Alianzas para la seguridad humana

Un guía práctica

The aim of this guide is to introduce partnering for human security – a practical way for business, communities and government to work together at local level to improve durable solutions in post-peace agreement Colombia

The guide is for use by community members, companies, investors, representatives of local government, advisors and donors, to help them build territorial peace and achieve sustainable development through entering a new type of collaboration.

This collaboration consists of a long-term dialogue, that recognizes that groups have different interests, but creates a new relationship between them based on improving human security, setting common goals and sharing responsibilities.

Contents

Some key ideas

Human security

Human security puts people at the heart of development and peacebuilding; it is about protecting people, enabling them to lead lives free of fear from harm, helping them to access essential goods and services such as clean water, education and healthcare, and providing the dignity of decent, legal livelihoods and the right to decide their own future. It means including everyone in developing the economy, whatever their position in the community.

Human security recognizes that people face many types of threat. They need different things in order to be safe and secure. Human security includes economic, personal, political, community and environmental security. It is about tackling threats in a comprehensive and integrated way, and taking action to prevent future crises and improve the prospects of fragile societies.

Human security is about place as well as people, looking for solutions to insecurity that are rooted in local conditions, the specific needs of a community and its unique resources.
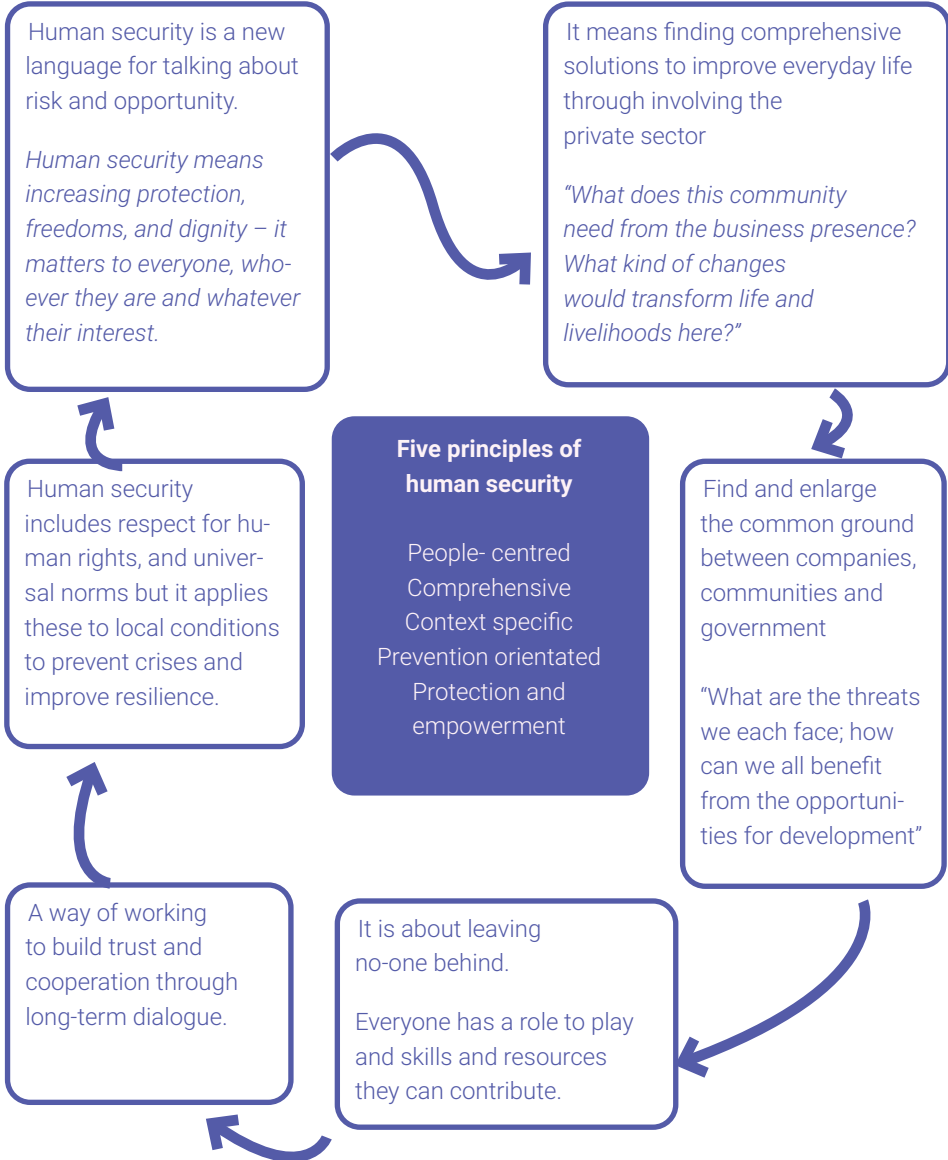
Multistakeholder Partnerships (MSPs)

