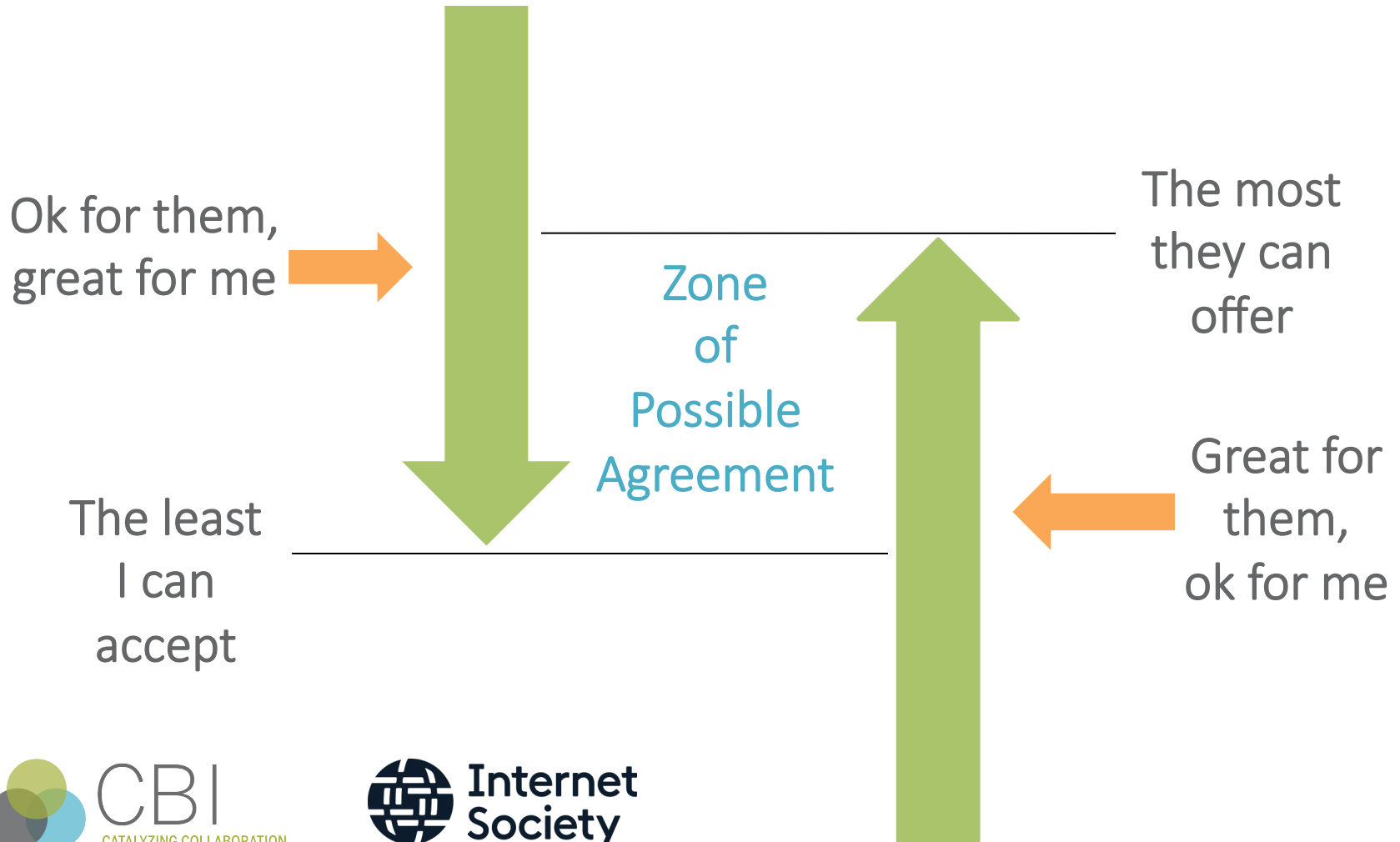
Bottom line: The value, maximum or minimum, at which you would walk away, based on your BATNA

BATNA: Best Alternative To a Negotiated Agreement (away from the table)

ZOPA: Zone Of Possible Agreement – the range, if one exists, between the parties’ reservation points (the “bargaining range”)

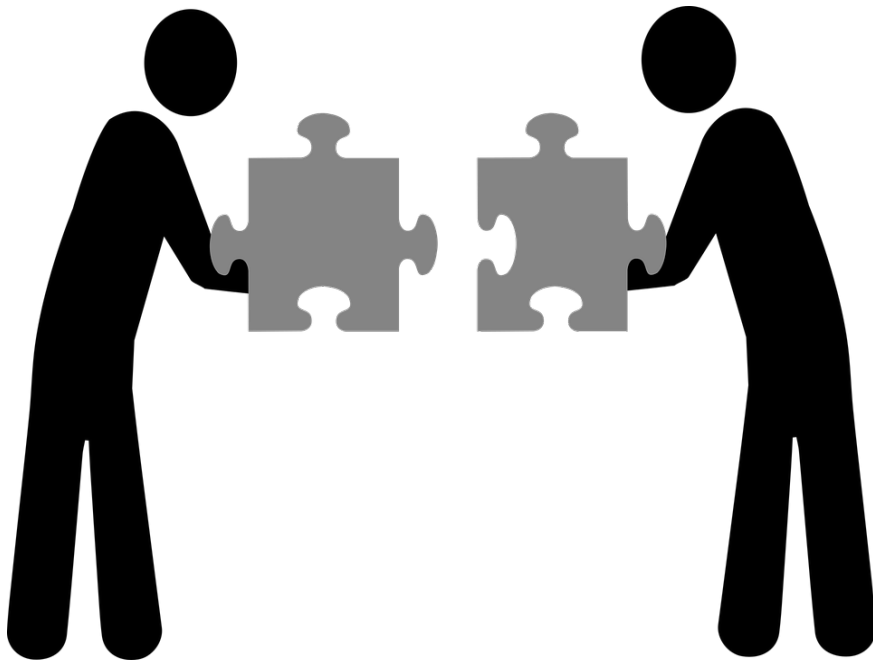
ZOPA

Created by Bottom Lines



Seeking Mutual Gains Through Negotiation

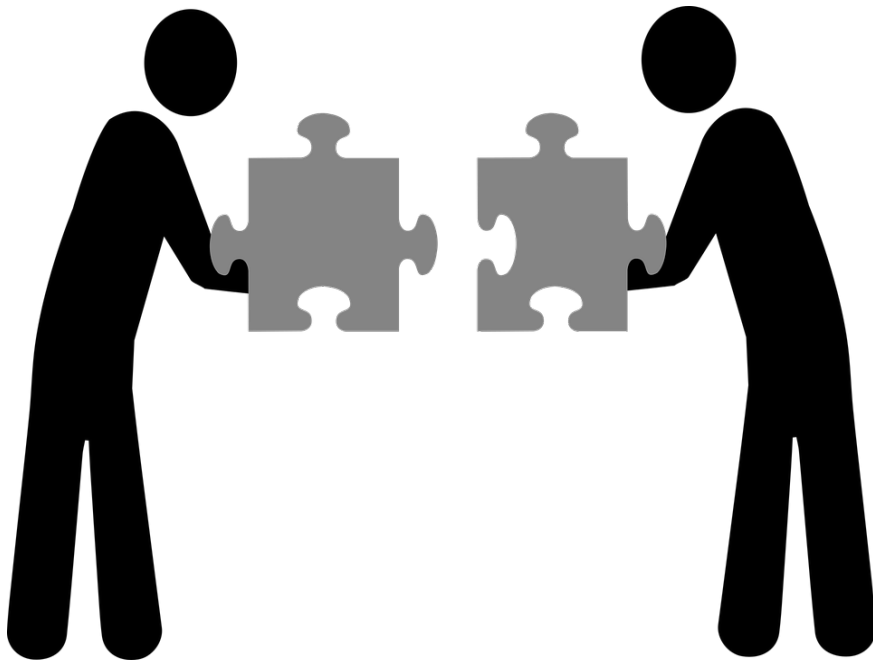
Four-step process



- 1) Prepare Effectively
- 2) Create Value
- 3) Distribute Value
- 4) Follow Through

Seeking Mutual Gains Through Negotiation

Four-step process



- 1) Prepare Effectively
- 2) Create Value
- 3) Distribute Value
- 4) Follow Through

Effective Preparation



You are getting ready to sit down to negotiate...

What are the most important things for you to know in order to prepare effectively?

Effective Preparation



Interests

- *Clarify your negotiating mandate, role and team*
- *Know your interests (process and substance)*
- *Think about their interests (process and substance)*

Alternatives

- *Estimate your BATNA and try to improve it (if possible)*
- *Analyze their alternatives – and consider how to weaken their BATNA*

Options

- *Come up with options that could be joint gains*

Criteria

- *Identify standards, criteria, or norms to bolster your vision of a fair deal*

People and Relationships

- *Consider their backgrounds, perceptions, behavior (including culture)*
- *Think of ways to communicate effectively, build trust*

Principle #1

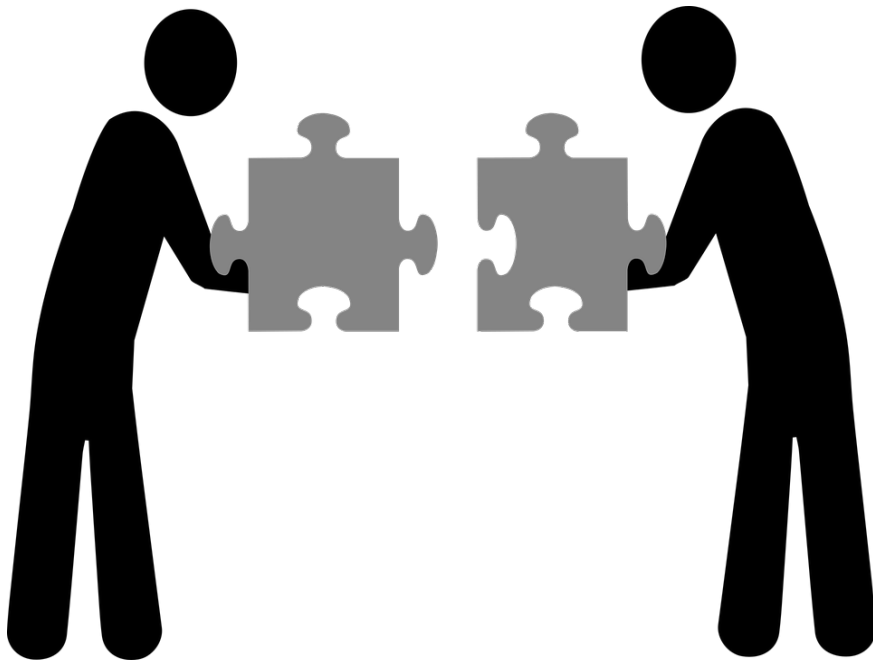
Understand your BATNA and the other side's



"I sure hope the negotiations go well."

Seeking Mutual Gains Through Negotiation

Four-step process



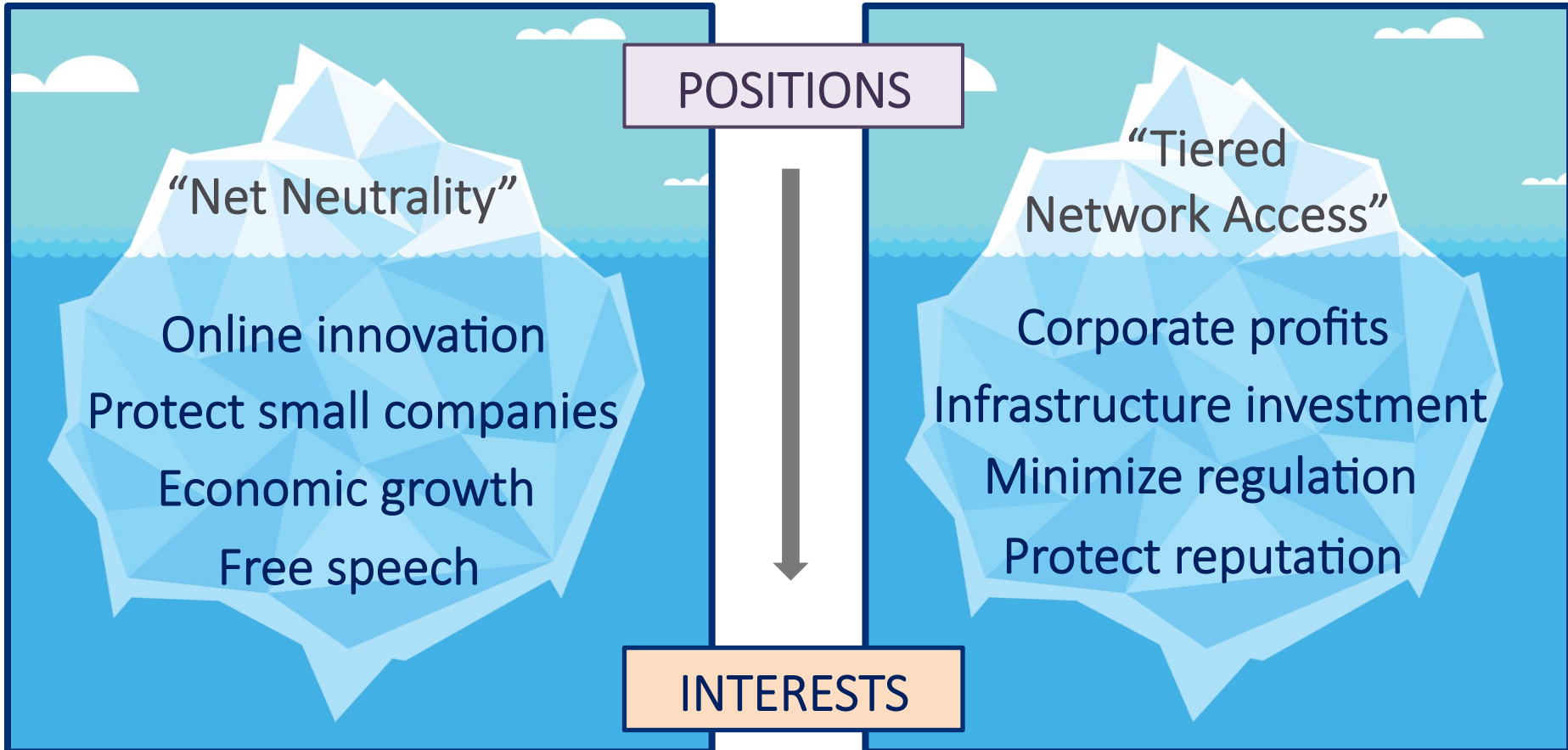
- 1) Prepare Effectively
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- 4) Follow Through

Uncovering Interests



Open Internet Advocates

Broadband Providers



Principle #2:

Move from positions to interests



Interests: Represent our underlying needs

Positions: Represent one way to achieve them

Key Questions:

- *“Why is that position important to you?”*
- *“Of all the interests we’ve discussed, which is most important to you?”*

Principle #3:

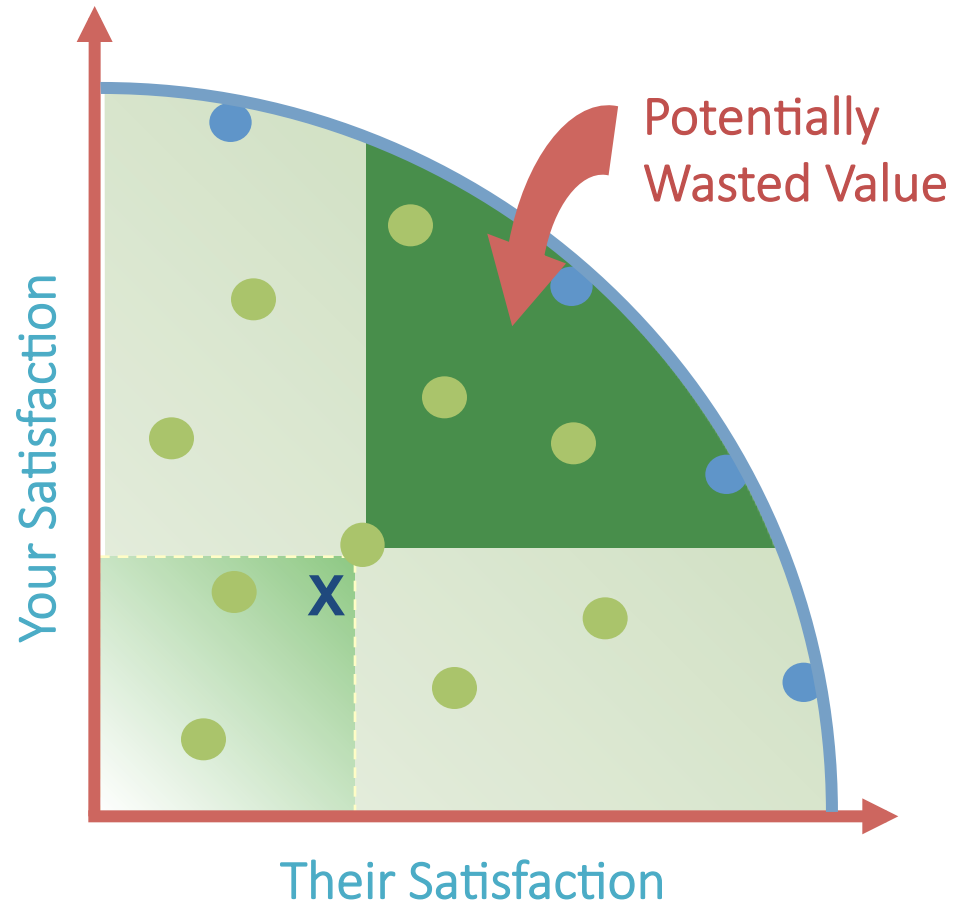
Invent without committing



Once we have understood each others' interests...

