



Partnerships WIRE

8/9 May 2008

CSD-16 Partnerships Fair

UNHQ, New York

Developing partnerships for agricultural innovation: the challenges

CSD-16 Partnerships Fair thematic discussion on “Developing partnerships for agricultural innovation: the challenges”. (L-R) Howarth Bouis, International Food Policy Research Institute; Jennifer Vogel-Bass, The Rainforest Alliance; Ralph Wahnschafft (Chair); Dr. Sara Scherr, EcoAgriculture.



Ralph Wahnschafft, of the Division for Sustainable Development opened the session on “Developing partnerships for agricultural innovation: the challenges” by stressing the contribution and benefits that partnerships can make in the agricultural sector.

Howarth Bouis, Programme Director of HarvestPlus began his presentation by outlining the HarvestPlus Challenge Program, which is one of the partnership programmes supported by the Consultative Group on International Agricultural Research (CGIAR). Working towards a mission to improve human nutrition and health, HarvestPlus breeds new varieties of staple crops that have higher levels of micronutrients in a process called biofortification.

Mr. Bouis showed the audience photographs of children and women displaying signs of nutritional deficiency, for example, bent legs and blindness, alongside some statistics, which underscored the gravity of the issue. Micronutrient malnutrition is a serious global problem with zinc and iron deficiencies affecting an estimated 2 billion people, iodine deficiency affecting approximately 1.5 billion people, and Vitamin A deficiency affecting on average 500,000 children each year. The deficiencies have

Inside Partnerships WIRE

THEMATIC DISCUSSION - Developing partnerships for agricultural	1
<i>What's on tomorrow?</i> PLENARY DISCUSSION - 9 May 2008	1
Partnership Presentations - 8 May 08	6
Partnership Presentations - 9 May 08	7
Key points highlighted during the session	10
Information Desks	10

Friday, 9 May 2008
Conference Room 2
4.30pm - 6.00pm

Dialogue with major groups and representatives of partnership initiatives

- ◆ **Loren Finnell**, The Resource Foundation
- ◆ **Dr. Helen Marquard**, The SEED Initiative
- ◆ **Kaddu Sebunya**, Congo Basin Forest Partnership
- ◆ **Amanda Luxande**, Renewable Energy and Energy Efficiency Partnership (REEEP)
- ◆ **Claire Servini**, Global Bioenergy Partnership
- ◆ **Peter Holmgren**, SARD Initiative



long-lasting negative impacts on society, leading to higher incidences of poor reproductive health, cognitive ability and growth-hindered stunting. Ultimately, these adverse health effects have a significant detrimental effect on the economy, and countries suffering from high levels of micronutrient malnutrition have lower productivity levels, which contributes to lower levels of GDP.

Following, **Mr. Bouis** showed a series of PowerPoint slides which highlighted the importance of staple crops for many people in developing countries, and emphasised how critical nutritional foods are for children’s health. Quoting J.P. Habicht of Cornell University, he commented that 53% of all deaths are directly caused by undernutrition in diseased children. Notably, the work of HarvestPlus directly addresses this problem through the breeding of micronutrient dense staple crops with higher levels of vitamin A, iron, and zinc that will improve the human nutritional status when consumed. **Mr. Bouis** outlined several advantages of biofortification, which can be found in Table 1.



Howarth Bouis, Programme Director of HarvestPlus, representing the CGIAR Challenge Program: Biofortified Crops for Improved Human Nutrition, a CSD-registered partnership.

Countries suffering from high levels of micronutrient malnutrition have lower levels of GDP

Howarth Bouis

Highlighting the different approaches in Asia and Africa, and the subsequent different products that HarvestPlus is producing for each continent, he presented the schedule of product releases, and highlighted that the pro vitamin A sweet potato had been successfully released in 2007. **Mr. Bouis** discussed the difficulties faced by the HarvestPlus program, stressing that they faced two challenges: a) scientific discovery, and b) getting people on the same page and working together (institutional structures). He noted that working in partnership yielded positive rewards,