These are arrangements where actors from public, private, state and non-state sectors work together to address complex problems that none of the actors on its own can deal with effectively. Sharing resources and competences among partners produces synergies that can achieve social, economic, environmental and governance improvements comprehensively and effectively.

Dialogue

Dialogue is a formal conversation which enables those involved to better understand each other, including values, attitudes, behaviors, expectations, processes, and ways of working.

Change the conversation between business and the community with human security

Human security is a new language for talking about risk and opportunity.

Human security means increasing protection, freedoms, and dignity – it matters to everyone, whoever they are and whatever their interest.

It means finding comprehensive solutions to improve everyday life through involving the private sector

"What does this community need from the business presence? What kind of changes would transform life and livelihoods here?"

Five principles of human security

People- centred
Comprehensive
Context specific
Prevention orientated
Protection and empowerment

Human security includes respect for human rights, and universal norms but it applies these to local conditions to prevent crises and improve resilience.

Find and enlarge the common ground between companies, communities and government

"What are the threats we each face; how can we all benefit from the opportunities for development"

A way of working to build trust and cooperation through long-term dialogue.

It is about leaving no-one behind.

Everyone has a role to play and skills and resources they can contribute.

What is a Human Security Partnership?

HSPs are a model for collaborating with other groups at local level to improve the life of the community, protect against risk and create the conditions for business and individuals to grow and prosper.

HSPs are a new form of collaboration which allows everyone at community level to take action to improve security and deliver development through addressing the risks and opportunities that exist at local level.

HSPs are multistakeholder partnerships with the private sector, that aim to transform diverse interests into shared goals, reduce common threats and build trust and resilience. They are based on the idea that everyone can gain from investment and business activities, if they work together to improve human security.

Human security is about finding durable solutions to development with security. HSPs are a way of achieving it, with a process that everyone can take part in whether they are businesses, individuals, government or community organisations.

Human security partnerships are a way of organizing a continuous dialogue between different groups, including the private sector. They are a mechanism to address the needs, opportunities and expectations of business and other actors in a municipality , and to utilise everyone's capabilities.

Human security provides a common goal to achieve shared results. It is the basis for a new relationship between key actors, no matter how different they are if they live, work and invest in a community.

Partnership should provide an environment and an opportunity for all actors- individuals, groups, companies, communities, government bodies and other organizations- affected by an issue or interested in making a contribution, to participate fully in decisions about development and human security.

Genuine participation means including everyone who has a voice even those who are normally on the margins of decision-making. It helps partners understand each other and work together effectively.

The first step in good partnering is understanding each actor's, skills, capabilities and knowledge in order to use and share them across the partnership. Good partnering brings these resources together to achieve common objectives.

Partnership has to create a space where each actor can express their views, their reasons for partnering and their expectations from collaboration. It has to be able to recognize and deal with different perspectives, conflicting interests and expectations. Effective partnership manages the expectations of different groups as collaboration evolves and confronts challenges in its goal of producing mutual benefits and reducing risks.

Good partnering is also about building deep relationships through frequent face-to-face dialogue, debate and action in order to build trust and a long-term commitment to a shared purpose.

Mutual respect, transparency and access to information by all actors are essential to build good relationships among various actors. It is important for all parties involved to know who is talking to whom, when and about what. Making sure there is mutual accountability and responsibility for actions and timelines that have been jointly agreed is also important to reinforce trust among the partners.

Partnerships learn by working together. Talking about objectives and actions that are undertaken together will help make changes as the partnership develops and helps to create lasting change by providing durable solutions to complex problems.

Successful partnerships will also build on good practices and local structures that already exist to create results that work at the local level and are likely to endure.

Why do we need human security partnerships?

