**1.2 The Evolution of Humanitarian Coordination**

**Day 1:   09:30 – 11:30 (90 min + 30 min break)**

**Session Purpose:**

This session lays the conceptual foundation for coordinated response. This is focused on the purpose of coordination, and how the international humanitarian system has evolved to improve the quality, effectiveness and accountability of humanitarian action. The Cluster Approach is introduced and core concepts around clusters' role in promoting quality and accountability to affected people are introduced.

**Learning Objectives:**

By the end of this session, participants will be able to:

1. Explain the role and purpose of coordination and how this relates to quality, effectiveness and accountability to affected people (AAP).
2. Describe how humanitarian coordination has evolved over time.
3. List the key concepts and policy changes that underline Humanitarian Reform and the Transformative Agenda, including the cluster approach.
4. List the key policies and guidelines to support AAP.

**Outline of the Session**:

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| **Topic** | **Time** | **Guidance notes for facilitator** |
| Group Work: Why is Coordination Important? | 10' | * Plenary or small group question with answers on post-its that the facilitator can group and summarize. Then show slide and cover anything missed. |
| Evolution of humanitarian coordination | 10' | * Present a concise summary of how coordination has evolved over the past 140 years * Outline the rationale behind the Transformative Agenda |
| Core concepts of Humanitarian Reform, the Transformative Agenda and the Cluster Approach | 25' | * Present in brief some of the practical outcomes of the Reform and the TA * Facilitators introduce what the cluster approach is noting the rest of the course will delve into what it does and how we do it. * History of TA * True or False quiz |
| Three Pillars of the TA | 15’ | * The three pillars of the TA * Optional content on the future of humanitarian coordination referencing the WHS, Grand Bargain etc. |
| Break | 30’ |  |
| Humanitarian Principles, the IASC CAAP and the Core Humanitarian Standard | 20' | A short presentation on the foundation for accountability in humanitarian action:   * Humanitarian Principles * IASC CAAP * CHS |
| GNC AAP Guidelines | 10' | A short presentation of GNC specific tools to support AAP:   * AAP Operational Framework * Mainstreaming AAP into the HPC |

**Session Materials:**

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| **General** | **HO=Handouts (1 per person) and**  **R =Resources (copy per instructions)** | **Electronic References** |
| * PowerPoint presentation * Flip charts * Markers | * 1.2 HO CHS Flower | * Key Messages on Transformative Agenda * CHS Guidance Notes and Indicators * Core Humanitarian Standard\_Eng 2014 * Nutrition Cluster Framework\_AAP * GNC AAP and HPC guidelines |

**Facilitator Notes**:

**Group Work: Why is Coordination Important? (10 minutes)**

* Begin the session by showing the Group Work: Why is Coordination Important? slide and asking participants to work in small groups of 4-6 people. Ask them to write on cards 2-3 reasons why coordination is important.  **In debrief you can collect their answers on cards, group and feedback themes or ask each group to give their definition and one reason and go through the groups until you have covered key points.** Answers will likely identify several of the following:
  + Increase efficiency or reduce duplication
  + Increase quality and consistency of a response
  + Reduce gaps and maximize coverage
  + Mobilize resources
  + Define common approaches and standards
  + Increased clarity on roles and responsibilities
* The facilitator can then validate the answers by presenting slides that summarize the reasons behind coordination, leading to the next part of the session around Humanitarian Reform and the Transformative Agenda and the Cluster Approach.

**NOTE:**

* **As an alternative, if it is a more experienced group with coordination experience, participants can be asked to identify examples of good and poor coordination from their own experience (not necessarily cluster).**

**Evolution of Humanitarian Coordination (10 minutes)**

* Following on the previous session, the aim of this part of the session is to briefly introduce the history and evolution of humanitarian coordination.
* The facilitator can go through a short series of slides outlining the history of coordination (and concepts of accountability) and how it has evolved in response to failings of the system.
* This is not essential to the learning outcomes, but can help contextualize the reasons behind the Transformative Agenda.
* It also helps to show that the current model is still relatively new, and only one of many other options for coordination.
* The **key message** is that humanitarian coordination is always changing and improving, and that participants have much to offer in terms of learning and adapting coordination processes to better address needs.

**Core concepts of Humanitarian Reform, the Transformative Agenda and the Cluster Approach**

**(25 minutes)**

* In this part of the session, the core concepts behind the Transformative Agenda will be introduced
* Starting with the Humanitarian Reform, and using the relevant slides, the facilitator can emphasize that Humanitarian Reform sought to makes changes to international response as a whole, creating a more robust, accountable system and improving response quality, efficiency and timeliness. Detailed notes are in the PPT.
* To gauge current knowledge and thinking a quick quiz with Answers of True or False?