Table 1: Advantages of Biofortification, Howarth Bouis

- ◆ Targets the poor who eat high levels of food staples
- ◆ Rural-based: where 75% of the malnourished populations live
- ◆ Cost effective: research at the central location can be multiplied across countries and time
- ◆ Sustainable: investments are front-loaded, low recurrent costs

and could be successful, provided partners are willing to put effort into making the relationship work. He offered some lessons learned from the programme, namely stressing the importance of sharing a common vision, and ensuring there is regular contact between the partners. Commenting on the HarvestPlus program, he informed the audience of their dedicated intranet platform, “the HarvestPlus Hub”. In addition, crop meetings, bringing all partners together, take place every 18 months, and partners send weekly, if not, daily email updates. He also emphasized the importance of investing in the initial start-up meetings, to ensure the project gets off to a good start. In summing up, **Mr. Bouis** explained how the HarvestPlus project aimed to be a sustainable initiative, and identified government interest in Brazil and China. India is also committed to the HarvestPlus program and has dedicated \$15 million over the next five years to the programme. In response to questions from the floor, he reiterated that the biofortification process used conventional breeding methods, and HarvestPlus is not investing in GMOs.



Sally Bunning, from the Food and Agricultural Organisation giving her presentation on the work of the Globally Important Ingenious Agricultural Heritage Systems (GIAHS).

Sally Bunning, Land Conservation and Management Officer from the Food and Agricultural Organization (FAO), opened her presentation by explaining what are considered Globally Important Ingenious Agricultural Heritage Systems (GIAHS), which are defined by the FAO as: *“Remarkable land use systems and landscapes which are rich in biological diversity evolving from the ingenious and dynamic adaptation of a community/ population to its environment and the needs and aspirations for sustainable development (2002)”*

Stressing the importance of GIAHS for sustainable development, at the local, national and global level, she identified the various contributions from GIAHS, which can be found in Table 2.

Highlighting some of the countries that are exploring GIAHS, **Ms. Bunning** commented that each geographical system required working with different partners, yet emphasized the centrality of farmers in this process. She stressed that the GIAHS partnership was committed to working with local community experts, and social organisations and networks in the local areas, and noted that it was necessary for the partnership to engage with the government and local farmers, and convince them of the benefits of the traditional farming systems. As a multi-stakeholder initiative, the GIAHS partnership brings together a range of actors for each pilot system. At a minimum, the following partners are involved: indigenous communities, national focal points; UNDP and FAO regional offices; national governments (ministries), farming communities, NGOs/ CSOs, private sector, education/ research institutes, local/ regional government, and the GIAHS secretariat.

Table 2: GIAHS’ vital contribution, Sally Bunning

- ◆ Food security, health & nutrition of millions of poor, often isolated people
- ◆ Agri-”cultural” diversity of human kind
- ◆ Biodiversity and genetic resources
- ◆ Agro-ecosystem and landscape diversity
- ◆ Provision of ecosystem services through functional diversity
- ◆ Products and services diversity
- ◆ Collective and individual knowledge systems

Markets need to be produced for locally produced products from GIAHS

Sally Bunning

To date, pilot systems are taking place in the following countries: Peru (Andean agriculture); Chile (Chiloe agriculture); the Phillipines (Ifugao rice terraces), Algeria, Morocco, Tunisia (Oases of the Maghreb) and China (rice-fish agriculture). Ending her presentation, **Ms. Bunning** commented that markets need to be created for the locally produce products, and greater emphasis should be placed on establishing an educational component in the partnership, therefore informing youth of the importance of GIAHS. Finally, she highlighted that the aim of the partnership is embedded in the goals of the Convention on Biological Diversity, in particular Article 8(j) which states: to *“protect and encourage customary use of biological resources in accordance with traditional cultural practices that are compatible with conservation or sustainable use requirements”*, specifically within agricultural systems.



Dr. Sara Scherr began her presentation by reaffirming that ecosystems are becoming increasingly recognized by investors and other actors as valuable, especially in light of the increasing pressures on agricultural landscapes, which are identified in Table 3. After explaining the evolution of EcoAgriculture Partners, and defining ecoagriculture, which is: *“Agricultural landscapes managed to enhance rural livelihoods and sustainable agricultural production (of crops, livestock, fish and forest), while conserving or restoring ecosystem services and biodiversity.”* she remarked that the EcoAgricultural Partners was launched during the World Summit on Sustainable Development, in Johannesburg, South Africa.

Table 3: Pressures on Agricultural Landscapes, Dr. Sara Scherr

- ◆ Increased population
- ◆ Increased product demand from rising incomes and urbanization
- ◆ Increased demand for ecosystem services
- ◆ Increased investment (governments, donors, private sector)
- ◆ Biofuels boom
- ◆ Climate change

In mobilizing the scaling up of successful ecoagriculture approaches, by catalyzing strategic connections, and pursuing dialogue and joint action among key actors, at the local, national and international levels, EcoAgriculture Partners aims to encourage farmers around the world to produce enough food while protecting the biological diversity of plant and animal life.

