**1.5** **Working Together Effectively - Principles of Partnership and Mutual Accountability**

**Day 1:  16:10-17:10 (60 min)**

**Session Purpose:**

This session helps show participants the importance of effective relationships within the cluster, and with other stakeholders, **including affected people**, in order to achieve cluster's core functions.

**Learning Objectives:**

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

* Summarize the Minimum Commitments for participation in the Nutrition Cluster.
* Explain the origin and meaning of the Principles of Partnership.
* Describe how the Principles of Partnership can contribute to more effective coordination and enhanced accountability to affected populations.

**Outline of the Session**:

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| **Topic** | **Time** | **Guidance notes for facilitator** |
| Cluster Minimum Commitments    | 10' | Present the Minimum Commitment slides; make this as interactive as possible, emphasizing the 3Rs for AAP and the Cluster Core Functions, and the importance of effective relationships to achieve this |
| Principles of Partnership | 10' | Present the Principles of Partnership in PowerPoint presentation. |
| Principles for Peter Exercise | 40’ | Practice putting the Principles of Partnership into simple language for a new cluster member. |

**Session Materials:**

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| **General** | **HO = Handouts (1 per person); R= Resources (copy per instructions)** | **Electronic References** |
| * PowerPoint presentation
 | * 1.5 HO Statement Commitment Principles of Partnership
* 1.5 R PoP on coloured cards
 | * 1.5 GHP and Principles of Partnership
* 1.5 Principles of Partnership
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**Facilitator Notes:**

**Minimum Commitments (15 minutes)**

* Recall the 3R slide on AAP (rights, results, relationships), and highlight the importance of relationships for effective coordination.
* Also recall the cluster core functions from an AAP perspective.
* Work through the commitments PowerPoint slides; make this as interactive as possible.
* Reinforce the commitment to AAP, in line with the concepts outlined throughout the day.
* Stress that these are "minimum" commitments, but in practical terms, clusters will often need to balance between promoting greater participation and inclusion over technical capacities to deliver.

In recognition of the need for partnership to become a more integral aspect of humanitarian response, the Global Humanitarian Platform (GHP) adopted Principles of Partnership (PoP) in 2007. The GHP was originally set up in 2006 by leaders of 40 humanitarian organisations including NGOs, UN agencies, the International

Organization for Migration (IOM), the World Bank and the Red Cross and Red Crescent Movement.

For further reference for the facilitator, the following are the minimum commitments as including in the IASC:

1. **Commitment to humanitarian principles (***note they saw these in session 1.2 humanity, impartiality, neutrality and independence)***, the Principles of Partnership**, and cluster specific guidance and internationally recognized programme standards, including the Secretary-General’s Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.
2. **Willingness to take on leadership responsibilities in sub-national or working groups** as needed, subject to capacity and mandate.
3. **Readiness to participate in actions that specifically improve accountability to affected people**, in line with the IASC Commitments to Accountability to Affected Populations and the related Operational Framework.
4. **Commitment to mainstream key programmatic cross-cutting issues** (including age, gender, environment and HIV/AIDs).
5. **Active participation** in the cluster and a commitment to consistently engage in the cluster’s collective work.
6. Capacity and **willingness to contribute to the cluster’s strategic response plan** and activities, which must include inter-cluster coordination.
7. **A demonstrated understanding of the duties and responsibilities associated with membership of the cluster**, as defined by IASC ToRs and guidance notes, any cluster-specific guidance, and country cluster ToRs, where available.
8. **Undertake advocacy**, and disseminate advocacy and advocacy messages to affected communities, the host Government, donors, the HCT, CLAs, the media and other audiences.
9. **Commitment to work cooperatively** with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources.
10. Commitment from a relevant **senior staff member to engage consistently in the cluster** to fulfil its mission.
11. Ensure that the cluster **provides interpretation** (in an appropriate language) so that all partners in cluster are able to participate, including local organizations (and national and local authorities where appropriate).

Four of the minimum commitments on the PPT are circled because they are absolutely fundamental to accountability and they are the most closely related to the Core Humanitarian Standard.

**Introduce the Principles of Partnership (10 minutes)**

Outline the principles of partnership

**Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent. (means we can still disagree, but it should be in a constructive manner)

**Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

**Result-oriented approach**

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

**Responsibility**

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

**Complementarity**

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other’s contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

Point out that:

* There is a link to the CHS, and in particular, the commitments 3, 6, and 9 which relate to working in coordination, particularly with local actors, and using resources efficiently and effectively.
* The same principles of partnership can be applied to the relationship between aid providers and affected people.

**Exercise: Principles for Peter (35 minutes)**

Divide the participants into 5 groups for the 5 principles.

Assign one facilitator to play the role of Peter in the role play.

Show the PowerPoint with instructions.

Peter is a new NC member from a small international NGO

1. Spend 10 minutes preparing to meet Peter and explain the principle to him.
	* Use simple language and don’t use *the name of the principle*.
	* Tell him what the principle means to him and his organization.
2. Your group member will do the role play with Peter and then others will guess which principle it is.

The point of the exercise is to get participants thinking about what these global principles mean to them in their own context. It also presents an opportunity to clarify concepts.

After 10 minutes, have each group send a representative to play the role with Peter. Debrief by drawing out points on the meaning of each principles. (See electronic references for more explanations).

Complete the session by re-capping the key messages below.

**Key Messages:**

* The Minimum Commitments help establish common criteria for participation in the cluster and apply to CLA as well!
* A commitment to Accountability to Affected People underline the commitments, and can be leveraged to build common approaches to AAP amongst partners
* The Principles of Partnership help define the ideal culture for cluster coordination.
* These same principles can apply to our relationships with vulnerable and affected communities.
* The partner commitments and principles should be reflected in the accountability framework for clusters