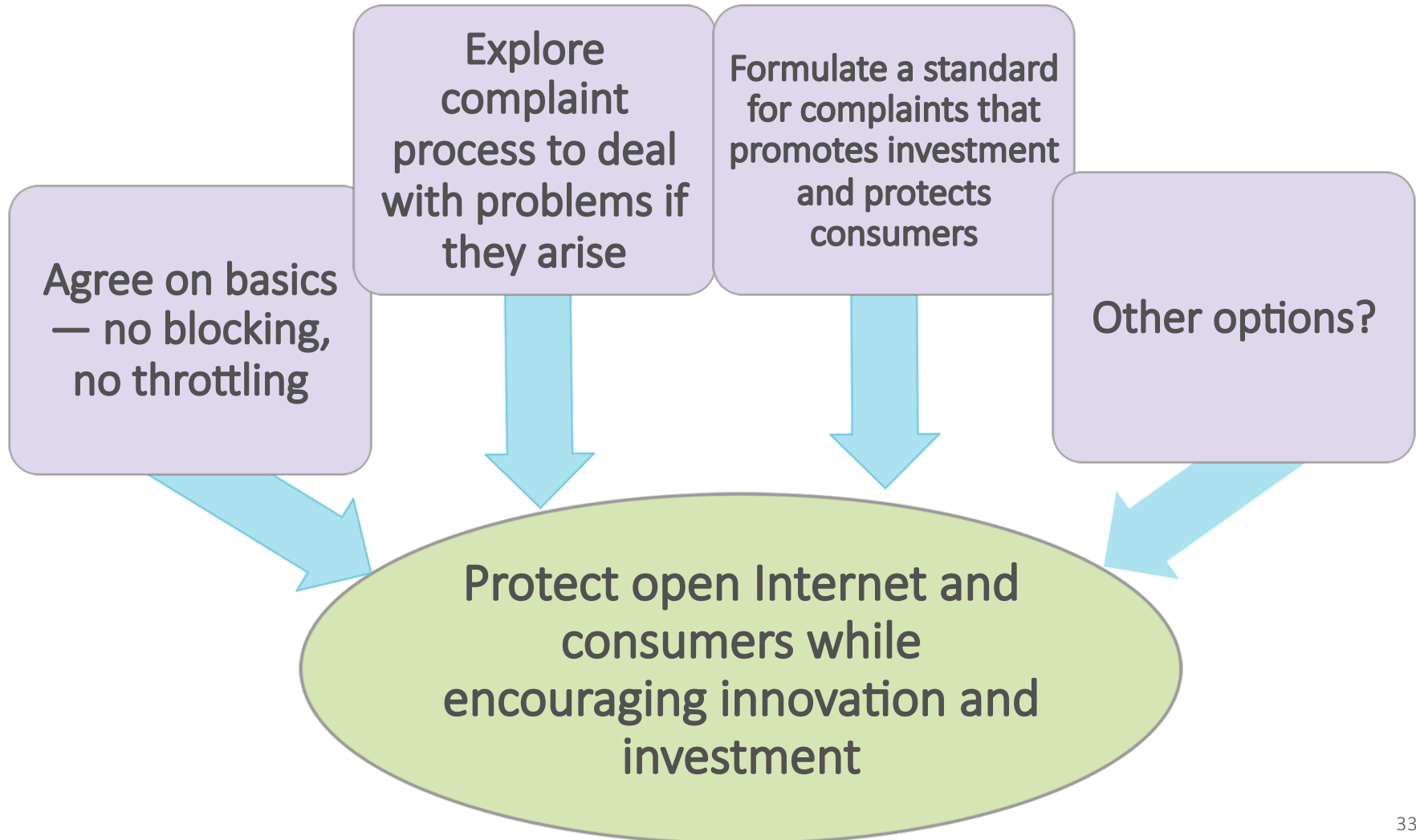
- We can brainstorm to see what's possible
- Key question: *“What if...?”*
 - *“What if we tried it this way...? How would that work for you?”*
- Interests then options
 - *Explore interests **before** you start proposing options*
 - *Increases likelihood the options will meet the key interests of all parties*

What Happens When We Don't Explore Options to Create Value?



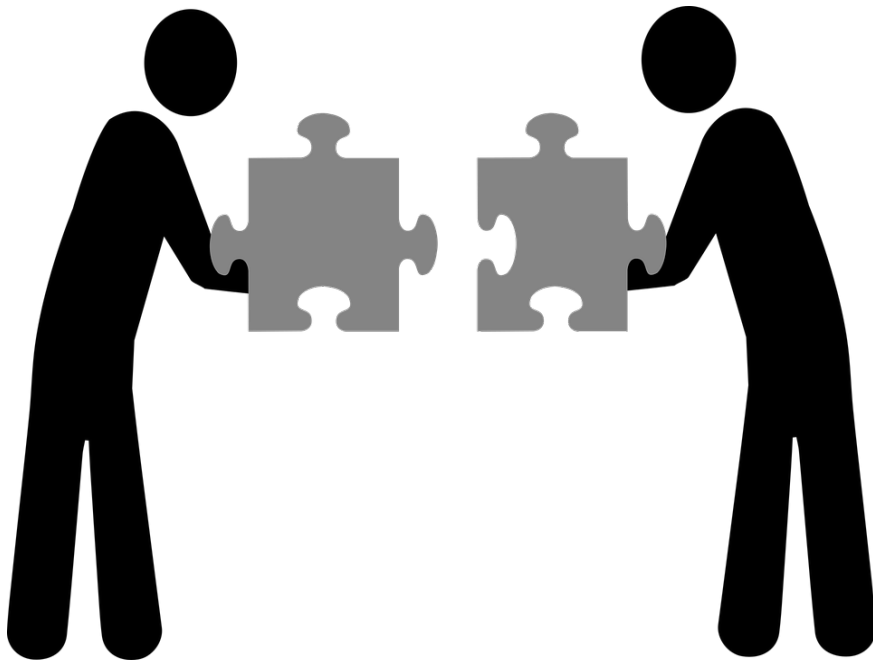
Principle #3:

Invent without committing



Seeking Mutual Gains Through Negotiation

Four-step process



- 1) Prepare Effectively
- 2) Create Value
- 3) **Distribute Value**
- 4) Follow Through

Candy Bar Game



- Two volunteers who really, *really* want these 3 candy bars
- Seek agreement on allocating the candy bars between you
 - *Whole candy bars only!*
- 2-minute time limit
 - *No agreement means no candy bars to either of you*
- Everyone else:
 - *Watch for moves the volunteers make to claim value*



Principle #4:

Use objective criteria to prevent impasse



Problem: *When both parties seek the best possible deal, they risk impasse*

Problem-solving: Use standards that both parties can agree are reasonable in order to avoid “take it or leave it” moments

- Don't tell me that it's fair...tell me *why* and *how* it's fair
- Jointly develop the *criteria* we will use
 - *E.g. past precedent, laws, industry norms, market rate*

The Power of Fairness

Ultimatum Games

Proposer

- Given \$10, must divide it
 - $\$X$ for self
 - $\$(10-X)$ for other (a stranger)

Responder

- Simple choice
 - *Yes: Accept proposer's split*
 - *No: Veto the deal (each gets \$0)*



The Power of Fairness

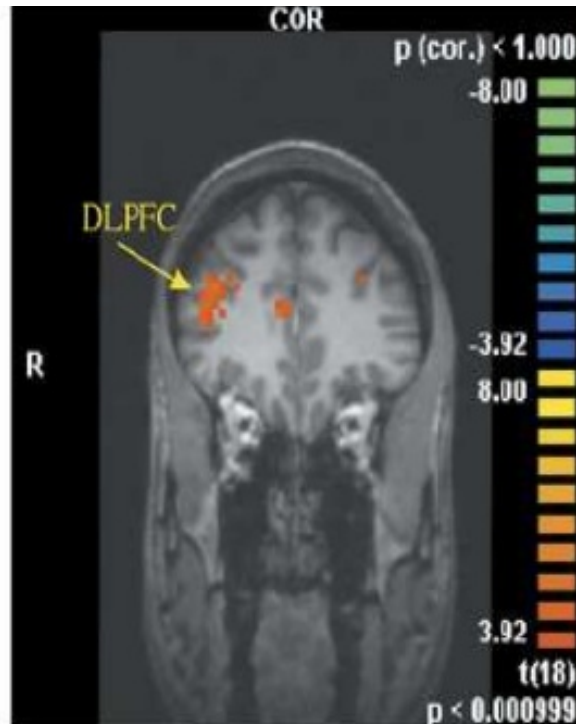
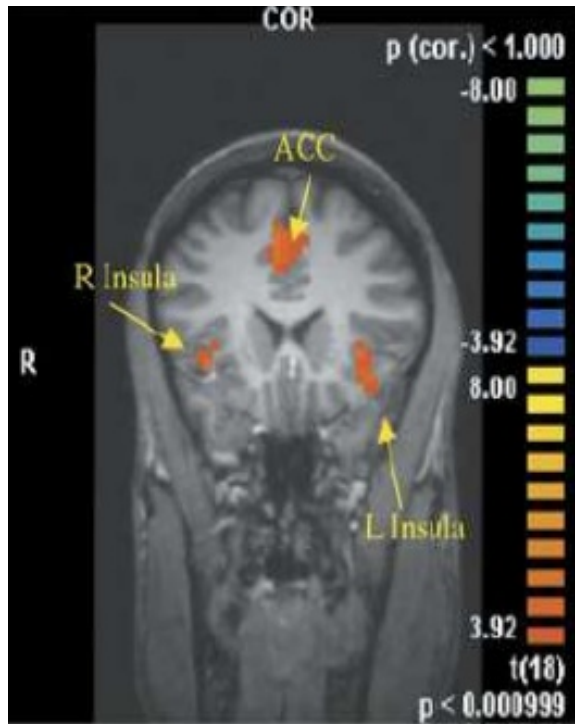
How does your brain respond to offers in the ultimatum game?



Unfair

Fair

- Pain
- Distress
- Anger
- Disgust
- Revenge



Cognitive processes

“Rational thinking”

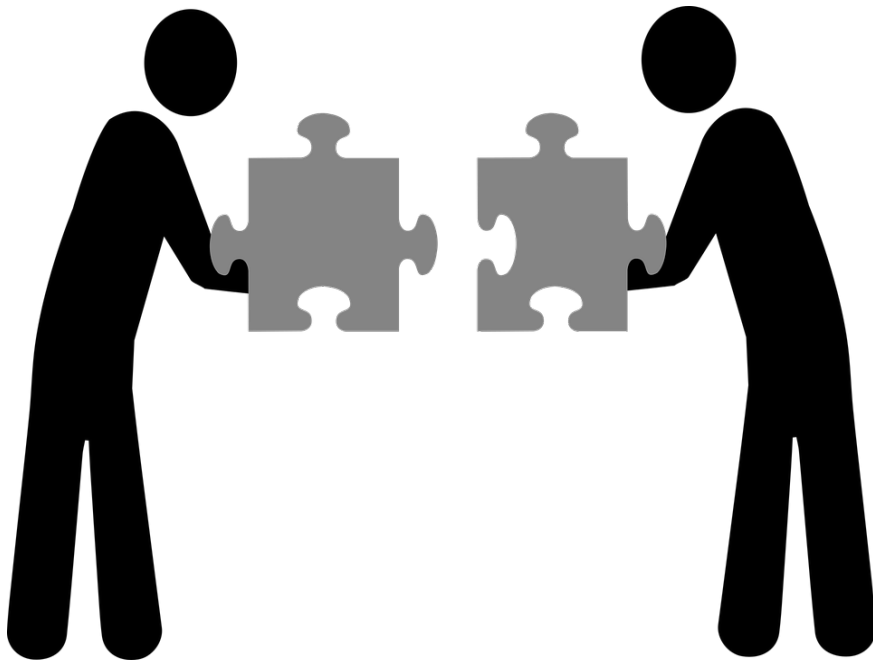
Fairness is Hardwired

Especially relative fairness



Seeking Mutual Gains Through Negotiation

Four-step process



- 1) Prepare Effectively
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- 3) Distribute Value
- 4) Follow Through

Principle #5:



Anticipate follow-through challenges during the negotiation process

If we want sustainable agreements we need to ask:

What might go wrong?

- How can we minimize those chances?
 - *Create incentives for compliance and commitment*
 - *Identify organizational / resource gaps*
 - *Seek to build these into your agreement*
- And agree on what will happen if things go wrong?
 - *How will you monitor implementation?*
 - *What do you agree to do if problems occur?*

Four Steps to Mutual Gains



MUTUAL GAINS APPROACH TO NEGOTIATION

PREPARE

Clarify your mandate and define your team

Estimate Best Alternative to Negotiated Agreements (BATNA)—yours and theirs

Know your own interests and think about their interests

Improve your BATNA (if possible)

Prepare to suggest mutually beneficial options

CREATE VALUE

Suspend criticism

Invent without committing

Generate options that exploit differences

Bundle options into multiple packages

DISTRIBUTE VALUE

Behave in ways that build trust

Identify standards/criteria for dividing value that all sides can support

Keep at least two packages in play

Use neutrals to suggest possible distributions

FOLLOW THROUGH

Design nearly self-enforcing agreements

Specify mechanisms to deal with “predictable surprises”

Agree on monitoring arrangements, including metrics

Keep working to improve relationships

MGA Strategic Questions

*What's
Plan B?*

What if...?