Landscape coalitions require new forms of collaborative governance

Dr. Sara Scherr

Key to the modus operandi of EcoAgriculture Partners is partnership working. Dr. Scherr highlighted some of their main partnerships, for example, the Landscape Measures Resource Centre, which will be launched next week will provide an on-line interactive resource on ecoagricultural landscapes for practitioners. This will bring together 20 partners, including Cornell University. Similarly, EcoAgriculture has developed partnerships with the UNDP Equator Initiative, and community based organisation leaders in Asia, Meso-america and East Africa, that focus on community knowledge service for biodiversity and livelihoods.

Concerned about the sustainability of the ecoagriculture concept, Leadership courses supported by the University of Berkley-California and regional partners in East Africa and Mesoamerica have been established. Before ending her presentation, Dr. Scherr identified five lessons learned from the EcoAgriculture Partners partnership, which are summarized below:

1. It is important to be sensitive to language and ensure that all partners share agreement over the definition of key words;
2. Partners should begin dialogue with “interests” not “positions”;
3. Institutions will only engage if initiatives address their “core” concerns;
4. Institutions only engage if they see the benefits of synergy explained;
5. Landscape coalitions require new forms of collaborative governance.



Dr. Sara Scherr (far right) from EcoAgriculture Partners gives her presentation on “Partnerships to integrate agriculture, natural conservation and rural development”.



Jennifer Vogel-Bass, Communications Officer for the Rainforest Alliance makes her presentation on “Innovative Solutions for Global Conservation”.

Jennifer Vogel-Bass, Communications Officer for the Rainforest Alliance began her presentation by explaining the mandate of the Rainforest Alliance, which is to ensure the conservation of biodiversity and sustainable livelihoods by transforming land-use practices, business practices and consumer behaviour. Working towards this mission, the Rainforest Alliance created the Rainforest Alliance Certified Seal of Approval, symbolized by a green frog (see Picture 1). The Seal of Approval logo signals to consumers that a product has been grown or manufactured sustainably, and to ensure their label upholds its high standard, the Rainforest Alliance has established principles, policies and procedures to ensure transparency, integrity and accountability throughout their programmes.



Picture 1: The Rainforest Alliance Certified Seal of Approval

Commenting on their partnership working, **Ms. Vogel-Bass** noted that it was critical for the Rainforest Alliance to work with reputable NGOs, who had “on the ground” experience, knew the local community and were aware of their customs. Clarifying how farmers are accredited with the Seal of Approval, she identified ten broad principles that farmers are expected to adhere (see

Table 4). **Ms. Vogel-Bass** proceeded to show the audience a series of photographs of a Rainforest Alliance certified farms in contrast to a non-certified farms.

Table 4: The Rainforest Alliance ten principles, Jennifer Vogel-Bass

- ◆ Social and Environmental Management Systems
- ◆ Ecosystem Conservation
- ◆ Wildlife Protection
- ◆ Water Conservation
- ◆ Fair Treatment and Good Working Conditions for Workers
- ◆ Occupational Health and Safety
- ◆ Community Relations
- ◆ Integrated Crop Management
- ◆ Soil Management and Conservation
- ◆ Integrated Waste Management

The Rainforest Alliance also helps newly certified farmers to find markets for their certified products

Jennifer Vogel-Bass

The Rainforest Alliance is dependent on positive partnership working between many partners, including various multilateral organizations, development agencies, private companies, local communities and NGOs. **Ms. Vogel-Bass** commented that the certification process had helped solidify the partnership, and highlighted that the Alliance also helps newly certified farmers to find markets for their certified products. Responding to questions from the floor, she confirmed that monitoring of the farms took place annually, in addition to surprise visits. The Rainforest Alliance has the right to speak to any workers during the visit, and completes an assessment with a local auditor. Drawing on the lessons learned, she opined that sufficient amounts of trust and confidence was needed in partnership working, and information needs to be properly shared between all partners. She ended by emphasizing that it is important to be clear about the goals and objectives from the outset, and ended by extolling the benefits of sustainable farming practices, stating that it leads to greater efficiency.