Ask questions in plenary:

The answers of the game (explained in the ppt) are as follows:

1. The NC is a physical structure - false
2. The NC has a legal status - false
3. The NC has programme funding - false
4. The NC is a coordination mechanism - true
5. The NC has only funding for the coordination team – true
6. The NCC represents all members - true

* Who is responsible for all clusters, SG - false (ERC) who is currently  Mark Lowcock 2017
* Turning to the Transformative Agenda, and using the relevant slides, the facilitator can emphasize that Transformative Agenda aimed to:
* Build on and consolidate the progress made under Humanitarian Reform,
* Address gaps and challenges seen in major crises such as the response to the Haiti earthquake and Pakistan floods in 2010
* Clarify and strengthen the roles and responsibilities for coordination
* Introduce new tools and processes to facilitate greater coherence in responses
* Increase individual and collective accountability for results for affected people

**Three Pillars of the TA (15 minutes)**

* The next set of slides will go through the three pillars of the Transformative Agenda, including the tools and processes introduced into the system (detailed notes in the PPTs)

**The Future of Coordination (Optional)**

* This is an optional element but provides an opportunity to very briefly outline some of the trends and developments that are influencing how we approach humanitarian coordination.
* The main point is that current mechanisms such as clusters are likely to evolve, but the main principles of AAP and coordination will continue regardless of the coordination modalities that emerge. Detailed notes are in the PPT.

BREAK 30 minutes

**Humanitarian Principles, the IASC CAAP and the Core Humanitarian Standard (20 minutes)**

* Make the link from the previous discussions on the evolution of humanitarian coordination back to the first exercise: **coordination is about generating the best possible results for the greatest number of people in need.**
* The humanitarian system has constantly evolved in order to be more **accountable to the people we intend to assist.**
* The systems and processes we have developed over time, like the Cluster Approach, are all aimed at i**mproving the way we work, and to put people at the centre**.
* In this next part of the session, we will introduce some of the key guiding principles and policies that help us to better consider and address the **needs, priorities and perspectives** of affected people in humanitarian action.

**Humanitarian Principles**

* Briefly remind participants of the importance of being guided by Humanitarian Principles as the foundation for our responses to emergencies – and to coordination.
* In particular, the participants can be asked to focus on the principle of impartiality:
  + What does acting without discrimination mean? Is it appropriate to focus on a single sub-set of the affected population at the expense of others (example, mothers and children?)
  + What about prioritizing actions based on the most urgent needs?
  + What does this mean when only parts of the region or population are covered (like those easy to access)?
  + What about when affected people themselves prioritize other interventions equality with, for example, nutrition interventions?
* Note that there are two key platforms/guidance on AAP that are complimentary and are being used to inform how we improve accountability. Note that the GNC has signed on to both of these.
* Present a slide on the REVISED version of the IASC Commitments to AAP
* The revised CAAP is based on four elements, with a strong emphasis on collective, coordinated actions, reinforcing the importance of clusters: Leadership, information and feedback, participation and standards. Detailed notes in PPT.

**The other is the Core Humanitarian Standard – overview. More notes in PPT.**

* Present CHS "flower slide" with the nine commitments and then go through the 9 commitments.
* Builds on Humanitarian Principles of Humanity, Impartiality, Neutrality and operational Independence
* Integrates and consolidates many existing codes of conduct and standards around quality and accountability (HAP, Sphere, People In Aid, etc.). Make note that the Core Humanitarian Standard has been adopted by the cluster (s) and that Nutrition has integrated this and the IASC commitments into their guidance documents to give a cohesive approach to AAP for Nutrition Coordination.
* Stress that affected people are at the center
* Meant to **provide a framework for related technical standards**.
* Developed in wide consultation with stakeholders, including aid providers, governments, donors, and affected communities.

**GNC AAP Operational Framework and guidance (10 minutes)**

* Briefly present the GNC Operational Framework and related guidance.
* Stress to participants that these are suggestions to help them think about how to apply AAP and integrate into the work of clusters.
* More guidance and tools are under development.
* But the most important guidance is their own practical experience and common sense, and a mind-set of always asking how to put people in the centre.
* All the sessions over following days will look at this question when learning about different cluster coordination tools and processes.

**GNC Guidance to mainstream AAP into the HPC**

* Briefly present the GNC guidance on AAP in the HPC. Make note that these are key tools available to them on the course and in the future that they can use to improve AAP throughout their responses. Note these are just the first of a number of tools and guidance documents that will be introduced on the course that have been created by the GNC.
* Stress to participants that the guidelines provide suggestions to help them think about how to integrate and apply AAP in the work of clusters.
* Most of the sessions over following days will look at each phase of the HPC, and they will be asked to link this back to AAP, so encourage them to reference these tools later.

**Quick exercise to illustrate a people-centred approach in clusters** (10 minutes) (OPTIONAL)

* Have one person stand it the middle to act as HC, surrounded in rings by clusters, cluster partners, and affected people at the outermost ring, each telling the HC that their cluster or programmes are a priority.
* "When we work like this...
  + How can the HC get an accurate picture of needs when we only look at it from a narrow cluster perspective, or when each cluster presents their priorities?
  + How did you validate the information and prioritize amongst different clusters requests?
  + How are Nutrition’s needs considered in light of other related needs, like health, food security, WASH, etc.?
* And in all this...
  + Where was the voice of affected people and communities?
  + What about national authorities and NGOs?
  + How do we make sure their needs, priorities and preferences and capacities are considered holistically, and reflected in the ways clusters work?
* Then have the situation reversed – affected people in the centre, and the clusters around them, asking them what their needs and priorities are, and how aid providers can best help.

**Key Message:**

* The forms or mechanisms for coordination have changed over time and will continue to change but cluster coordinators and partners should focus on finding the most appropriate way to collectively deliver better outcomes for people, regardless of the modalities.
* The GNC has developed tools to assist coordination personnel with integrating AAP into their work and the rest of the course will explore how.