Going beyond do no harm

■ Durable solutions to transform development and security need everyone in the community to work together. They need the resources, knowledge, capacity and support of all groups, from individuals, community organisations, government, civil society and the business sector.

■ Each group and each individual will have different ideas about what development and security mean and how to achieve them.

■ We need a mechanism and a method that can bring business and people together to make that transformation in a way that combines different voices and expectations and uses all available capacities and resources to make change happen.

■ That is a human security partnership. All partners agree the basic condition that development and security should do no harm and leave no-one behind.

But can we do more?

■ A human security partnership is about creating new relationships with business for positive change. It allows everyone to take part in making decisions and finding innovative solutions to development, investment, peace, reconciliation and new opportunities .

■ For those in the community it is about improving the conditions of daily life , for business it is about being successful, socially responsible and creating positive relations with local people; for government, it is about delivering policy that meets the needs and hopes of citizens

■ HSPs are a way of implementing the peace process, fulfilling the ambitions of territorial development , the 2030 Agenda and the sustainable development goals

■ HSPs are not about bargaining over different interests. They are not occasional consultations between government, community and the private sector

■ They work alongside other initiatives and programmes and create a new dynamic across the municipality based on sharing responsibility and resources, on minimizing risks by mutualizing them, and building a sense of shared ownership of the peace process

The HSBP Framework–
3 pillars of action and innovation

PRINCIPLES

PROCESSES

TOOLS

'Lifts'

L Locally driven
context-sensitive

I Inclusive
equitable participation

F Future orientated
long-term relationships, joint commitments + responsibilities

T Trust
transparency + accountability

S Sharing
goals, benefits, mutualisation of interest

Mapping of participants

Consultations to
- identify needs and risks
- agree baseline and target objectives
- assess capacities/ available resources

Management protocols
- entry and leaver rules
- distribution of roles and responsibilities
- participatory budgeting

Joint monitoring and evaluation

Review process

Guarantee and grievance process

Consultation methodology

Action checklist

ICT-enabled communication and information sharing

Training

Documentation

Monitoring and evaluation metrics

Using the HSBP Framework

PRINCIPLES – all partners should agree these as the basis of co-operation.

The principles make HSPs a unique way of working together

They represent a commitment to work for change , to respect the same rules and achieve shared goals.

LOCAL - partnerships should be based on the specific needs, interests, expectations, capacities and resources within a local area. This also means being sensitive to the risks that people and orgainsations face in collaborating with others

INCLUSIVE - should actively involve all individuals and groups in the area and help them to take part

FORWARD LOOKING - the partnership is about building a common future, doing things differently from the past, and setting goals which will lead to real change and improvement

TRUST- partners should have confidence in each other, building trust through accountability and transparency

SHARING - the benefits of collaboration should be divided evenly. Partnerships are about lowering risks through spreading them between partners. Partners should also share the responsibility and effort involved in achieving positive results

MAPPING means knowing who might be affected by a development scheme or business investment and who has an interest in it. Mapping helps understand who should be involved, so that the partnership can be inclusive. It is the first step to making sure that partnering is a way for anyone to participate in decisions about their community. It is about knowing what capacities the partnership has (and its weaknesses), and addressing what risks they face from collaborating, Mapping can also identify existing initiatives and mechanisms that could help the partnership and avoid duplicating efforts.

CONSULTATION takes this process of understanding further. Each partner needs to discuss amongst themselves in the first place their needs, risks and expectations and subsequently share their perspectives with other partners, in order to agree the partnership's goals.

MANAGEMENT PROTOCOLS to decide who does what, to ensure commitments and allocate roles. These can include entry and leaver rules, how budgets are handled, and decisions are taken, and communication rules.

MONITORING AND EVALUATION - partners should agree how to evaluate the partnership given their interests and the outcomes they want. Evaluation should also be a participatory process undertaken jointly. Periodic reviews can reassess partners' expectations and commitments and adapt to changing circumstances.

REVIEW PROCESS – to check whether the partnership is delivering the results each partner wants

GUARANTEE AND GRIEVANCE PROCESS – to resolve any disputes

> **TOOLS** – are what partners will need to make HSPs succeed. Partners need to decide what tools they will need and how they should be used. The aim is to work together effectively to achieve change.

CONSULTATION METHODOLOGY

is how to encourage participation in the partnership through helping groups to talk about opportunities and challenges among themselves and with each other. Consultations have to be done in a way that allows everyone a voice. Consultation also has to be sensitive to avoid adverse consequences for those taking part.