*Why is that
important
to you?*

*What makes
that fair?*

*What might
go wrong?*





Online Sales Tax Role-Play Exercise

Online Sales Tax Negotiation Instructions

Read instructions silently for 10 minutes

We will then pair you off to negotiate

You will have 20 minutes to negotiate



Guidelines for Role-playing

- Treat your instructions as marching orders
- Embrace your role (but be yourself)
- Practice the skills we are working on
- For this case, scorable options only!



Online Sales Tax Negotiation Review

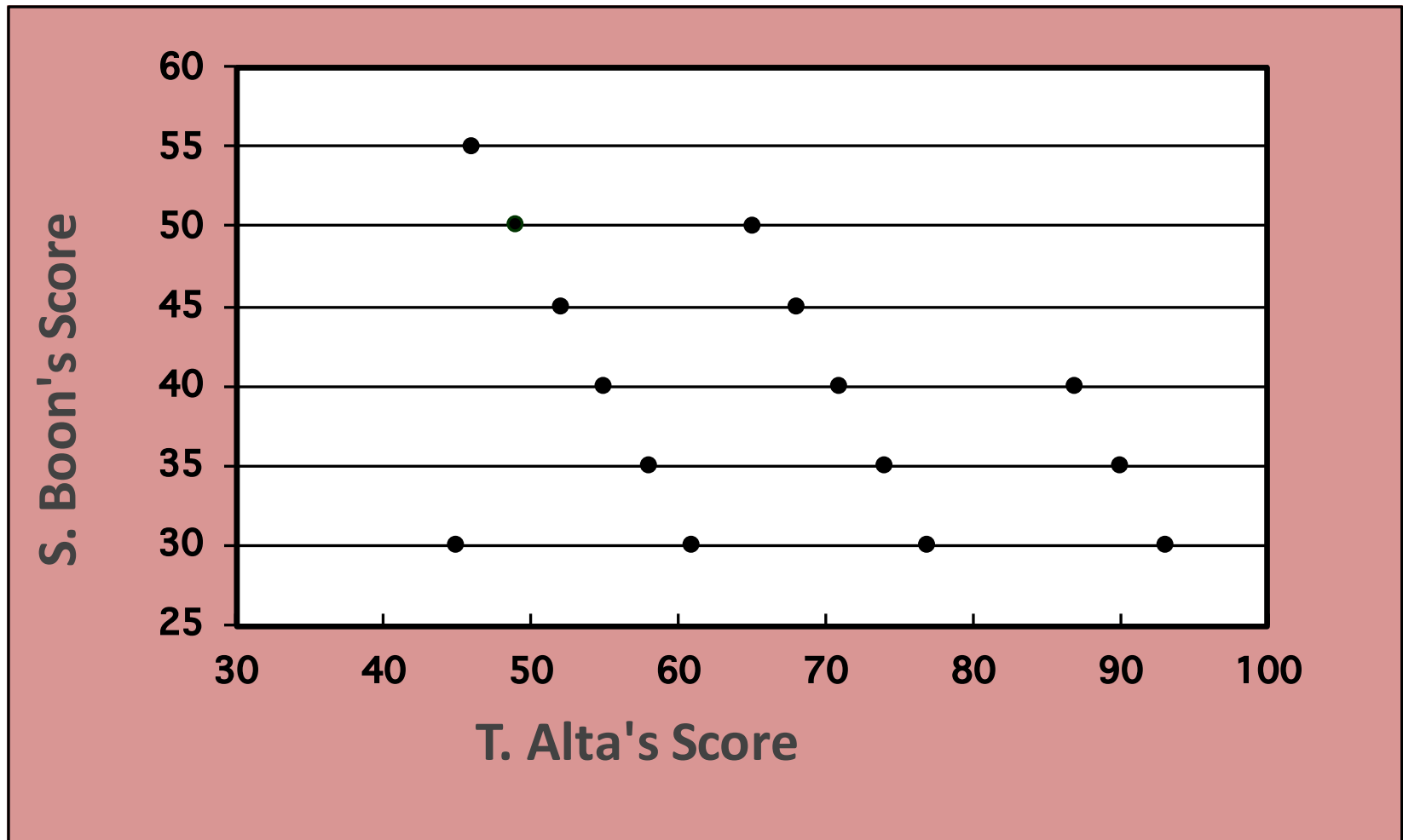
Possible Scores



PERCENT SALES TAX	MONTHS DELAY FOR "PHASE IN"	T. ALTA'S POINTS	S. BOON'S POINTS
6.5	15	45	30
7.0	18	61	30
7.0	19	58	35
7.0	20	55	40
7.0	21	52	45
7.0	22	49	50
7.0	23	46	55
7.5	21	77	30
7.5	22	74	35
7.5	23	71	40
7.5	24	68	45
7.5	25	65	50
8.0	24	93	30
8.0	25	90	35
8.0	26	87	40

Online Sales Tax Review

Possible Scores



Online Sales Tax Review

Summary of Lessons



- There is a tension between **creating** and **claiming** value
 - *Skilled negotiators learn how and when to use creating and claiming techniques to maximize their gain and still get agreement*
- To create joint gains, probe for **underlying interests** of each party and identify issues they **value differently**
 - *By trading across issues, the parties can do better than their BATNAs*
- Play the game of “**what-if**” (“invent without committing”)
- Setting **ambitious but reasonable aspirations** is essential



Management of Differences Exercise

Thomas-Kilmann Instrument (TKI)

Background



What is it?

Assessment tool that helps reveal the way an individual approaches conflict (with or without negotiation)
(situations in which interests between two people seem incompatible)

How is the profile obtained?

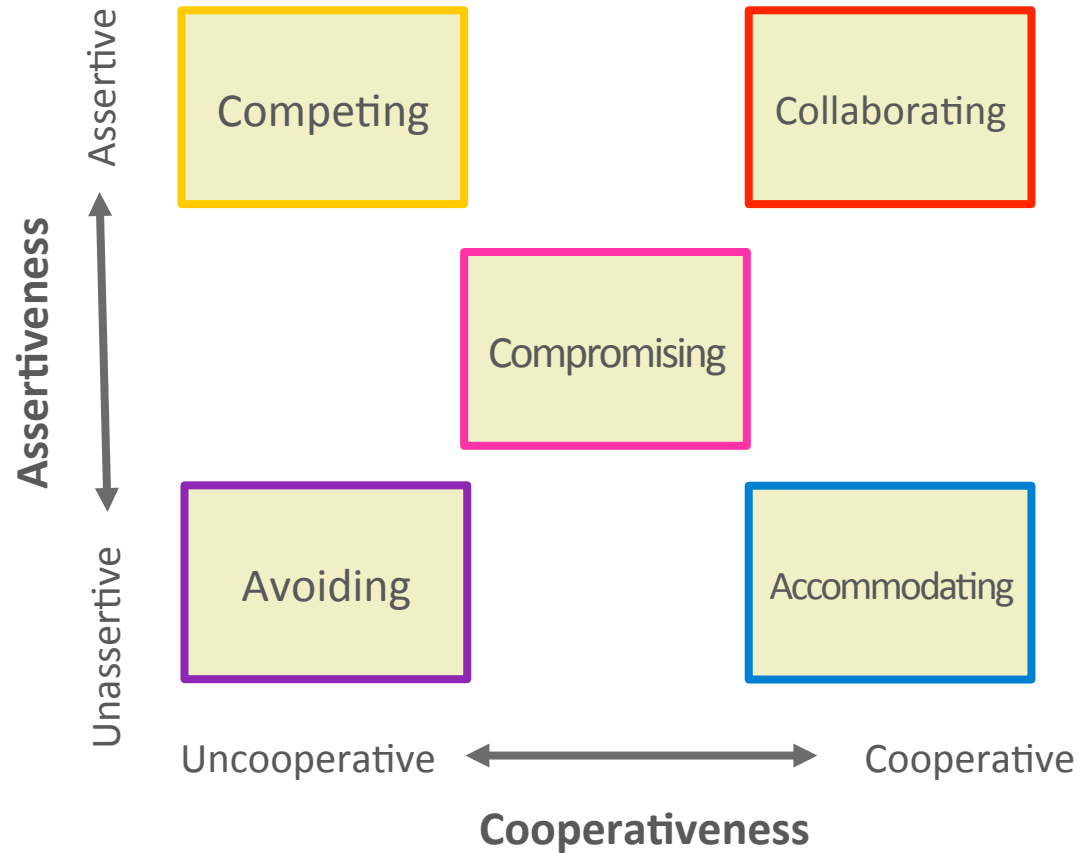
30 pairs of statements
(choose the option that best reflects your behavior on each situation)
Profile = score on each conflict styles

What are the dimensions?

- The TKI has two basic dimensions:
- Assertiveness, how much you seek to satisfy your own interests
 - Cooperativeness, how much you seek to satisfy the interests of others.

Thomas-Kilmann Instrument (TKI)

Tendencies across two dimensions



Thomas-Kilmann Instrument (TKI)

Five tendencies



Competing

Power-oriented mode = satisfying your own interests at the other person's expense, using whatever power seems appropriate to win the position, defend own rights, stand up for a position you believe is correct, "win".

Collaborating

Find a solution that satisfies the interests of both. Analyze and identify mutual interests, create alternatives with mutual gains, solve a situation, "do not" compete or confront for a resource.

Creative solution to a interpersonal problem.

Compromising

Half-way point between assertiveness and cooperativeness.
Objective = find a convenient and mutually acceptable solution that partially satisfies both parts.

Avoiding

Does not immediately seek his/her interests nor the other person's. Diplomatically puts away, delays or simply moves aside from a threatening situation.

Accommodating

Leaves their own interests aside to satisfy the other's interests. Could be generous or altruistic, could obey commands from the other person even though prefers not to, or could be put down to the other person's point of view.

When to Use



Competing

- When quick, decisive action is vital, i.e. emergencies.
 - On important issues when unpopular courses of action need implementing, i.e. costs cutting, enforce unpopular rules, discipline.
 - Standing up for vital issues when you know you're right.
 - Protecting yourself from people who take advantage of noncompetitive behavior.
-

Collaborating

- When needed an integrative solution and concerns of both parties are too important to be compromised.
 - When the goal is to learn and you wish to test your assumptions or understand others' views.
 - When you want to merge people's insights with different perspectives on a problem.
 - When you want to gain commitment by incorporating others' concerns into a consensual decision.
 - To settle resentments that have been interfering with a relationship.
-

Compromising

- When goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes.
- When both parties have equal power and strongly committed to mutually exclusive goals, like labor - management bargaining.
- When wanting to achieve a temporary settlement of a complex issue.
- When needing to arrive at an expedient solution under time constraints .
- As a follow-up if competing/collaborating is not working.

When to Use



Avoiding

- When an issue is unimportant or when other, more important issues are pressing.
- When you perceive no chance of satisfying your concerns—for example, when you have low power or you are frustrated by something that would be very difficult to change.
- When potential costs of confronting a conflict outweigh the benefits of its resolution.
- When you need to let people cool down, reduce tensions to a productive level and to regain perspective and composure.
- When gathering information outweighs the advantages of an immediate decision.
- When others can solve the issue more effectively.

Accommodating

- When realizing you're wrong: to allow a better solution to be considered, to learn from others or show that you are reasonable.
- When the issue is much more important to the other person than it is to you—to satisfy the needs of others and as a goodwill gesture to help maintain a cooperative relationship.
- When you need to build up social credits for later issues that are important to you.
- When you are outmatched and losing and additional competition will only damage your cause.
- When preserving harmony and avoiding disruption are especially important.
- When you want to help your employees develop by allowing them to learn from their mistakes.

Potential downsides



Overuse

Competing

- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by “yes people”

Underuse

- Restricted influence
- Indecision
- Delayed action
- Withholding of contributions

Collaborating

- Too much time on trivial matters
- Diffused responsibility
- People who take advantage
- Work overload

- Mutual gains deprivation
- Lack of commitment
- Low empowerment
- Loss of innovation

Potential downsides



Overuse

Compromising

- Loss of big-picture perspective
- Lack of trust
- Cynical climate

Avoiding

- Lack of input from you
- Decisions made by default
- Festering issues
- Climate of caution

Accommodating

- Overlooked ideas
- Restricted influence
- Loss of contribution
- Anarchy

Underuse

- Unnecessary confrontations
- Frequent power struggles
- Inability to negotiate effectively

- Hostility/hurt feelings
- Work overload—too many causes
- Lack of prioritization/delegation

- Lack of rapport
- Low morale
- By-the-book reputation
- Inability to yield

Your Conflict Tendencies

Peer-to-Peer Feedback



- Write down
 - *What conflict tendencies did you exhibit in the Sales Tax Negotiation role-play?*
 - *How did these tendencies help you vs. hurt you in the negotiation?*
 - *What conflict tendencies did your counterpart exhibit in the Sales Tax Negotiation role-play?*
 - *How did these tendencies help them vs. hurt them in the negotiation?*

Your Conflict Tendencies

Peer-to-Peer Feedback



- Pair up with your Sales Tax Negotiation Partner
- Share feedback
 - *Be constructive — identify what was effective and suggest ways to improve*
 - *Use specific examples!*
- Consider
 - *Did you see yourself the way you were seen?*
 - *How did your behavior in the role-play compare to your score on the TKI?*
 - *Would you change the way you manage your own conflict tendencies?
How so?*



Hola
Hello
Hallo
Bonjour
Ciao
⋮

Culture and Negotiation

What is culture?



“A culture is a way of life of a group of people—the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.”

–Prof. Ifte Choudhury, Texas A&M)

Who's got culture?



Ethno-national: Japanese and Americans, high and low context etc.

Professional: engineers, economists, politicians, writers, linesmen, thieves

Organizational: Google, Mafia, World Cup teams

Why do cultures matter in negotiation?



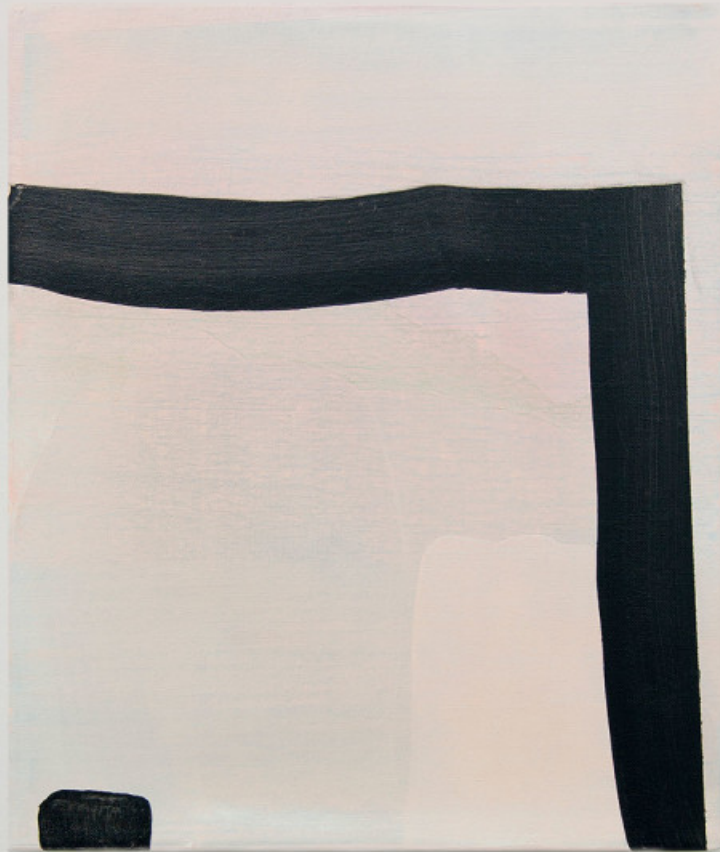
Communication: How and when do we talk about our interests, values, identities? Who talks, and who doesn't?

