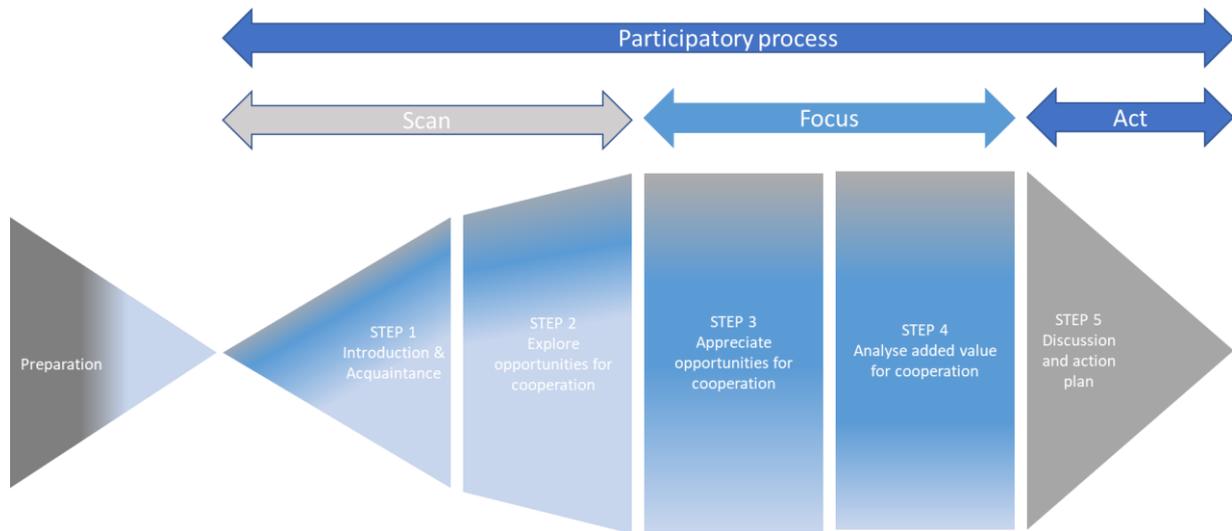


Method Cooperating for Added Value



Cooperating for Added Value or 'Co-Add' is an instrument which shows how to actively shape cooperation in situations where (more) cooperation is desired. *Co-Add* has been applied within the framework of the High-Water Protection Program (HWBP) in the area Noard-Fryslân Bûtendyks (Netherlands) on behalf of the Program Waddenzeedijken. The preparation and five process steps give a practical direction how to use the instrument. After an introduction, the parties will present the opportunities for collaboration, after which each party makes a valuation of the different opportunities. On the basis of individual valuations, the added value of cooperation for the group is determined and how the added value of collaboration can be achieved.

Successfully establishing cooperation is not straight-forward. Often it is new, sometimes threatening with risks for planning and budgets. However, cooperation can lead to extra benefits. An example is 'Building with Nature'-solutions which serve several functions at once: natural values and human interests. The search for a win-win will especially be easy if working together will deliver extra benefits for all parties (no regret).

Co-Add shows how stakeholders can actively form and establish cooperation in situations where cooperation is wanted. The goal of *Co-Add* is to facilitate cooperation between stakeholders. In a participatory process, stakeholders can explore which goals they can achieve, if cooperation provides an added value and how they can reach these goals. Important is that stakeholders will participate only if this will deliver more profit than working separately. Parties cannot be forced to cooperate: they have to choose voluntarily to do this.

The preparation and the five process steps show schematically how the instrument can be used (figure):

Preparation

The purpose of the preparation is to determine if and how *Co-Add* can be applied in the situation. The result is a go/no-go decision on the application of *Co-Add* and a process design in the event of a 'go'. The question to be answered is whether cooperation creates potential added value and whether parties are willing to cooperate with them.



Step 1 Introduction: to a joint knowledge base

The first step is an introduction and meeting in which parties get to know each other and to understand the context better. This creates willingness and confidence to get started together and create a common knowledge base, preferably during a field visit.

Step 2 Opportunities for cooperation

The second step is a brainstorm to get an overview of opportunities for cooperation between parties. The brainstorm should be wide and without judging opportunities. Judging and prioritizing happens in the next steps. Depending on the context and purpose of the process, opportunities are sought from certain topics, a specific subject or problem, or from coalitions.

Step 3 Appreciation of Opportunities

Each party appreciates the chances which appeared in step 2. Parties are asked if the opportunities make it easier or more difficult to achieve their organizational goals. The rating is then displayed in a rating table. It shows whether parties will win or lose with a certain opportunity. Rating can be done through an online survey, a method of stickering, or completing a multi-criteria table.

Step 4 Analysis added value of cooperation

In step 4, an analysis determines the added value of collaboration. First, it is determined whether there are opportunities which prove directly feasible or unfeasible, because everyone wins or loses. After that, the potential added value of cooperation is considered. Finally, we look at how the (potential) added value of cooperation can be achieved. For example, by compensating losers or combining opportunities.

Step 5 Prioritization and follow-up action

Step 5 defines follow-up actions for collaboration based on the added value analysis. It is important to first discuss and check the analysis. Then parties discuss, using the analysis, on which matters they want to participate.

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More info on the application of Co-Add (in Dutch): <https://pov-waddenzeedijken.nl/wp-content/uploads/2020/02/DmV-Bijlage-3b-Handreiking-Meerwaarde-van-Samenwerken.pdf>