**1.6 Working in Partnership - Minimum Commitments for Participation in the Cluster and Principles of Partnership**

**Day 1:  16:00-17:00** (60min)

**Facilitator:**

**Session Purpose:** This session helps show participants the importance of mutual accountability for results, and how effective relationships within the cluster, and with communities and other stakeholders can help achieve cluster's core functions.

**Learning Objectives:**

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

1. Summarize the Minimum Commitments for participation in the Nutrition Cluster.
2. Describe the main concepts of effective working relationships amongst partners and stakeholders.
3. Describe the mutual accountability for generating results, protecting rights and maintaining effective relationships

**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 (ER)** |
| * PowerPoint presentation
 | * 1.5 HO Statement Commitment Principles of Partnership
* 1.5 R PoP on coloured cards 1 set
 | * 1.5 GHP Principles of Partnership
* 1.5 Principles of Partnership Info
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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 and the TA quiz question on who can be part of the cluster - mainly meant for operational partners involved in nutrition programming
* Work through the commitments PowerPoint slides; make this as interactive as possible.
* Focus especially on the key commitments, circled in red, which include Humanitarian Principles, Principles of Partnership, use of standards, mainstreaming protection, PSEA and cross-cutting issues, and a commitment to AAP.

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.
* 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, especially with local actors.
* **ASK** participants if they believe that their own organisation fully meets these minimum commitments and the challenges on applying them. This could include:
	+ Different capacities, technical differences, etc. (**NOTE**: the facilitator can draw on the NCCT sessions on consensus-building and conflict for more examples)
	+ Challenges working with national authorities
	+ Lack of leadership commitment to partnerships and clusters
	+ Lack of time or resources to participate actively (especially for smaller organisations)
	+ Barriers to access (location, language, etc.)
	+ Others...
* **ASK** participants to reflect at their tables on ways cluster partners can work together to address these obstacles, and report back to plenary

**Principles of Partnership (10 minutes)**

* Now move to the Principles of Partnership
* Explain that effective relationships between partners are critical for achieving results - no single agency can ever meet all the diverse needs and priorities of affected people.
* In 2007, the 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, developed the Principles of Partnership.
* The Principles set out good practices in partnership relationships to support effective and accountable humanitarian action AND respect and support local capacities
* As such, they are important to guide the work of clusters

Outline the principles of partnership (note that transparency has been added by the GNC)

**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 principles are also very much linked to the debate on **LOCALISATION** that is part of the WHS and Grand Bargain commitment.
* **Also note**: The same principles of partnership can be applied to the relationship between aid providers and affected people.
* **ASK** participants if they believe that their own organisation applies these principles (or the ideas behind them) in their partnership relations. For example:
	+ Does an international organisation respect and prioritise use of local actors' knowledge, capacities, and understanding of the context?
	+ Do international organisation look at the relationship with local actors as equal partners or as contractual relation for service delivery?
	+ Do all partners work transparently in identifying and addressing issues, especially around quality, performance, and integrity or ethical or legal issues, such as PSEA?
	+ Do all partners look to finding solutions to improve results or address gaps and weaknesses?
	+ Do all partners take the time to listen to each other, and try to understand differences in opinion or approaches?

**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 slide 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.
* Who ever is playing the part of Peter can ask "difficult" questions, such as "why should I agree to follow cluster technical guidelines, when we have our own approach?" or "If I have money and resources, shouldn't my opinion have more preference in setting cluster priorities?"
* Groups should be able to answer these questions by explaining in a respectful way why it is important, and try to convince (advocacy and consensus-building!) Peter.
* 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 and relationships within the cluster, and is the responsibility of ALL partners and the CC.
* 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