Relationships: Which moves will build trust and improve relationships? Which will not?

Transactions: What process will promote constructive proposals, trade-offs, agreements?

Conflicts: When and how to acknowledge, who can help with resolution, what's a fair outcome?

Getting to Si, Ja, Oui, Hai, and Da



Caveats about culture

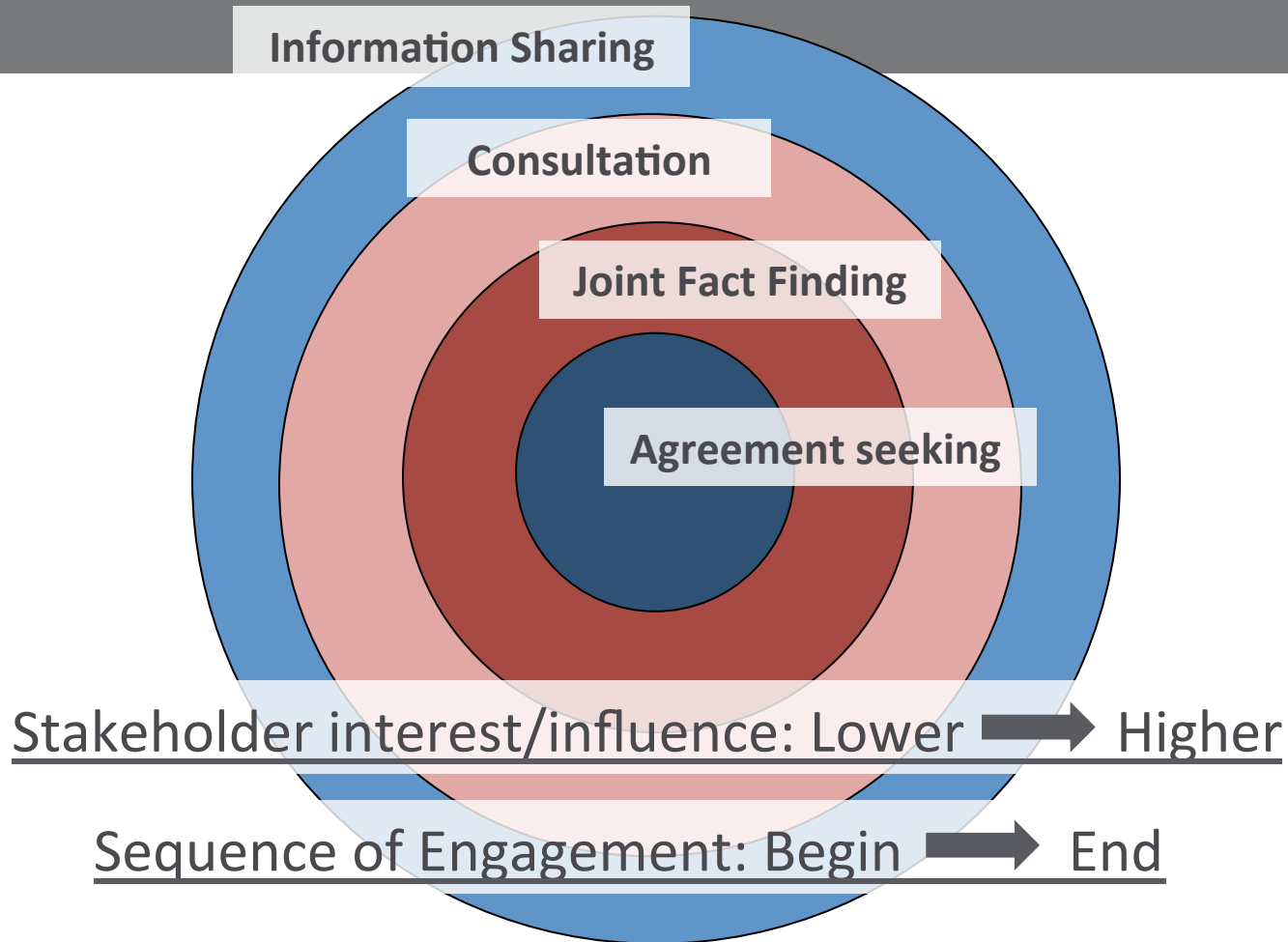


- Over-Alienation
- Stereotyping
- Relativism or Excuse-Making
- The Fundamental Attribution Error

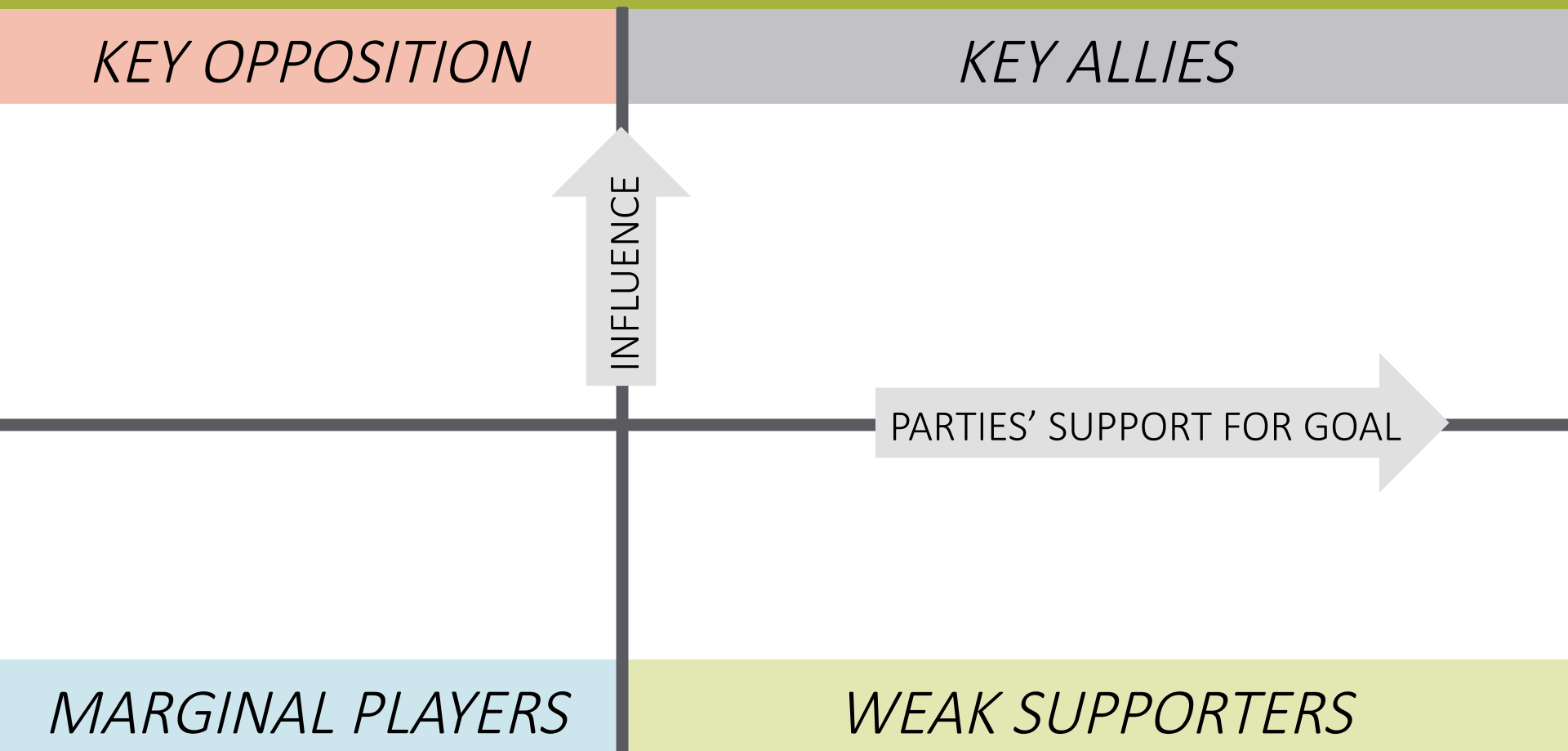


Stakeholder Mapping

Circles of Engagement



Stakeholder Mapping Tool



Stakeholder Mapping Tool



KEY OPPOSITION

KEY ALLIES

INFLUENCE

Work together to influence others

PARTIES' SUPPORT FOR GOAL

MARGINAL PLAYERS

WEAK SUPPORTERS

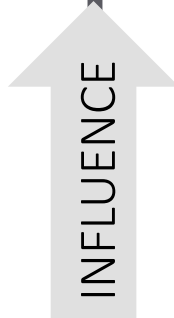


Stakeholder Mapping Tool



KEY OPPOSITION

Increase support
or
Decrease influence



KEY ALLIES

Work together to
influence others

PARTIES' SUPPORT FOR GOAL

MARGINAL PLAYERS

WEAK SUPPORTERS

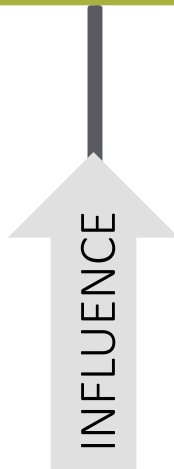


Stakeholder Mapping Tool



KEY OPPOSITION

Increase support
or
Decrease influence



KEY ALLIES

Work together to
influence others

PARTIES' SUPPORT FOR GOAL

Amplify their voice

MARGINAL PLAYERS

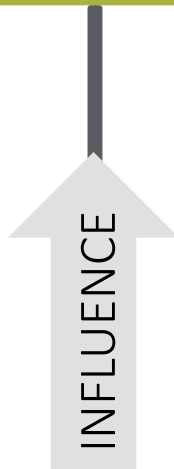
WEAK SUPPORTERS

Stakeholder Mapping Tool



KEY OPPOSITION

Increase support
or
Decrease influence



KEY ALLIES

Work together to
influence others



Monitor with
limited effort

PARTIES' SUPPORT FOR GOAL

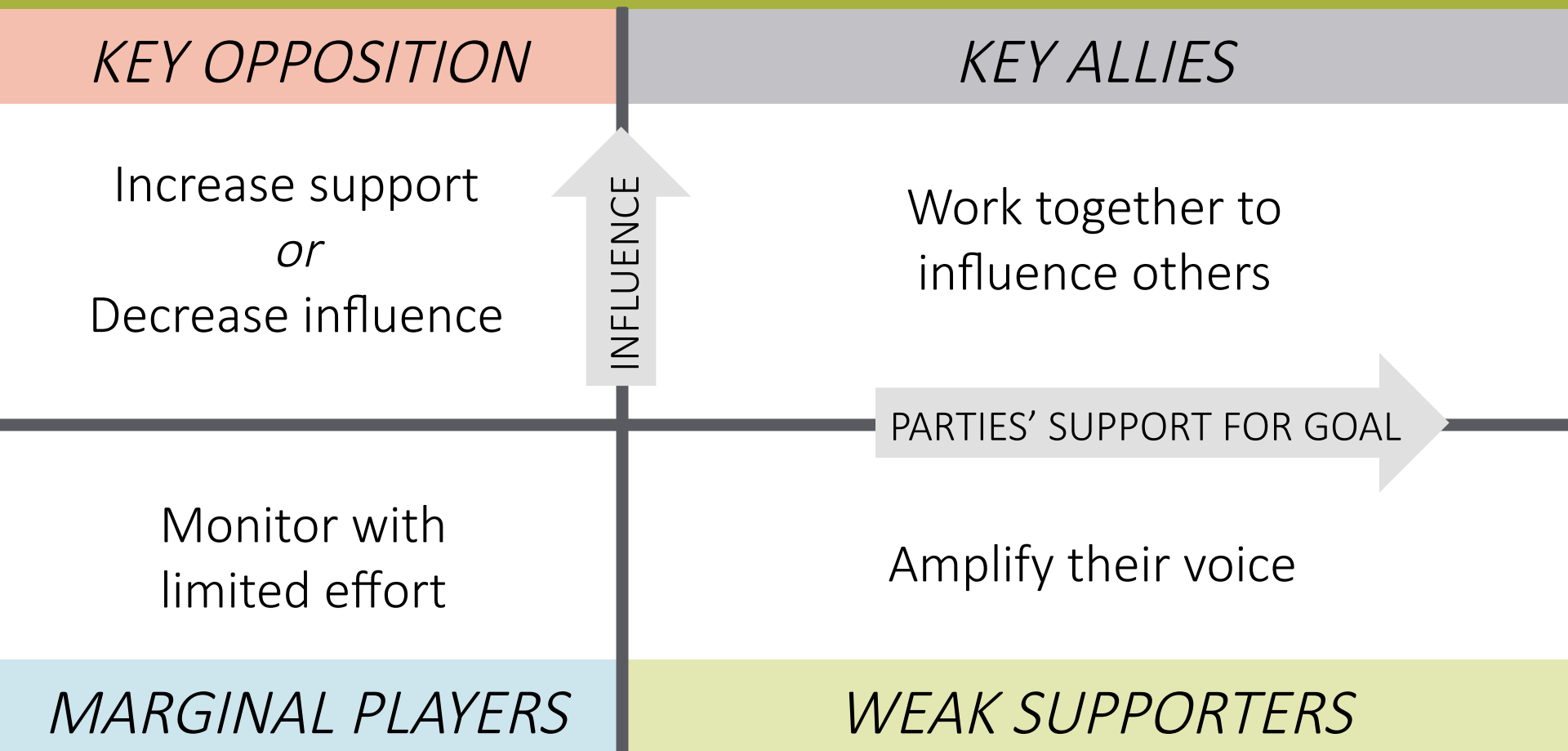
Amplify their voice

MARGINAL PLAYERS

WEAK SUPPORTERS



Stakeholder Mapping Tool



Stakeholder Mapping Small Group Exercise

3 steps

1. Using your flipchart, create a **stakeholder map** for the news organizations' multistakeholder dialogue
 - **Your goal:** *Heightened privacy protections for customers of local news organizations' online services.*
 - *Map 5-10 stakeholders with an interest in or influence over the issues*
 - *Use one post-it note per stakeholder*
2. After completing the map, discuss **strategies** for improving stakeholder alignment around your goal
3. Report:
 - *One interesting or unique part of your strategy*
 - *How was the tool helpful (or not)?*

Review, Preview and Reflect

What did you learn today?



Your main takeaways from...

- Oil Pricing?
- Mutual Gains Approach?
- Online Sales Tax?
- Management of Differences Exercise?
- Culture and negotiation?
- Stakeholder mapping



Porto Mauro's Development Conflict



CBI

CATALYZING COLLABORATION



Internet
Society

Scenario



- Local level development conflicts
- Land on island being used for agriculture and tourism is about to be sold
- NaturaTrust and Hotel Mauritz both want to buy the land to develop (or not)
- NaturaTrust wants to remove the current dam which local farmers depend on for their irrigation
- Computech wants to build new office and industrial facility on east bank of river

Problem-solving Task Force



- Task Force of 8 stakeholders is to come up with a sustainable development solution, using Mutual Gains Approach to Negotiation
- Purpose is to review stakeholder interests, explore creative options, and seek agreement

Stakeholders



- S. Mandel, Governor, Alienta Province (Chair)
- D. Okolloh, Regional Head, Ministry of Environment
- M. Sanchez, Mayor, Town of Porto Mauro
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Three Key Issues



1. Which proposal for Castle Island should be approved — the NaturaTrust proposal or the Mauritz Hotel proposal?
2. Should the dam be removed?
3. Should CompuTech be allowed to build on the east bank, and if so, under what conditions?

