

TERMS OF REFERENCE

SHELTER/NFI CLUSTER SOMALIA

INTRODUCTION

In 2006, the Somalia Inter Cluster Standing Committee took part in the global pilot rollout of the cluster system. The clusters including the Shelter/NFI Cluster (SC) were established to strengthen the coordination of humanitarian action in Somalia.

The SC is a forum where all actors can discuss and agree on issues related to shelter and NFIs supported by a coordinator and secretariat which aides the cluster members in attaining effective shelter/NFI action in Somalia. In order for the cluster to be effective in the provision of shelter and NFIs to the Somali population in need, a Strategic Advisory Group (SAG), which comprises the key 10 shelter actors, guides the larger SC membership with policy decisions, strategic direction and coordination mechanisms. As Somalia stabilises, the SC is responding by reducing its life-saving activities and progressing towards sustainable and durable (shelter) solutions.

The work of the SC Members is guided by the principles of neutrality, impartiality, independence and the humanitarian principle of DO NO HARM.

SHELTER CLUSTER OBJECTIVES

The **key objective** of the Shelter/NFI Cluster is to enhance the coordination and effectiveness of provision of shelter/NFI assistance. Specifically the SC will be responsible to facilitate and guide the following actions:

- **Planning and Strategy development**

The SC will provide guidance through the Strategic Operating Framework to enhance accountability and effectiveness of the interventions. Drawing from lessons learned and evidence based actions, the shelter response plans will be updated/revised through a consultative approach, according to the changing Somalia context and will feed into the wider response strategies. A strong emphasis will be put on developing an exit-strategy (or transition strategy) to step away from care and maintenance and push towards more sustainable and durable (shelter) solutions. The following tasks will ensure effective and guided action:

- .1. Promote the use of existing standards, policies and guidelines (SPHERE, Good Enough Guide,...)
- .2. Standardise tools/guidance notes for the entire project cycle management
- .3. Include cross cutting issues like Housing-Land-Property (HLP), protection issues, integrated approaches (WASH), site planning and environment/ecology
- .4. Ensure both the cultural appropriateness and structural integrity of shelter provision

- **Coordinating and supporting service delivery**

The SC will establish and maintain effective coordination mechanisms through a platform of information sharing, both at national and regional level, in close collaboration with government counterparts. The lead/co-lead agency and the wider SC membership will share the tasks and responsibilities at field level and will work through agreed upon ToRs to ensure a standardized methodology of data capturing, data sharing and analysis. The coordination activities will strive to reduce duplication, to address gaps and to ensure that service delivery is driven by the agreed upon strategic priorities:

- .1. Coordinate joint needs assessments and analysis
- .2. Act as focal point for inquiries on emergency shelter response plans and operations

- .3. Secure commitment of partners to respond to identified and prioritised needs and to fill gaps for emergency response, ensuring an appropriate distribution of responsibilities with clearly defined focal points for specific issues where necessary
- .4. Encourage participants to work collectively, ensuring the complementarities of the various stakeholders actions
- .5. Include all humanitarian partners (including OIC members) as well as national and local authorities who are able and willing to contribute expertise, knowledge and know-how.
- .6. Establish effective links with the field based SC and other relevant thematic working groups
- .7. Establish working groups (long or short-term) for specific issues, fe sustainable shelter solutions

- **Informing strategic decision-making**

The SC will represent the interests of the SC members in discussions with the Humanitarian Coordinator (HC) at inter-cluster meetings, and with other stakeholders on the prioritization of shelter issues for humanitarian action and resource mobilization. The SC will provide clear concept-notes and inputs to policy documents to guide decision-making bodies on shelter-related concerns.

- **Advocacy and resource mobilization**

The SC will identify advocacy concerns, including resources requirements, and contribute to broader advocacy initiatives. The SC will furthermore advocate for donors to fund participants to carry out priority shelter activities, while at the same time encouraging participants to mobilize resources for their activities through their usual channels.

With the shift from care and maintenance to durable solutions, the key advocacy messages will include the following:

- .1. Promote utilizing of participatory and community-based approaches in shelter needs, analysis, planning, monitoring and response
- .2. Promote the use of local materials and construction techniques that are locally accepted and understood
- .3. Increase the understanding of market systems and promote the use of voucher and cash-based systems.
- .4. Shift away from contractor driven to owner driven approaches.

The SC will review all projects technically for the Common Humanitarian Fund and the Emergency Fund allocations through the Cluster Review Committee.

- **Monitoring and reporting**

The SC will ensure that adequate monitoring mechanisms are in place to review the IMPACT of the cluster members their activities and the progress against implementation plans. The SC will promote joint monitoring and the use of on-line platforms for the benefit of the wider shelter community to track IMPACT, to improve information sharing and to increase learning from successful programmes. The SC will provide feedback to UNOCHA through the Inter Cluster Working Group (ICWG) that will feed the general updates and the CAP reviews.

- **Capacity building and emergency preparedness**

The SC will provide leadership in emergency and crisis preparedness by putting in place contingency plans in areas/situations where there is a high risk of recurring disasters and where sufficient capacity exists within the cluster.

The SC will build the capacity of members, partner organisations and authorities through supporting trainings in the standardized tools, site planning, HLP and other crosscutting issues and through the dissemination of guidance notes.