BASELINE

is a comprehensive assessment of human security in a municipality. This serves to measure the transformative impact of collaboration and the value of a human security partnership.

ACTION CHECKLIST

Partners should decide on key things they will do together to bring about change and over what period. Desired results can include both quick gains and long-term transformation

TRAINING

Do partners need new skills to achieve the goals? Can they work with each other more effectively? What capacities are missing? Training can happen within a group, but also in joint sessions.

ICT–enabled COMMUNICATIONS

Internal communications between partners and external communications to let others know what the partnership is doing help achieve transparency, help participation and accountability as well as a feeling of solidarity between partners.

EVALUATION METRICS

What does success – and failure – look like? Partners should decide how they will know whether the partnership is working, whether it improves the relationship be-tween different groups in the locality and whether it produces the results expected.

What indicators and data will the partners use? Can business measurement tools be adapted? Should partners find new ways of evaluating the progress of the relationship and whether goals are achieved?

6 Steps to Set up a Human Security Partnership

STEP 1
Deciding reasons for creating an HSP: getting things done locally

- To address a challenge, need or threat – for example to improve housing conditions, public services like clean water or education, or to deal with local violence, social tensions or an environmental crisis

- To carry out a development plan (part of a PDET for example) and involve community, government and business to maximise resources

- To take advantage of an opportunity – a new market or investment

- To create good relations between a company and the community to

Anyone can begin the process of setting up a partnership. It can be a company, community leader, NGO, a local organization, donor or someone from the government.

Some key questions are:

"Do we understand all the implications and impacts of this challenge or opportunity?"

"Do we need the support of other groups to make this initiative succeed?"

"How do we make sure there will not be unintended effects from this action?"

"How do we make sure there are long-term gains not just temporary benefits?"

STEP 2
Persuading others to join- being inclusive

Some key questions

"Who else has an interest in this problem or challenge?"

"What can you achieve if you work together rather than alone?"

Begin by discussing the benefits and difficulties of working with others. Within your own circle – in the community, the company or in local institutions, ask yourselves how a partnership could improve the ,chances of solving a problem, seizing an opportunity or achieving change.

Working together may be challenging but the Framework can guide you to understand others better, find ways of collaborating and share both benefits and risks.

Think about whose views and whose resources are needed to make your initiative succeed. Long-term and durable solutions will need the participation of all kinds of actors, not just those who normally make decisions or who have power. The beneficiaries of change should play an active role.

Make a Map

What will the partnership look like? Who should it include?

Each potential partner may know who they want to work with. With the help of the outside facilitator, each group should discuss who needs to participate among the other groups, in order to reduce any threat they face, and so they can take advantage of the opportunities identified in Step 2.

Who is likely to be affected by a development or investment project? Are there people who are not usually included in community decisions, but whose future could depend on them – such as young people who will be community leaders in the years ahead, or women, or displaced people? Can they join the partnership, can the partnership give them a role?

Which resources and capacities will the partnership need and who has them? They may not be obvious. The aim of mapping is to firstly encourage people to realise what resources they have, even if they are not evident and secondly, to match them to the challenge the partnership will address.

It is also important to discuss how a human security partnership could fit into other community or investment projects? Are there existing initiatives which could benefit from structuring them as HS partnerships? Are there consultation and participatory processes which are already working in the community that the partnership could work with?

Co-ordination and leadership

Choose someone to be responsible for organizing and continuing the partnership. Personal commitment is important.

Ask a neutral and independent group to act as facilitator. This could be a donor, an NGO/INGO or a university. They will be essential in helping different groups talk to each other, and mediating interests. With their assistance, set up consultations in the form of conversations within different groups in the community: individuals and local organisations, government institutions and the private sector.

STEP 3
Understand the challenge and your partners

This step is about the principle of local action. It is about understanding- the environment, what human security means in the context of the community, and how it can be improved through collaboration between business and other actors.

Use all available sources of information about the local context. These could include existing data , informal knowledge of the community, the results of past stakeholder engagement processes, surveys and so on.

With the help of the facilitator, each partner group (business, government, community) should meet separately to discuss their priorities and interests.

Some questions

"What or who threatens me, my family, my livelihood or my business?"

