

The HSAF Principles for Consensus Building (next page) identify that there may be a need for more specific processes.

The following mechanism for reaching decisions at Forum Meeting 9 is proposed to be consistent with the Forum objective for consensus and its Principles for Consensus Building:

- In the Protocol documents presented for Forum Meeting 9, the Forum Coordinator to make every effort to reflect issues that have been raised on earlier Protocol versions, and what has and has not been addressed.
- In preparation for Forum Meeting 9, the Forum Coordinator to try to identify where clear decisions are required by Forum members, and review this early in Forum Meeting 9.
- In preparation for Forum Meeting 9, as far as possible for each decision, the Forum Coordinator to identify the decision options (e.g. 1. Remove High Profile/Cross Cutting Issues from the topic page; 2. Retain but only include those that are directly cited in text; 3. Retain and list issues even if they are not directly cited but can be remotely linked in any way). These options can be reviewed when each decision is discussed at Forum Meeting 9.
- Within Forum Meeting 9, for each decision:
  - a. Allow a finite time period in the meeting for Forum members and observers to present views.
  - b. Ask Forum members (not observers) to indicate where their preference for the decision lies.
  - c. For those in the minority, ask if this is a showstopper to their organisations' adoption or endorsement of the Protocol or if they are happy to proceed with the view of the majority.
  - d. Ask those in the minority (whether or not they see this as a showstopper) if they want their preference and the reasons recorded.
  - e. Record the decision of the majority, and the Forum members who see it as a showstopper.
- As Forum Meeting 9 progresses, the Forum Coordinator to collect a consolidated record of any issues where Forum members have a minority view that they see as a showstopper to their organisational adoption or endorsement.
- Near the end of Forum Meeting 9, have time available to review the issues for which Forum members have identified are a potential showstopper to their organisations' adoption or endorsement of the Protocol, so that these can be considered in their collective and the implications discussed amongst the Forum members.
- Based on the collective discussions of the Forum members, there may be an identified need for a 10<sup>th</sup> Forum meeting, and agreement for interim actions on particular issues to be taken prior to that meeting; however given the budget position of the Forum this will try to be avoided.

## **HSAF Principles for Consensus Building (29/6/08)**

1. The Forum seeks to operate with transparency, good will and by consensus.
2. Forum members will inform themselves about and endeavour to apply basic principles of partnership, consensus building, and conflict prevention<sup>1</sup>.
3. Forum members recognise the importance of the diverse values, interests and knowledge of all parties involved, and accept that participants are accountable both to their constituencies and to the Forum process.
4. Forum members understand the healthy role that opposing viewpoints can play in moving towards agreement, and will use these as opportunities to build greater collective understanding and consensus.
5. If opposing viewpoints are entrenched and a path to consensus is not evident, Forum members will agree on the necessity, timing and approach for conflict resolution, and factor this into the Forum work plan.
6. The conflict resolution process will involve objective evaluation of a conflict, clarification of the issue, and if appropriate re-framing of the issue.
7. In the conflict resolution process, Forum members commit individually and collectively to:
  - construct a fair, equitable and open process in which all parties are able to participate effectively;
  - ensure respect and understanding amongst all parties;
  - focus on interests and not positions;
  - employ active listening;
  - find common ground;
  - be creative, generate options; and
  - be willing to move on initial positions to achieve win-win solutions.
8. Forum members will set a timeline and agree on the outcomes of the conflict resolution process, and how they will be handled within the Forum process.

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<sup>1</sup> *Useful reference material:*

Tennyson R. (2003) **The Partnering Toolbook**. International Business Leaders Forum and the Global Alliance for Improved Nutrition. <http://www.iblf.org/docs/PartneringToolbook.pdf>

**Building Consensus for a Sustainable Future: Guiding Principles**. Association for Conflict Resolution, Washington DC. <http://acrnet.org/pdfs/sustainable.pdf>

**Tips for Transforming Conflict**. Search for Common Ground, Washington DC. [http://www.sfcg.org/resources/resources\\_tips.html](http://www.sfcg.org/resources/resources_tips.html)

Fisher R. & Ury W. (1983) **Getting to Yes: Negotiating Agreement without Giving In**. New York, Penguin Books. Book summary at <http://www.colorado.edu/conflict/peace/example/fish7513.htm>

**Treating Complicating Factors**. International Online Training Program on Intractable Conflict. Conflict Research Consortium, Univ. of Colorado. [http://www.colorado.edu/conflict/peace/treating\\_overlays.htm](http://www.colorado.edu/conflict/peace/treating_overlays.htm)