Partnership presentations - 8 May 2008

Fred Pollett, representing the **International Model Forest Network (IMFN)** began the partnership's presentation by identifying the activities of the Network. Originally established in Canada, the International Model Forest Network, brings together a range of partners from around the world working toward the common goal of sustainable management of forest landscapes and natural resources. The IMFN ensures that the social, cultural and economic needs of local communities coexist in harmony alongside the long-term sustainability of forest landscapes. Currently, more than 40 model forests exist around the world, and given the Network's expansion, this is intended to increase in coming years.

Maintaining a sustainable and successful partnership is integral to the International Model Forest Network and Mr. Pollett informed the audience that the accountable and transparent governance structures are in place. Outlining some of the key principles partners are expected to adhere, Mr. Pollett noted that all "key holders" need to be represented in the partnership, and conflict resolution mechanisms are required to ensure possible disputes are resolved in a timely and fair manner. He stressed that the Network encourages a "philosophy of knowledge sharing". Mr Pollett outlined the various possibilities offered by the

Model Forest concept, such as: conservation of biodiversity and spatial landscapes; eco-tourism; non-timber forest products; and bioenergy. In summing up, Mr Pollett stressed that the model forest approach provides a framework through which meaningful and inclusive participation can occur in areas such as resource management, community sustainability and economic development. To date, some of the main deficits identified in the Network have been lack of global visibility as well as a lack of effectively linking its activities and outputs with global initiatives. Overall, the model forests are about diversity of values at the landscape level; partnerships working to address issues of sustainable management in large landscapes; and developing and testing approaches to sustainability.

Seth Shames, Project Coordinator, Policy and Research Mobilization, from **EcoAgriculture Partners** first defined "ecoagriculture", which are "agricultural landscapes managed to enhance rural livelihoods and sustainable agricultural production (of crops, livestock, fish and forest), while conserving or restoring ecosystem services and biodiversity". Along with urbanization, rising incomes, climate change, and the biofuels boom, pressures on agricultural landscapes are increasing. Mr. Shames stressed that when adopting approaches to deal with this increasing pressures, it is crucial to recognize the interdependence of agriculture, ecosystems, and livelihoods.

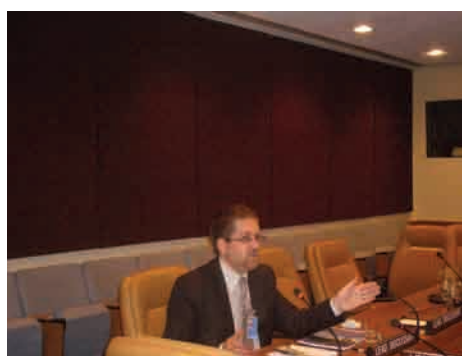
The aim of the partnership is to support initiatives in line with the principles of "ecoagriculture", as well as extract and spread local ideas/approaches to other locations globally. There is a bounty of sustainable practices in the world, however they are usually being used in isolation and at a local level and this partnership believes their use should be scaled and promoted elsewhere. Identifying how EcoAgriculture Partners use partnership working, Mr. Shames highlighted how they facilitate dialogue and knowledge exchange, and host leadership courses on development for ecoagriculture. Presently, the partnership focuses on East Africa and Central America, but it is hoped that their geographic scope will increase.



Representatives from the Congo Basin Forest Partnership (CBFP).

Herbert Christ, from the GTZ Germany and representing the Secretariat of the German Facilitation of **Congo Basin Forest Partnership (CBFP)**, highlighted the great importance of the Congo Basin rainforest for people's livelihoods. In giving an overview of the CBFP, Mr. Christ explained that, to date, the partnership had 45 members made up of: Congo Basin countries and institutions, donors, private sector, NGOs, and research institutions. The main role of the CBFP is to support the Central African Forests Commission (COMIFAC) in the implementation of the regional forest strategy (Convergence Plan), which is the operational translation of the 1999 Yaounde Declaration, as well as sharing information to improve coordination of member activities. A cooperation framework was adopted in February 2005 in order to favor transparency and coordination between the members, and to develop synergies between their present and future projects and programmes. Some of the achievements highlighted by the partnership were increased international and regional awareness on the importance of Congo Basin Forest, and improving collaboration between donors, partners, NGOs and private sector fostered, due to, for example, regular CBFP consultation meetings. Samuel Makon, GTZ Germany/Secretariat of the German Facilitation of CBFP, stressed that the partnership 'comes on top' of existing projects related to sustainable management and conservation of forest ecosystems in Central Africa, as a coordinating/synergizing mechanism. In relation to this, Mr. Christ pointed to the major challenge of coordinating among members of a partnership, and noted that the Secretariat needed to play a stronger leadership role in order to improve the situation.