"What or who is preventing peace and good governance in my community?"

"What can I do about it?"

"What could transform my life/business/ development outcomes in this municipality?"

Answering these questions will begin to establish the goals of the partnership, and where is the value of collaboration.

The aim of this step is to understand within each group of partners what people want, and what they expect from working together.

It is also a chance to discuss how each groups views other actors in the community– will they frustrate the priorities that have been identified. What would they contribute to increasing opportunities and tackling challenges?

STEP 4
Find common ground

Steps 1-3 involve discussions within each group in the locality, business leaders, government officials and community members. Step 4 begins a joint conversation between all potential partners, co-ordinated and helped by the independent facilitator.

The aim of these collective consultations is to reach a shared understanding of the challenge and opportunities and discover what each partner can contribute in a way that meets their needs, interests and capacities.

This step is not a negotiation. It is an exploration of where partners' interests coincide and overlap in trying to achieve the goals set out in step 2.

Some key questions are:

> "Which type of threat or risk do we all face?"
>
> "Are there investments or actions that will improve daily life in the community as well as bring benefits to business?"

Setting the goals is about identifying common ground between partners. Finding common ground is part of transforming the attitudes and approaches of each partner towards addressing the risks and opportunities that have been identified. With this step partners should start to build confidence in each other and gain a habit of seeing each other's perspective in the context of a specific challenge.

STEP 5
Deciding what to do and who should do what–translating principles into processes

This step is about the rules and the management of the HSP. It involves intense conversation about how to achieve the partnership goals. These conversations turn the ambition, and the reasons for the partnership into concrete actions to bring about change.

IN this step you also need to discuss and decide the roles and responsibilities of each actor involved.

Setting the goals of the human security partnershipc and agreeing actions to deliver them are participatory processes. The partners identified in step2 should all take part in some way. It is important that no-one feels excluded if they want to be involved. They may not become active partners, but this step needs to allow everyone's voice to be heard.

It may take several meetings to reach agreement and choose goals that improve human security locally. Each goal should aim to meet the interests and expectations of ALL partners. The commitment of all partners in co-developing the partnership increases the chances that the goals will be achieved.

Each type of partner should also validate the goals with other members of their community/company and government to ensure wide support for the initiative .

Partnership goals should be clear, specific to the local situation, achievable, and able to be measured.

Build in milestones and timelines for achieving them. The goals should be broken down into short, medium- and long-term objectives. Goals with quick impacts are helpful to keep partners interested and committed. Partners need to make sure that each interim goal contributes to the achievement of the overall partnership goal.

STEP 6
Organize – Make an Action Checklist

Human security partnerships are about organizing and structuring joint actions. They have two aims, first to improve the relationships and trust between different actors at local level. Secondly, they aim to deliver positive long-term change with benefits for everyone, from business to government to individuals and families across the community, including marginalized groups of people.

To ensure that partnerships achieve these ambitions, it is important to agree on specific activities and when they should be carried out. An action plan is needed.

Some key questions

"How long is the partnership scheme likely to take?"

What tasks need to be completed for each goal?"

"What concrete actions are required for each task?"

"What resources, expertise, experience are required for each task?"

"Who should be responsible for each task?"

There will also be other decisions to take to set up the process of good partnering:

■ A communications strategy that keeps partners informed and gives them access to facts and developments about the goals and actions of the partnership. This means deciding rules about what should be said and to whom. Companies may require confidentiality relating to business operations, community members and government may face personal risk in giving out public information.

■ A strategy for internal (restricted) and external (public) communications.

■ Can you use ICT tools to help transparent and timely communications to increase participation and access by as many stakeholders as possible?

■ There should be reviews of the partnership at regular intervals and a process for dealing with any disputes or grievances that arise as a result of working together.

To sum up:

Organizing a human security partnership means:

- Making sure all partners have equal rights , Participate in decision making and have access to information

- That the responsibilities, commitment and capacities of each partner are fully recognized and documented.

- That all partners agree the rules and protocol of the partnership.

- That the actions needed to deliver the goals of the partnership are clearly set out including when they should be completed

- That they identify and use necessary tools – and fill gaps in capacity if needed – to carry out actions.

- That each partner trusts the partnership process to be able to represent its interests, and settle any disputes

- That the partnership can adapt to changes in circumstances including changes in expectations of partners.

NOTES

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