Decision Rules

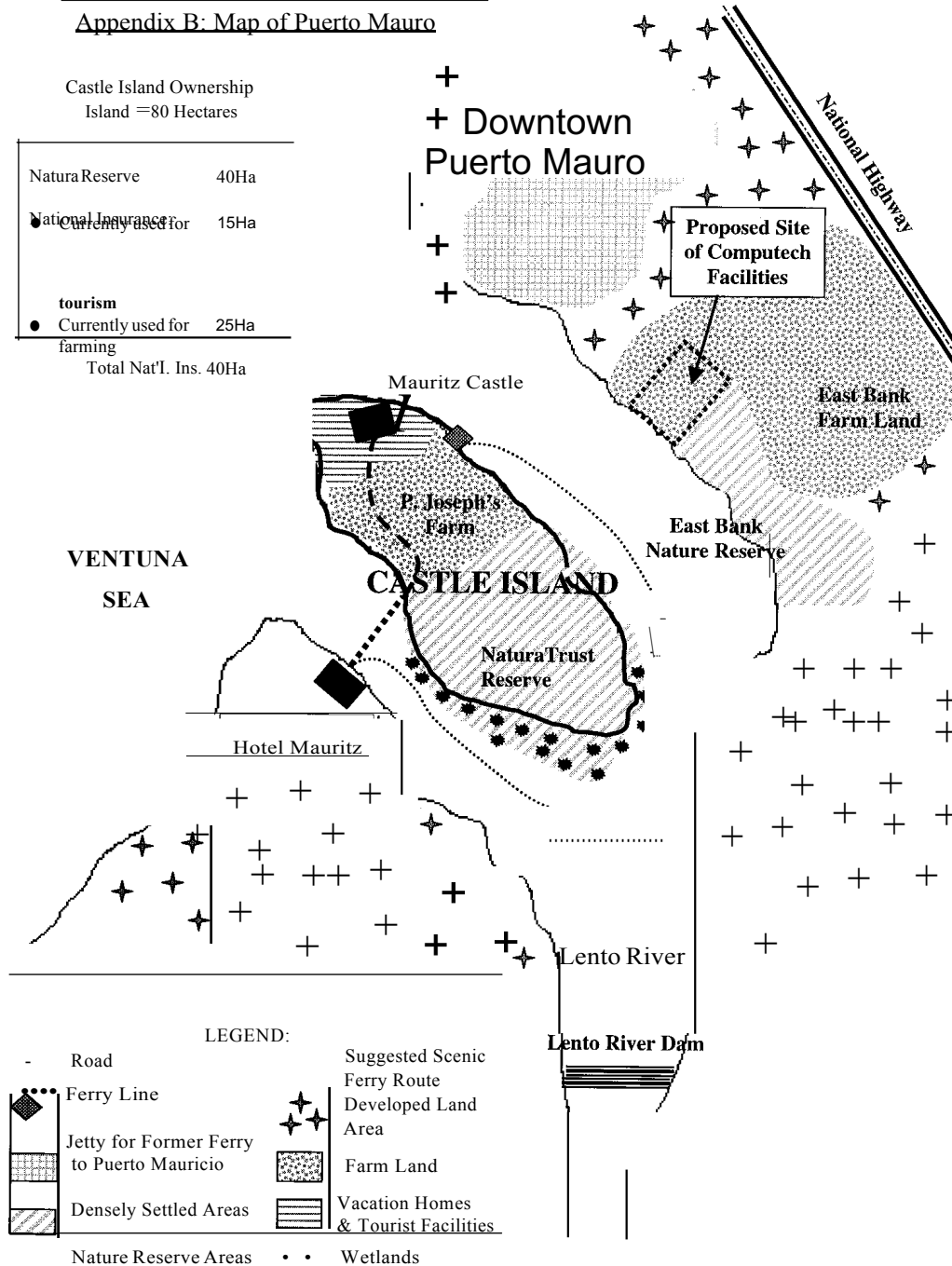


- The stakeholder group has agreed to seek consensus

Appendix B: Map of Puerto Mauro

Castle Island Ownership
Island = 80 Hectares

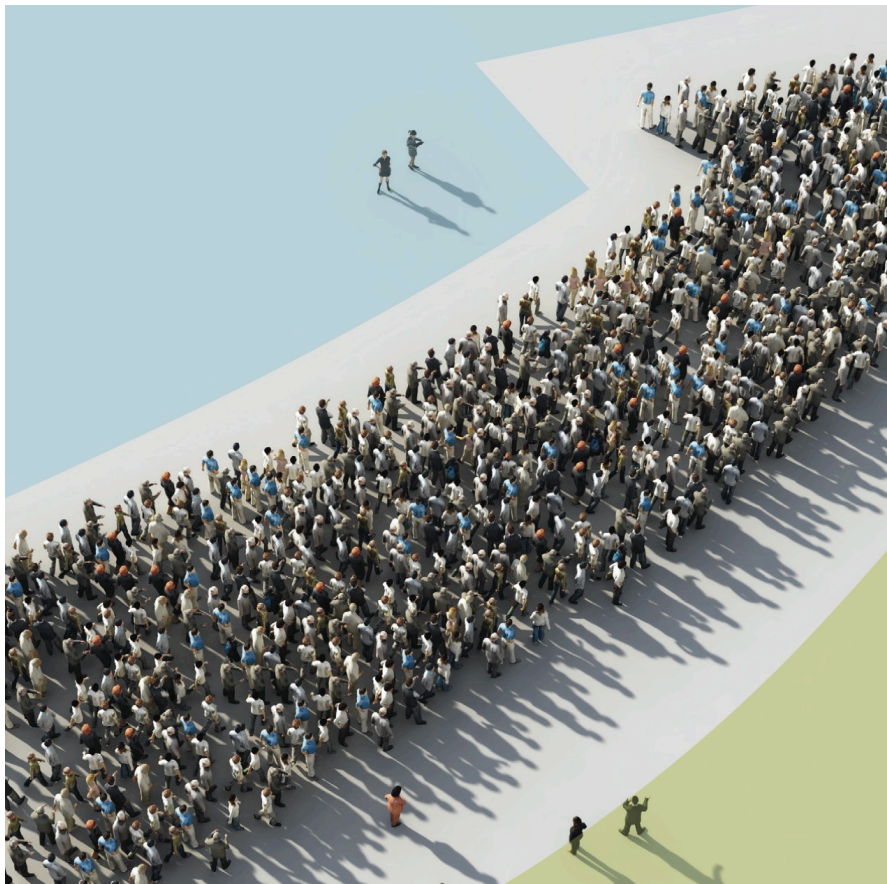
Natura Reserve	40Ha
National Insurance currently used for	15Ha
tourism currently used for	25Ha
farming	
Total Nat'l. Ins. 40Ha	



Materials



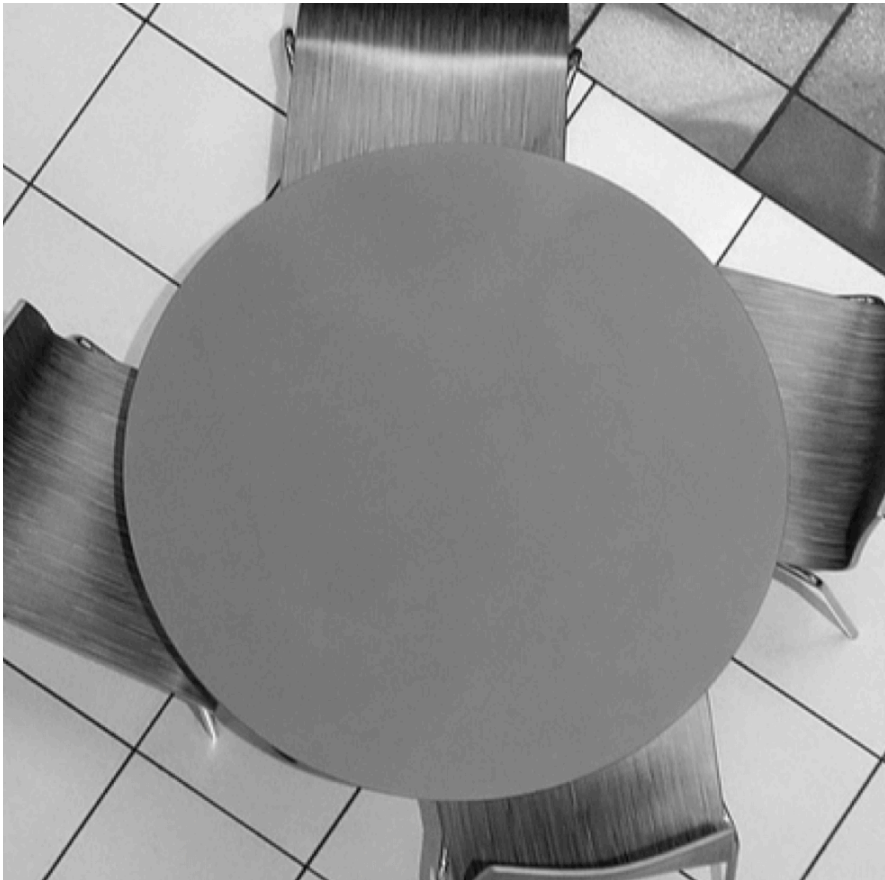
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Collaborative Governance Workshop

Day 2





Designing and managing multistakeholder processes

How should we think about trust in the context of multistakeholder discussions?



- What is a multistakeholder discussion?
- Is there only one form for a multistakeholder process?
 - *Deliberative and decisional: ICANN*
 - *Deliberative and consultative: CGI.br*
 - *Discussions: Internet Governance Forum (IGF)*

Moving from party-to-party negotiations to multistakeholder convenings



- What are the major differences?
- What are the similarities?

The Consensus Building Option



Agreement-seeking process with these goals:

- Seek representation of all affected stakeholders (MGA: Prepare)
- Gain a shared understanding of each other's underlying interests and of the technical, political, social, economic and environmental issues at stake (MGA: Prepare)
- Jointly develop options that are more creative and widely supported than the initial proposals of any one stakeholder (MGA: Create Value)
- Seek agreements that satisfy everyone's primary interests (MGA: Distribute Value)

Conveners and facilitators



Convener

- Has authority and legitimacy to invite stakeholders to participate in a consensus building process
- May or may not have final decision making authority
- Has resources to support the process
- May or may not facilitate

Facilitator

- Works with convener to design and manage stakeholder assessment and consensus building process
- Has process design and facilitation skills and experience
- Has good understanding of the substantive issues
- Viewed as fair and effective by all stakeholders

Let's organize a multistakeholder convening



A coalition of local newspapers (convener) has asked us (facilitator) to organize and lead a multistakeholder process to help it deal with this business challenge:

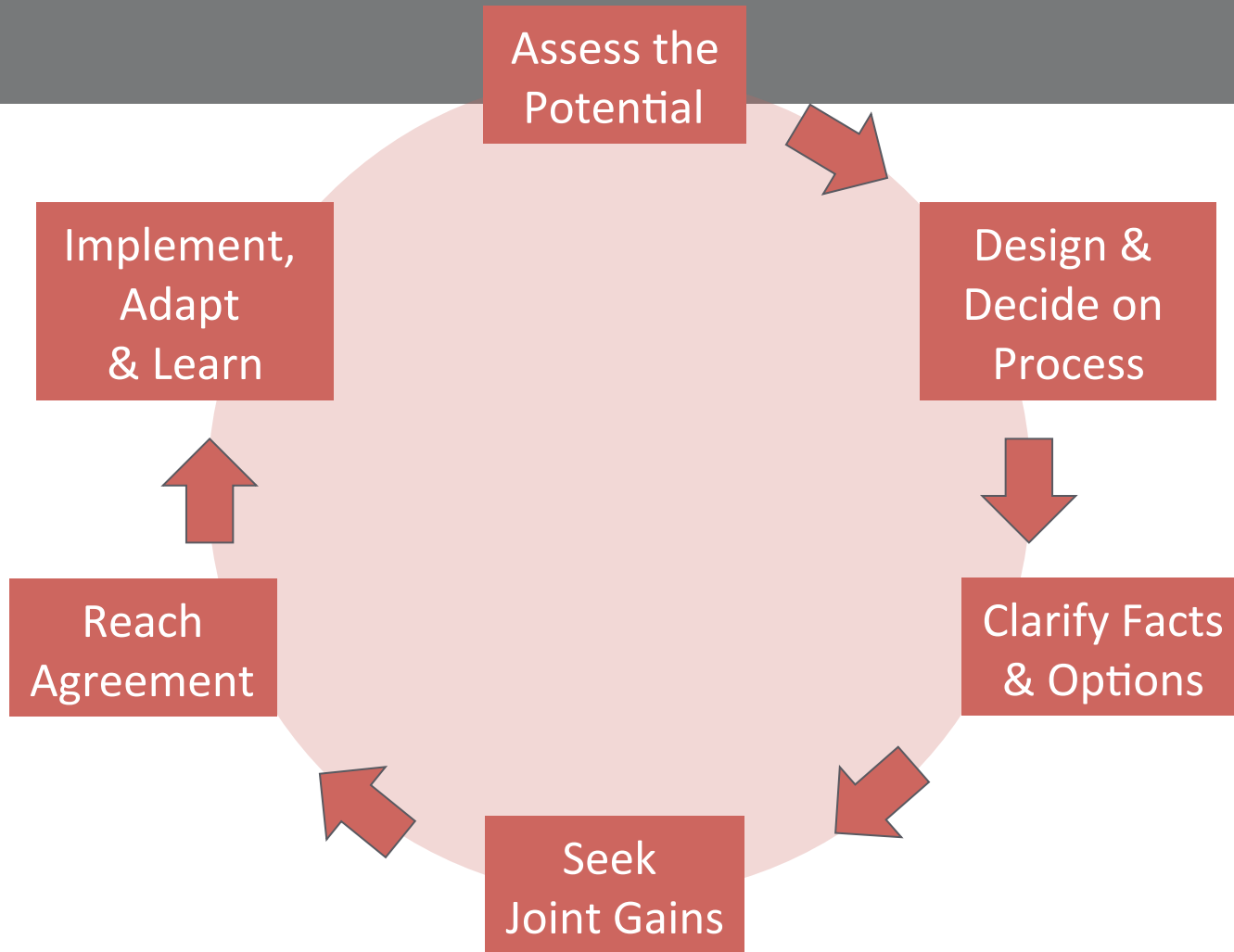
- *Local newspapers are seeing their print business decline.*
- *They would like to grow their subscription online services so that revenue can offset the losses from the print publications.*
- *But they face daunting competition from the large platforms such as Facebook and Google.*