Partnership presentations - 9 May 2008



Chris Welton representing Vinyl 2010.

Chris Welton, Communication and Public Affairs Manager of **Vinyl 2010** opened his presentation by giving Vinyl 2010's history. In short, Vinyl 2010 is the European PVC industry's Voluntary Commitment to, minimize environmental impact of productions; responsibly use additives (plasticizers & stabilizers); minimize environmental impact of products at the end-of-life; and continue to increase overall scientific knowledge. PVC, being cheap to produce, durable, strong, lightweight, and versatile, is an intrinsically useful material and therefore finding ways of using it in a sustainable manner is important.

The industry value-chain partnership, involving over 23,000 companies, stems from some progressive EU countries promoting the idea of managing the PVC industry jointly, through a value-chain approach. Whilst respecting loyal and fair competition, the European PVC pipes industry is jointly committed to improving the sustainability of the material and its products, for example through recycling schemes and through an association to exchange knowledge and best practice. As the EU has expanded, the partnership has had to roll out and this has been a challenge, especially as the scheme is voluntary.

Mr. Welton explained that as water is fundamental and the world population continues to grow, durable, good-quality pipes are crucial. Old, corroded metal pipes waste both water and energy for pumping. Not only do PVC pipes weigh less in terms of freight, thus causing less carbon emissions, but they are also smoother than traditional metal pipes, thus requiring less pumping effort and energy. Furthermore, not only do these pipes last a long time, but the material is 'recyclable' due to the characteristics of the material. He lamented that recycling is still a challenge based on the need to change behaviour.

Improved communication and transparency within the industry was highlighted by Mr. Welton as one of the major achievements of the partnership. Monitoring and auditing are completed by an independent organization, and every year an annual progress report was produced raising failures and progress made. Mr. Welton concluded by emphasizing the challenges and high costs involved, and noted that Vinyl 2010 was on course to meet its target. He remarked that the partnership desires to extend the initiative to the USA and Asian markets.



Ulf Jaeckel, Head of Product Policy, of the German Federal Ministry for the Environment, representing the Marrakech Process on Sustainable Consumption and Production.

The **Marrakech Process on Sustainable Consumption and Production (SCP)** began in 2003, as a follow-up to WSSD. Ulf Jaeckel, Head of Product Policy, of the Federal Ministry for the Environment in Germany commented that the Task Force was established to support the African regional process on SCP. Waste management and recycling are big problems in Africa. Work is demand-driven and the priorities set by the African Roundtable on Sustainable Consumption and Production (ARSCP), a regional networking organisation.

The support consists of holding meetings to share experiences between cooperation partners and African countries and amongst African countries; encouraging and supporting African countries in developing national or regional action plans on SCP; and linking SCP with development cooperation policies.

The main activity is currently in the process of developing an African eco-label scheme for African products and services, such as, agriculture, fishery and tourism. There is an interest in Africa to create a labeling system to facilitate export of African products. The idea is not only to produce green products but also contribute to poverty alleviation, i.e. considering both environmental and social aspects. Discussions are taking place regarding criteria for such products, building on existing criteria set by other labeling schemes, such as the Marine Stewardship Council.

When asked why a new label for Africa will be created when there are existing models that can be replicated, Mr Jaeckel explained that Africa wanted its own label, shaped by the African countries. Beyond the eco-labeling scheme, work is being carried out, for example, in the field of SCP action plans.



Such action plans are being tested in two pilot countries and two cities in Africa. UNEP's manual on Sustainable Consumption and Production is being used and is adjusted to African needs. Furthermore, a Best Practice Manual on SCP for development cooperation projects is being developed.