PARTICIPATION AND MEMBERSHIP IN THE SHELTER CLUSTER

The SC is open to all UN agencies, national and international NGOs, involved in improving the living conditions of the Somali population. Representatives of local and national authorities and other stakeholders, such as donors can participate in SC meetings. In general, the SC membership depends on the level of engagement. Active membership in the SC requires:

- Regular participation at the national or field level in SC or working group meetings (In locations where there is no operational SC or WG organisations it will not be required to have staff travel to attend a meeting)
- Mandatory completion of the SC 4W (monthly) when requested by the SC Secretariat (The organisation has furthermore completed NFI/Shelter activities according to agreed standards in the last 12 months)
- Share responsibility for SC activities, including assessing needs, developing plans, policies, evaluations and guidelines
- Respect and adhere to agreed principles, policies, priorities, and standards

The SC also has passive membership if an organisation wishes to receive shelter information but is not undertaking the shelter activities as required above. A passive member will receive all shelter information circulated by the SC Secretariat and is eligible to attend any WG or SC meeting. They are not eligible to be part of the Strategic Advisory Group.

SHELTER CLUSTER ARCHITECTURE

How can we, as a Team, deliver in a unified and harmonized way and how can we think collectively?¹

The SC is chaired by UNHCR and is committed to its obligations specified within its role as Global Shelter Cluster lead in conflict situations. UN-HABITAT is the co-chair. The selection of a co-chair can be regularly reviewed with the objective of periodic rotation. The SC lead/coordinator is accountable to the Humanitarian Coordinator and reports regularly to the lead agency (UNHCR), with the aim of ensuring a more effective, coordinated response capacity, in response to the evolving humanitarian crisis in Somalia.

The SC consists of a National SC, Regional SCs and thematic Working Groups (mainly short-term). At the National level, the SC consists of a Secretariat, a Cluster Review Committee (CRC), a Strategic Advisory Group (SAG) and of a Sustainable Shelter Solutions WG.

- The Strategic Advisory Group (SAG) is comprised of up to ten members from key UN & NGO shelter focused organisations and the SC Chair and co-chair. Emphasis is placed on organisations that have significant technical expertise and experience in Somalia. The purpose of the SAG is to provide strategic guidance to the SC,
- The Cluster Review Committee (CRC) comprises of one international NGO, one local NGO and one UN agency, together with the chair/co-chair. The purpose of the CRC is to provide guidance and technical support during the Consolidated Appeal Process (CAP) and during the Common Humanitarian Funds allocations.
- The Secretariat's role is to manage the day-to-day operation of the SC (see objectives) to ensure "*Leadership, Coordination and Accountability*"².
- The Regional SC(s) oversee a specific geographic area and, in consultation with the National SC, can determine which working groups or task forces that it wishes to establish. Both the lead agency and shelter members are able to take on board such a role on a volunteering basis and upon approval of the SAG (see annex recommended Shelter Cluster team structure). If

¹ Goal of Global Shelter Cluster Strategy 2013-2017

² Goal of Global Shelter Cluster Strategy 2013-2017

different organisations are applying for the same geographic area, the organisation with the strongest capacity in the field will be appointed. The selection of Regional SC coordinators can be regularly reviewed with the objective of periodic rotation.

In the Somalia context, the shelter partners and lead agency will share the roles and responsibilities to fill in the gaps with dedicated field staff and resources. Dedicated and/or committed personnel filling all positions detailed in the recommended SC structure (see annex organogram) would be essential to provide a platform for information sharing, in-depth analysis and strategic thinking. The lead agency will dedicate resources at National level while the shelter partners will dedicate resources at Regional level (see financial budget Shelter Cluster Somalia). Without dedicated staff at National and Regional level, the secretariat would be limited to providing a general overview with snap-shots without concrete strategic thinking and planned action.

Frequency of meetings

The National level SC will hold a general meeting every quarter, at which information will be shared, shelter concerns highlighted, and updates from the regions provided. At the National level, the SC SAG will meet on ad-hoc basis (on request of the Secretariat or by one of the SAG members). Each Working Group at the National and Regional level will set the frequency of their respective meetings. At the Regional level, the SC will meet on a monthly basis.

Agenda and Action Points

The SC Secretariat will arrange the general SC at the National level. A draft agenda will be circulated to SC Members 5 days before the meeting. Draft minutes will be circulated shortly after the meeting. At the general SC meeting, updates from the National WGs will be a standing agenda item. They will highlight issues that require discussion and action by the SAG.

The SC Secretariat is responsible to arrange the SAG meetings. Final Minutes from the SAG meeting will be shared with the SC Membership. Prior to wider circulation, sensitive information will be redacted to ensure confidentiality. Action Points from Regional SC or WGs that require action by the National SC must be sent to the SC Secretariat, which in turn, will table the action point for discussion at the next SAG meeting. The SC Chair will communicate feedback and decision reached by the SAG to the requesting Regional SC or WG. Meetings by the SC and WGs at the Regional level will be arranged by the respective chairs OR co-chairs and should follow the process outlined above. It is expected that at the Regional SC meetings, reports from WGs are a standing agenda item.

Somalia Shelter Cluster Terms of Reference

The Terms of Reference may be reviewed on an annual basis.