Let's organize a multistakeholder convening

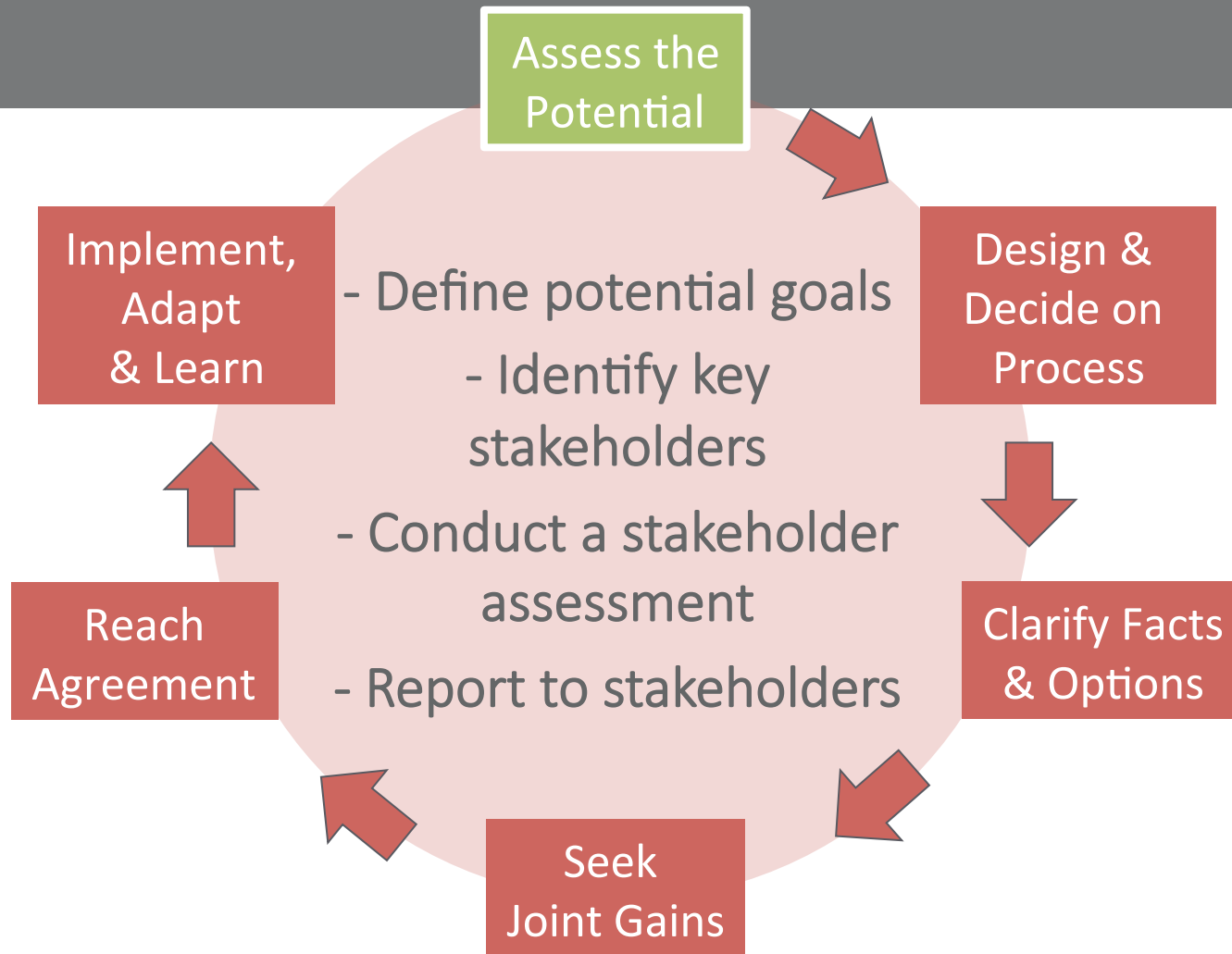


- *The local papers believe that they could better compete with the platforms if they offered their users stronger privacy protections.*
- *They would like to convene a multistakeholder dialogue to develop a truly consumer-friendly privacy policy for their online services.*
- *They are looking for a competitive advantage and are not interested in pushing for comprehensive privacy legislation.*
- *They still want to offer ads through their services but are willing to consider strong restrictions on what information is collected and made available to the ad brokers.*
- *In setting up the multistakeholder dialogue, they want to ensure that the key stakeholder groups **necessary to develop and implement a credible policy** are represented.*

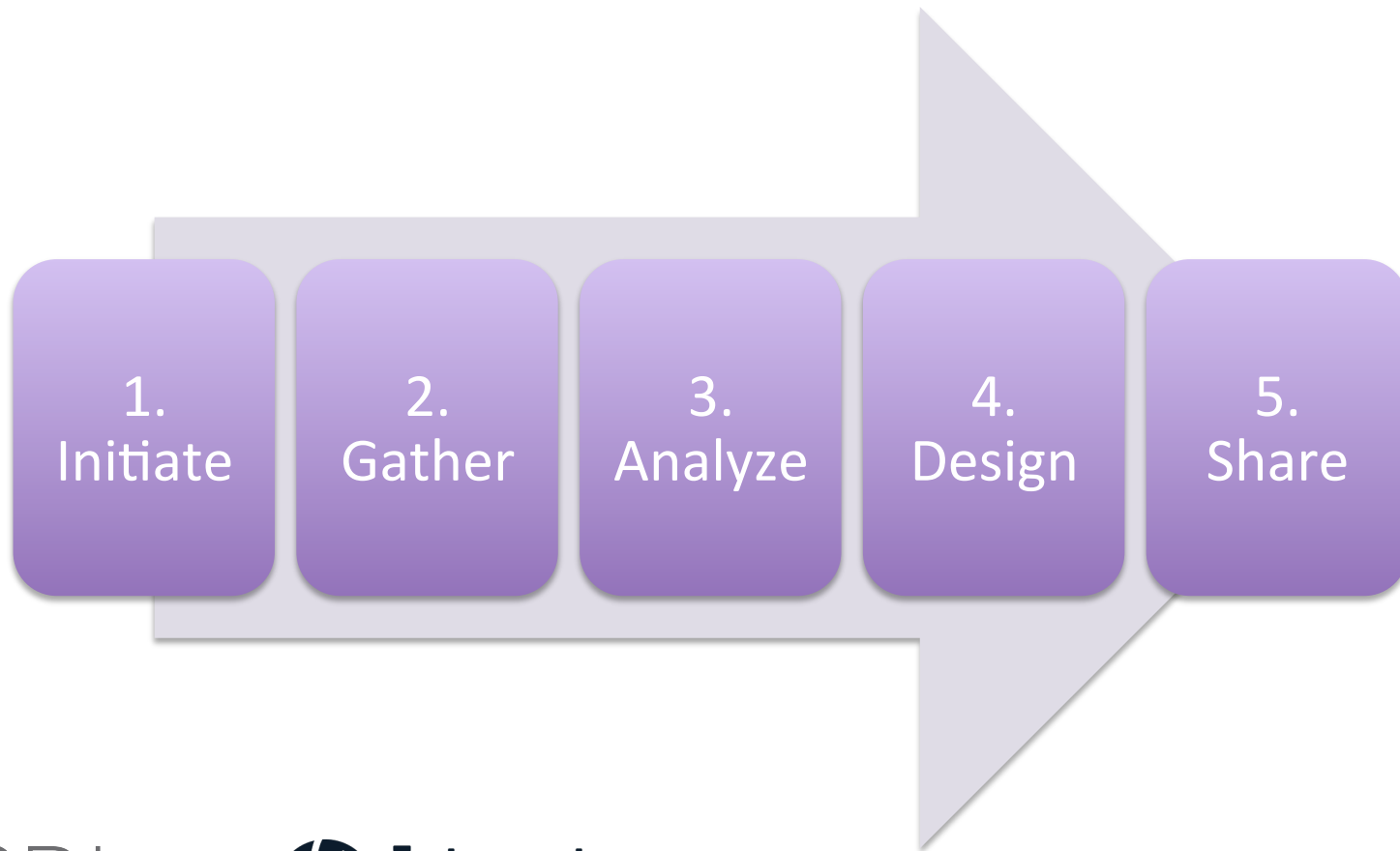
Consensus Building Process



Consensus Building Process

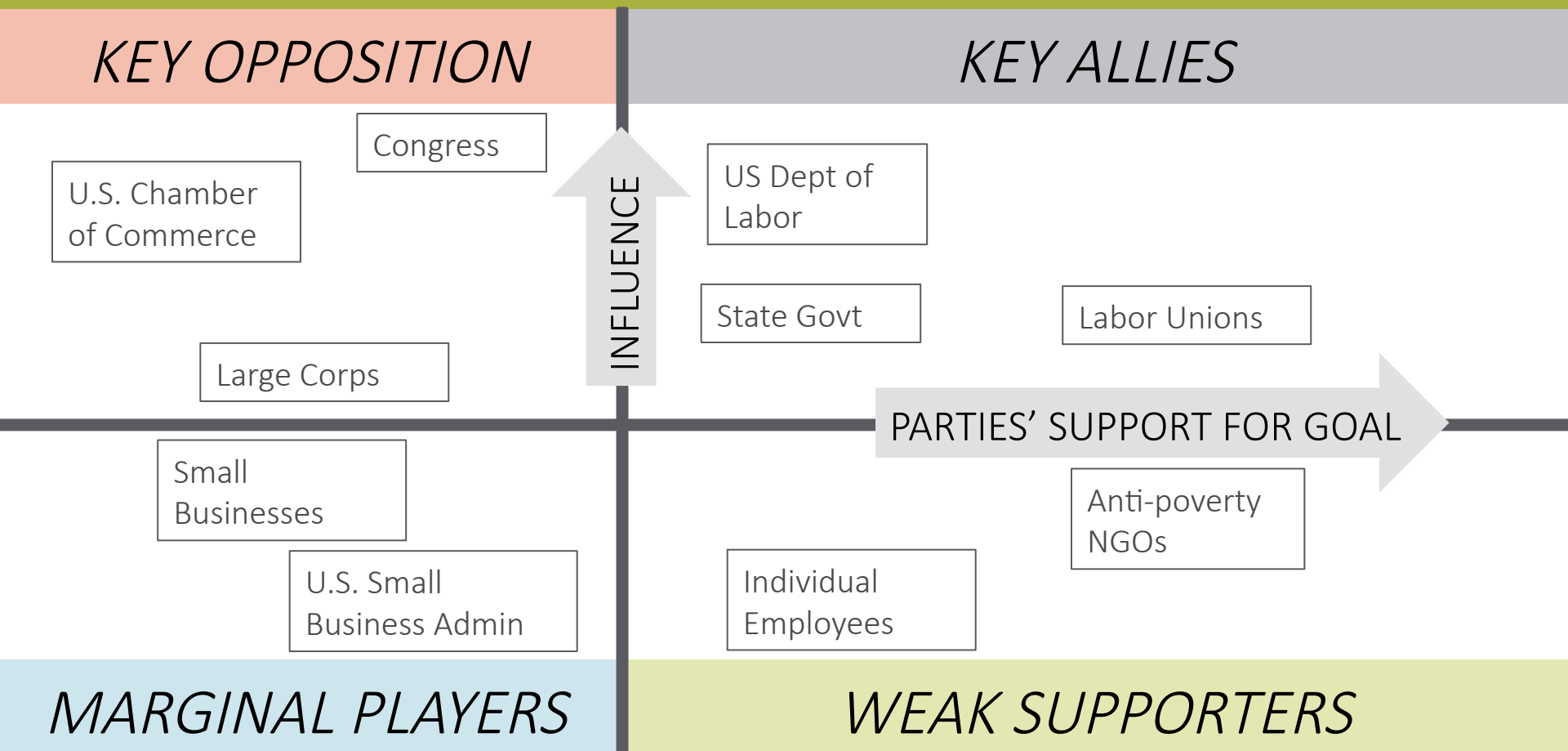


Stakeholder assessment: Key steps

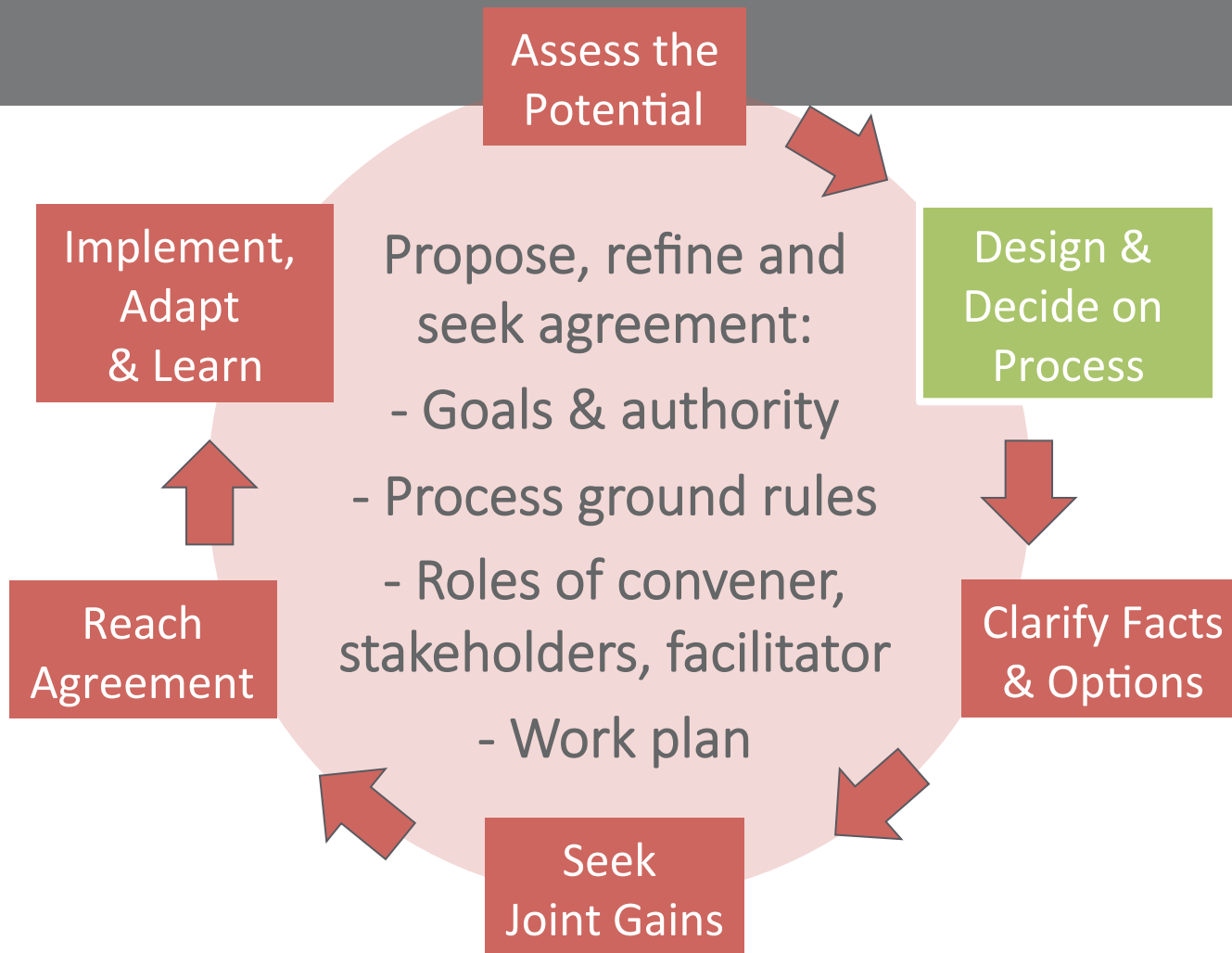


Stakeholder Mapping Tool

Raising the U.S. minimum wage



Consensus Building Process



Pitfalls in Process Design



- Incorporating the values of multistakeholder processes
- Taking on too many issues or stakeholders
- Excluding key issues or stakeholders
- Assuming too large or small a zone of shared interests
- Assuming equal interdependence among stakeholders
- Giving too much or too little decision making authority
- Failing to clarify who decides and how



Values for multistakeholder processes



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How should we think about trust in the context of multistakeholder discussions?