The last CSD partnership presentation was from the **Sustainable Agriculture and Rural Development Initiative (SARD)**, which is a multi-stakeholder umbrella framework that engages civil society, governments and intergovernmental organizations in a joint effort to make rapid progress toward achievement of the Agenda 21 vision for sustainable agriculture and rural development. The SARD Initiative is the result of a fully participatory process, and builds on the synergistic commitment and ownership of diverse partners. It is based on an agreed set of indicators, values, actions and goals. Peter Holmgren, from the Food and Agriculture Organisation, and representing the SARD initiative, explained the three thematic priority areas of SARD, which are:

- 1) *Improving access to productive resources – SARD has assisted in this at both national and international levels;*
- 2) *Fostering fairer working conditions (work is currently being carried out in Burkina Faso and Kenya);*
- 3) *Promote good practices and their dissemination. and scaling-up of good practices. SARD has identified 70 good practices at the local level, and now provides a database of such knowledge, in order to make this knowledge more available and accessible.*

Within the context of the key thematic areas of SARD, the Initiative provides an avenue to scale-up and replicate proven on-the-ground experiences while informing good decision-making at the national and international level. Michael Kibue, a SARD representative from Kenya explained how the establishment of a SARD Kenya initiative aims to provide catalytic support to strengthen the capacity of the rural poor to practice SARD. This is being completed through, for example, community exchange visits, facilitating knowledge exchange between communities, and constituting a way for SARD good practices to be shared.

In Kenya, focus is on livestock and the SARD Kenya group is working on improving the value-chain so as to improve access to markets. This works by engaging with the government to improve policies, as well as with the private sector. The private sector is helping to fill the financial gap. Linking resources, expertise, and knowledge and technology to implement SARD is an important aim of the initiative in Kenya. Mr. Kibue noted that the government involvement brought confidence to the private sector. The value-chain approach has created many stakeholders, and has been very important in effecting change. Ending the presentation, Thomas Forster, of the International Partners for Sustainable Agriculture and representing the Initiative highlighted that a report, documenting the lessons learned of the SARD initiative will shortly be published by the Food and Agriculture Organisation.



Representing the SARD initiative, (L-R) Peter Holmgren, Food and Agriculture Organization; Thomas Forster, International Partners for Sustainable Development; Michael Kibue, Kenya Livestock Working Group; Constance Neely (Moderator).

Partnerships WIRE



PARTNERSHIPS for SUSTAINABLE DEVELOPMENT

Photographs from the Plenary Session dialogue with major groups and representatives of partnership initiatives

Photograph 1.



Photograph 2.



Partnership speakers at the Plenary Session, 9 May 2008, Conference Room 2

Photograph 1: (L-R) Amanda Luxande, Renewable Energy and Energy Efficiency Partnership; Dr. Helen Marquard, The SEED Initiative; Loren Finnell, The Resource Foundation, Latin America Clean Water Initiative.

Photograph 2: (L-R) Loren Finnell, The Resource Foundation, Latin America Clean Water Initiative.

Photograph 3: (L-R) Kaddu Sebunya, Congo Basin Forest Partnership; Peter Holmgren, SARD initiative.

Photograph 4: (L-R) Claire Servini, Global Bioenergy Partnership (GBEP); Kaddu Sebunya, Congo Basin Forest Partnership.

Photograph 3.



Photograph 4.



The following partnerships had an Information Desk at the Partnerships Fair, CSD-16 on 8 May

- ◆ EcoAgriculture Partners
- ◆ Invasive Species Compendium Consortium
- ◆ My Community, Our Earth

The following partnerships had an Information Desk at the Partnerships Fair, CSD-16 on 9 May

- ◆ CGIAR Challenge Program: Biofortified Crops for Improved Human Nutrition
- ◆ Vinyl 2010
- ◆ Global Land Tool Network

Participation up-date:
46 participants attended Thursday's thematic discussion

Partnerships WIRE

was published by the CSD Partnerships Team for the Partnerships Fair, CSD-16

Editors:

- Patricia Chaves, Senior Sustainable Development Officer, DSD
- Désirée Abrahams, Associate Sustainable Development Officer, DSD

Contributors:

- Yolanda Salazar, DSD
- Antonia Hjort, DSD

Tel: +1 917 367 2089/ 4254

Fax: +1 917 367 2341

E-mail: beyondwssd@un.org

Web: www.un.org/esa/sustdev/partnerships

Key points highlighted during the session (8 May 08)

- ◆ Micronutrient malnutrition is a serious global problem and requires political attention;
- ◆ Partners in a partnership should share a common vision, and maintain regular contact;
- ◆ Markets need to be produced for locally produced products from GIAHS;
- ◆ Greater emphasis should be placed on establishing an educational component in the GIAHS partnership;
- ◆ It is important to be sensitive to language and ensure that all partners share agreement over the definition of key words;
- ◆ Partners should begin dialogue with “interests” not “positions”;
- ◆ Successful partnerships require trust and confidence from partners;
- ◆ Information needs to be properly shared between all partners.