- Why is trust important in a multistakeholder process?
- If you were going to participate in a multistakeholder discussion, what would make you more likely to trust the process?

Key attributes of multistakeholder discussions that build trust



- Open and accessible
- Inclusive
- Consensus-driven
- Transparent and accountable

Open and accessible



- Is the process open to all relevant stakeholders?
- What steps are being taken to reduce barriers to participation, e.g., financial, geographical?

Inclusive



- Are all participating stakeholders given the opportunity to participate on an equal basis?
- Are all issues being given due consideration?

Consensus-driven



- Do stakeholders agree on a common purpose or goal?
- Are stakeholders willing to collaborate and compromise?
- How does the group define consensus?
 - *No one standard*
 - *"Can you live with it?"*
- How does the group deal with dissenting views?

Transparent and accountable



- Is there an agreed set of procedures to govern discussions?
- Is the group following the agreed procedures?
- Are discussions and decisions publicly disclosed?
- What measures has the group agreed on to ensure implementation and accountability of any decision?



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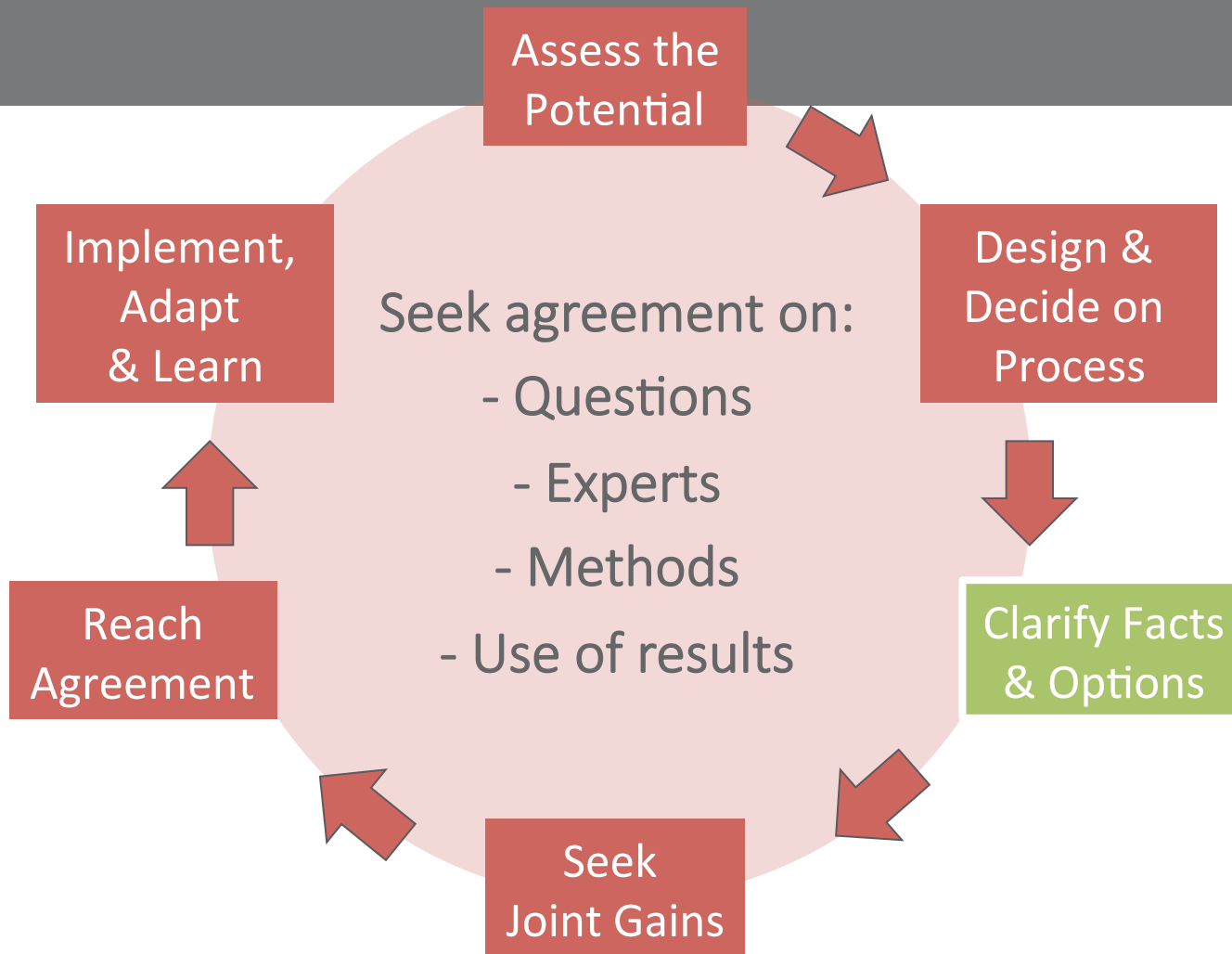
Small-group exercise

Local media privacy convening

The local media companies are interested in designing a trusted process for establishing consumer-friendly privacy practices and are looking to you for advice.

*In light of these values,
what **process** would you suggest?*

Consensus Building Process



Joint Fact Finding



Stakeholders (both non-expert and expert) seek agreement on:

- *Nature of the problem*
- *What we know, don't know, and need to know*
- *How to collect, analyze, and present information*



Joint Fact Finding



Produce information that is:

- *Publicly and politically credible*
- *Scientifically legitimate*
- *Relevant (useful or salient)*

Resolve disagreements about:

- *Facts*
- *Scenarios*
- *Risks*

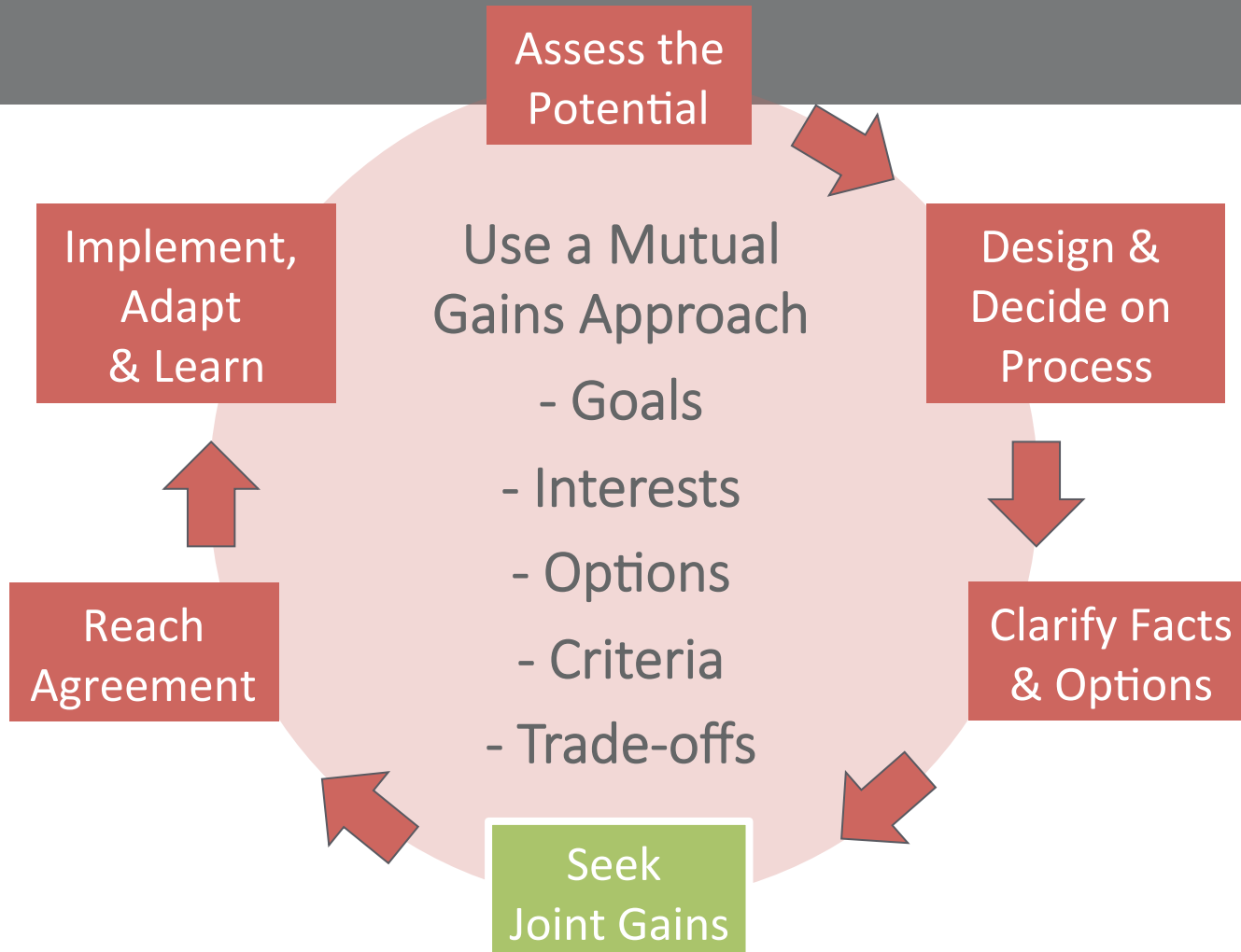
Inform ongoing negotiation



For the local newspaper privacy convening

- Are there issues for which joint fact-finding would be useful?

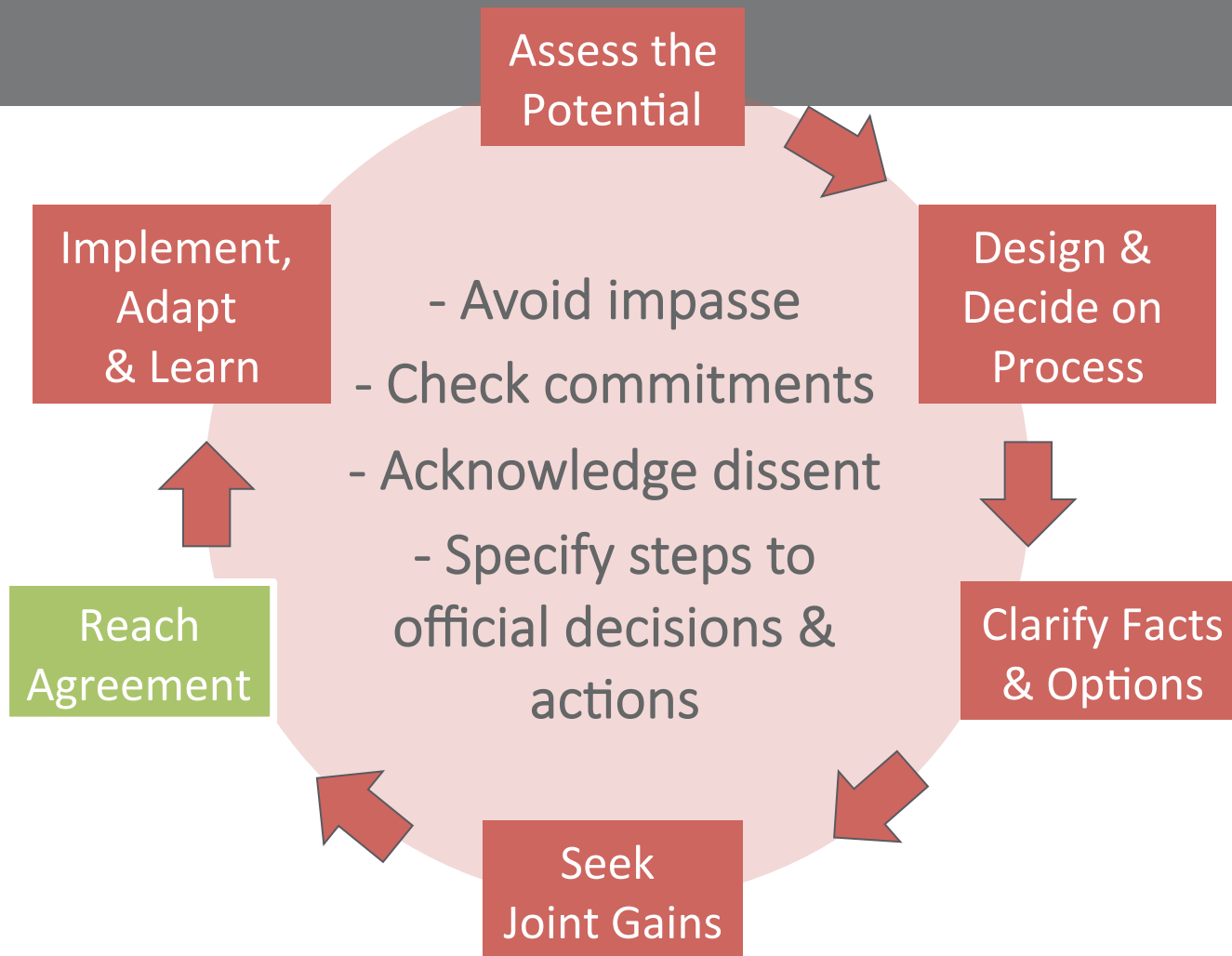
Consensus Building Process



For the local newspaper privacy convening

- Where do you see the opportunity to create value and realize mutual gains?

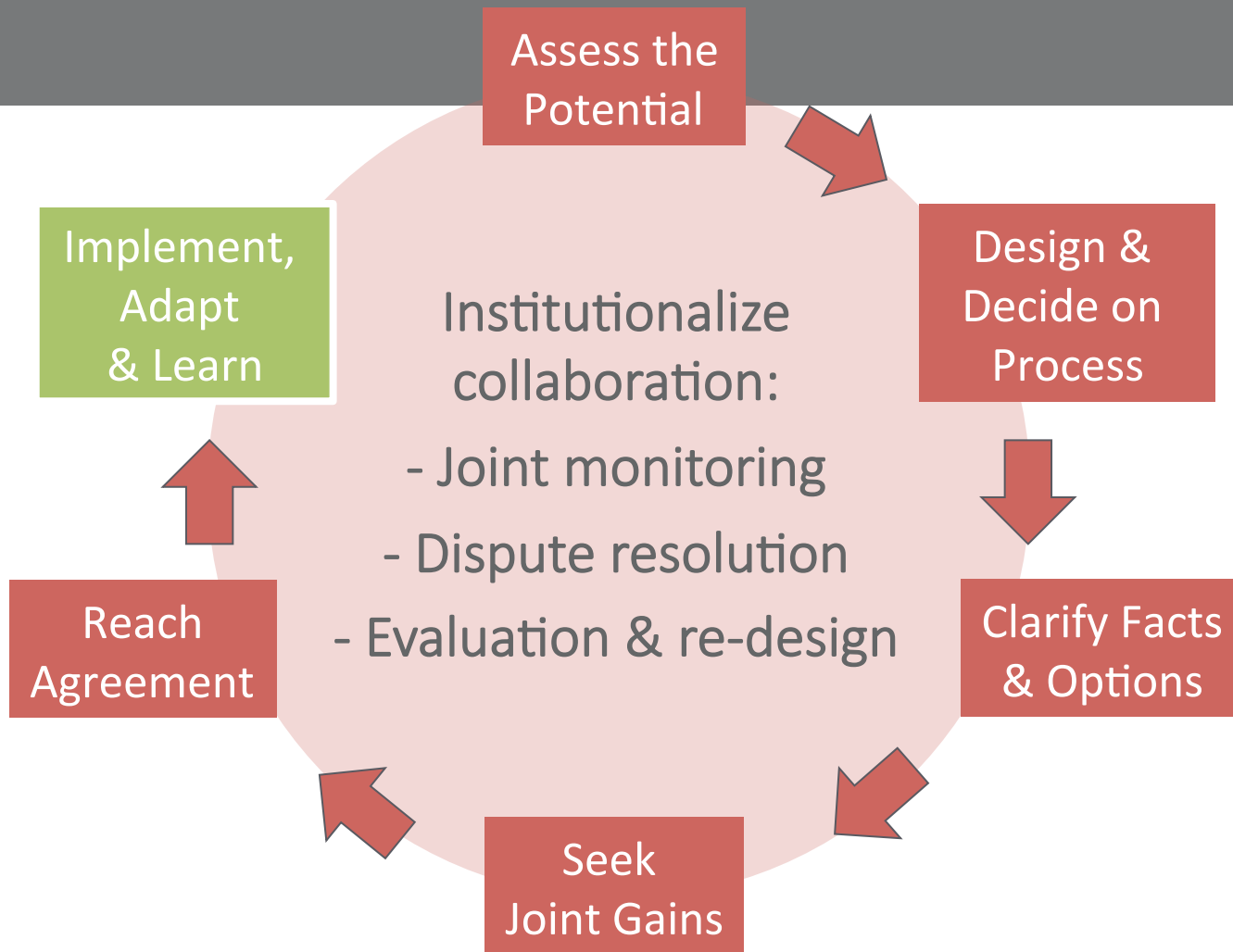
Consensus Building Process



For the local newspaper privacy convening

- Where do you see a danger of impasse?
- What can you do in terms of process design to minimize the danger?
- What would you do if there was an impasse?

Consensus Building Process



For the local newspaper privacy convening

- Who should take the lead on:
 - Implementation?
 - Accountability?

Possible Benefits of Consensus Building?



- Shared understanding of facts, issues, interests and values
- Better working relationships
- Joint gains from the decision / agreement
- Stakeholders satisfied with process and outcomes
- Agreements more likely to be implemented
- Stakeholders able to deal with change over time

Possible Costs of Consensus Building



Time to:

- *Build or rebuild trust*
- *Design a process*
- *Engage more stakeholders, not fewer*
- *Gather legitimate and credible information*
- *Generate multiple options*

Money:

- *Who pays for what?*

Opportunity Cost:

- *What was our BATNA?*

Major Consensus Building Challenges



- Introducing a new method in a context of mistrust
- Dealing with power imbalances (unequal BATNAs)
- Representation of diffuse groups
- Defining the links to public decision-making processes
- Generating resources
- Promoting a joint gains approach to negotiation



Porto Mauro's Development Conflict



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Scenario



- Local level development conflicts
- Land on island being used for agriculture and tourism is about to be sold
- NaturaTrust and Hotel Mauritz both want to buy the land to develop (or not)
- NaturaTrust wants to remove the current dam which local farmers depend on for their irrigation
- Computech wants to build new office and industrial facility on east bank of river

Problem-solving Task Force



- Task Force of 8 stakeholders is to come up with a sustainable development solution, using Mutual Gains Approach to Negotiation
- Purpose is to review stakeholder interests, explore creative options, and seek agreement

Stakeholders



- S. Mandel, Governor, Alienta Province (Chair)
- D. Okolloh, Regional Head, Ministry of Environment
- M. Sanchez, Mayor, Town of Porto Mauro
- C. Peters, Executive Director, NaturaTrust
- D. Alvarez, Owner, Hotel Mauritz
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Three Key Issues



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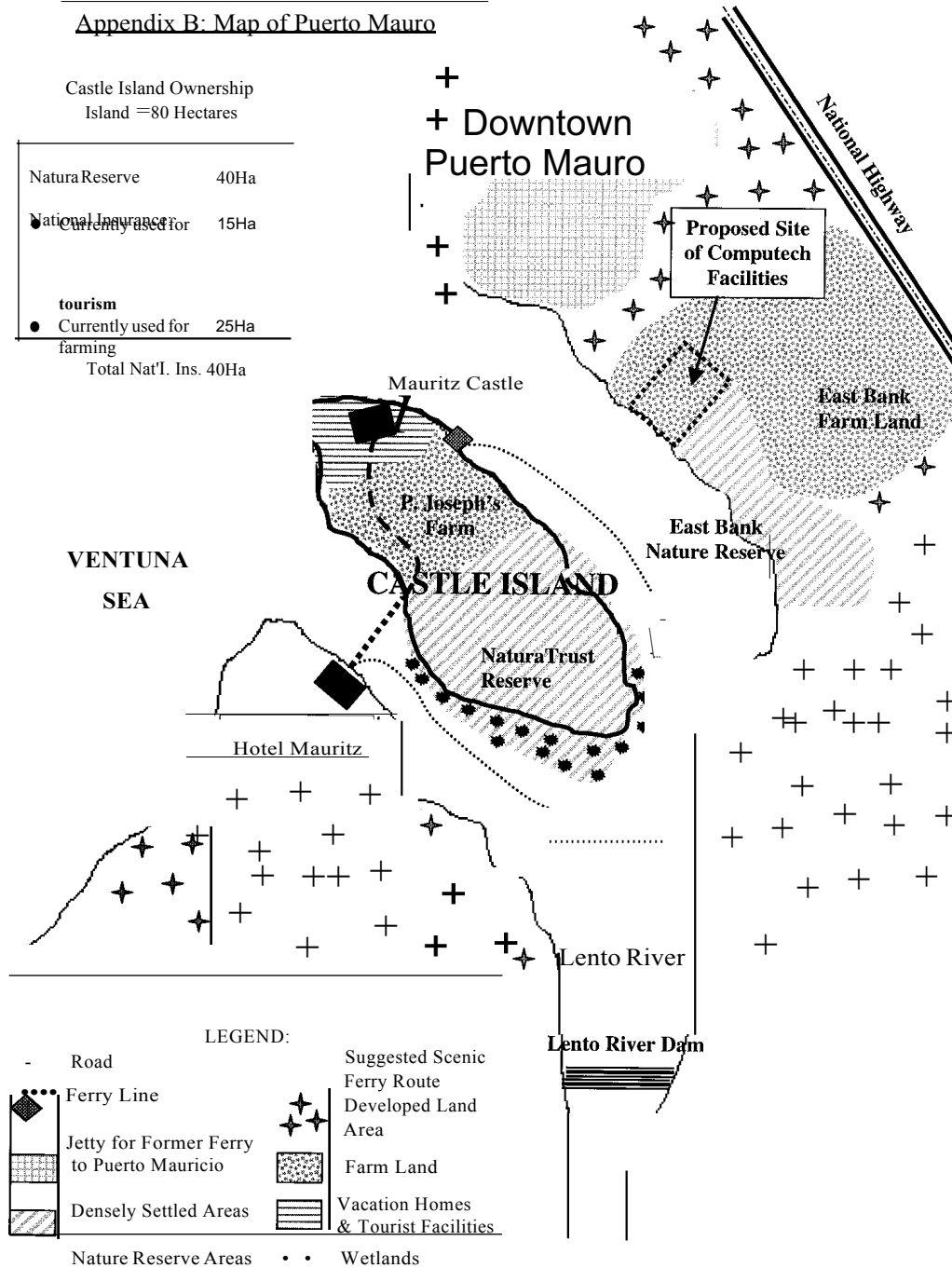


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Appendix B: Map of Puerto Mauro

Castle Island Ownership
Island = 80 Hectares

Natura Reserve	40Ha
National Insurance currently used for	15Ha
tourism currently used for	25Ha
farming	
Total Nat'l. Ins. 40Ha	



LEGEND:

-	Road	+	Suggested Scenic Ferry Route
◆	Ferry Line	+	Developed Land Area
▨	Jetty for Former Ferry to Puerto Mauricio	◆	Farm Land
▨	Densely Settled Areas	▨	Vacation Homes & Tourist Facilities
▨	Nature Reserve Areas	••	Wetlands

Materials



- General Instructions
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Schedule



- Next 30 minutes: Same-role meetings
- Until 12:30: Lunch & informal role-play meetings
- 12:30 – 2:00: Negotiations
- 2:00 – 2:15: Break
- 2:15 – 2:45: Small groups debrief
- 2:45 – 3:30: Large group debrief

Porto Mauro Role Assignments



	Group 1	Group 2	Group 3
Governor			
Mayor			
Hotel			
Farmers			
Ministry of Env't			
Computech			
Citizens			
NaturaTrust			

Porto Mauro Same Role Prep

Instructions



Issues to discuss

- Confirm your most important **interests**
- What do you think are the most important interests of the **other parties**?
- Who are your potential **coalition partners**?
 - *How will you go about trying to partner with them?*
- Time permitting: What **process** will be conducive to a positive outcome?
 - *How will you go about trying to promote this process?*

Porto Mauro Working Lunch

Instructions



Connect with others in your negotiation for informal, pre-meeting conversations. Consider:

- What are their interests?
 - *How are they different from or the same as what you thought?*
 - *How do they overlap (or not) with your own interests?*
- How might you work with them?
 - *Can you start building key partnerships over lunch?*



Porto Mauro Negotiation



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Goals for Negotiation

Individual Players



- Understand your BATNA and your interests
- Clearly communicate your interests with the group
- Gain greater understanding of other peoples' interests and alternatives
- Think (and act) creatively!

Goals for Negotiation

Negotiating Group



- Seek greater understanding of all of the interests at stake
- Have a cooperative conversation that allows for option exploration in which all interests are considered
- Practice different ways of creating mutually beneficial solutions
 - *Inventing without committing*
 - *Trading across issues*



Porto Mauro Debrief



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Small Group Debrief



Write down:

1. One thing **you did well** in the exercise, with respect to consensus building and the MGA
2. One thing you wish **you had done differently**, with respect to consensus building and the MGA
3. One thing the **group did well** with respect to consensus building and the MGA
4. One thing you wish the **group had done differently** with respect to consensus building and the MGA
5. Assess the level of trust among members of the commission

Share feedback in small groups:

- Remember: be specific!

Full Group Debrief

Outcomes and takeaways



- Did you reach agreement?
 - *Governor briefly describes elements of final agreement*
- Key takeaways about group best practices
 - *Describe 1-2 key insights from your small group debrief*
- Questions and comments
 - *Other stakeholder comments?*
 - *Questions from other groups?*

Negotiation Issues



- What were the key sources of **uncertainty**?
 - *How did you deal with them?*
- How did the group deal with differences in **values**?
- What were key sources of **power** in the group?
 - *How were they used?*
 - *What were the reactions?*

Process issues

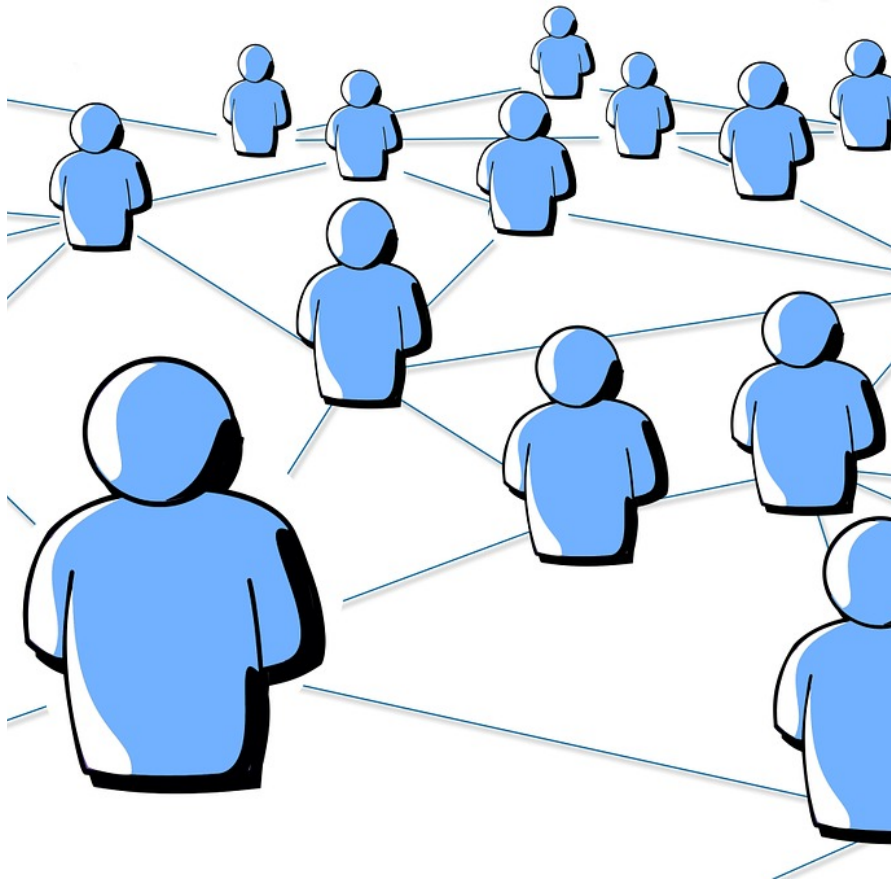


- What coalitions formed in the group?
 - *Did coalitions help build consensus — or block it?*
- How did the group develop an agreement?
 - *Issue by issue?*
 - *As a package?*
- If there was dissent on the final package, how did you deal with it?

Representation issues



- Were all key interests represented?
- Were there parties outside the negotiation (e.g. press) who might impact the success of the agreement?
 - *How could the group have addressed their concerns?*
- Could you convene this type of stakeholder group in a real negotiation?
 - *What challenges would you need to overcome?*



Multistakeholder processes: Key Takeaways

Designing and managing multistakeholder processes

Keys for success



Before you convene:

- Have you articulated the goal and purpose of the discussion as specifically as possible?
 - *Is the goal actionable?*
 - *Is the process decision-making or consultative?*
 - *Should you worry about how comprehensive the process is?*
- Consider
 - *What are the benefits of taking small steps?*
 - *What are the risks of taking too small steps*

Designing and managing multistakeholder processes

Keys for success



- Have you identified and recruited all the key people you need for a successful outcome? Are all significant interests represented?
- Have you assessed the interests, capabilities and positions of the key parties? Have you identified areas of possible agreement?
- Have you considered/selected a facilitator?
- Have you designed the process to build the legitimacy and support for the process and its outcome? Remember key values.
- Have you planned for and assembled the necessary resources?

Designing and managing multistakeholder processes

Keys for success



At the first meeting:

- Will the first task of the group be to set the ground rules for the discussion?
 - *How will the group define consensus?*
 - *Can you live with it?*
- Does the group have a shared understanding of the facts?
 - *Joint fact-finding process; joint experts*

Designing and managing multistakeholder processes

Keys for success



Throughout the process:

- Do the group's deliberations utilize the Mutual Gains Approach to negotiation?
 - *Sharing interests and priorities*
 - *Inventing without committing*
 - *Identifying fair standards and criteria for decision-making*
- Are the convener, facilitator, and stakeholders playing their roles effectively?

Designing and managing multistakeholder processes

Keys for success



After consensus is reached:

- Is the group focused on implementation, monitoring and review?
 - *Solving the problem is only part of the work*
 - *Need to develop plan for implementation*
 - Responsibilities
 - Milestones
 - Review criteria



Next Steps

What you can do



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Given the benefits of consensus building...



- What can be done to increase the use of these processes?
- What can you do to help?

Next Steps

Plan a multistakeholder process

- Focusing on the problem of **fake news in Africa**, each table should discuss and agree on:
 - Issue: **Define** the specific **goal** you want to achieve, and identify key stakeholders.
 - Process: Working together using the flipchart, **discuss strategies** for **designing** the process, including coalition building and/or **engaging stakeholders** around the goal.

Identify 1-2 key **insights** to share with the large group