ToR Shelter Cluster Review

- A Shelter Cluster initiative led by UNHCR under the Global Shelter Cluster Working Group on Accountability -

1. Summary

Purpose

The purpose of the review is to define a methodology to undertake a qualitative and quantitative analysis of the effectiveness and impact of the services provided by the Shelter Cluster and to pilot it in two different countries (to be defined jointly with UNHCR).

The review will conclude by providing a range of key lessons learned and recommendations to inform and enhance future cluster coordination services to be provided by UNHCR in any other given country.

Methodology

The definition of an adapted methodology is part of the deliverables to be produced by the evaluation. The consultant will review and analyze existing past shelter cluster evaluations, coordinate with the Accountability Working Group (WG) of the Global Shelter Cluster (GSC) and jointly propose a methodology to better measure the performance, impact, effectiveness and added value of the cluster coordination.

The review has to analyze and evaluate the following:

a) Impact of the coordination as a process (adding value to coordinate partners and stakeholders)
b) Impact of the coordination on the response and on the affected population.

Audience

UNHCR in its role of Global Shelter Cluster lead Agency, Global Cluster Coordinators as well as Shelter Cluster Coordinators at field level, cluster members, donors and other humanitarian actors.

2. Context

The cluster approach was proposed as one way of addressing gaps and strengthening the effectiveness of humanitarian response through building partnerships. The Shelter Cluster is co-lead by UNHCR and IFRC and it is currently active in 18 countries, in which 7 are led by UNHCR.

UNHCR as the cluster leader in conflict situations needs to respond addressing the cluster core functions, by supporting the delivery of service in a strategic manner, with continuous monitoring and, whenever necessary, developing contingence planning, preparedness and capacity building for the country.

Furthermore, UNHCR needs to act according to the Transformative Agenda key areas (leadership, coordination and accountability). In that sense, it is essential to identify the quality of the interaction between the Shelter Cluster and the pillars of the Humanitarian Reform, the processes, impact, relevance and added value of the coordination mechanisms.

3. Objectives

- Develop an evaluation methodology that can be standardized within the cluster and applied to a series of operations where clusters are activated to be able to conduct comparative reviews.
- Propose practical and effective measures to enhance cluster coordination impact and effectiveness.
- Identify added value, positive and/or negative impact of cluster coordination on response.
- Investigate potential ways to measure and monitor leadership, coordination and accountability to beneficiaries.

4. Tasks and timeline

- Review and analysis of evaluations done by the cluster in the last years, the outputs of the
  GSC Impact WG (in 2012) and the GSC Accountability WG (in 2013)   10 days
- Proposal to the GSC Accountability WG of an innovative impact oriented evaluation
  methodology, receive feedback from the WG and consolidate changes   15 days
- 2/3 field pilots (countries to be defined jointly with UNHCR)   30 days
- Report (findings, performance, lessons learned, recommendations)   10 days
- Revision of methodology according to outcomes of the mission and feedback
  from Accountability WG   5 days

Total: 70 days (Three months) between April and September 2013

5. Consultant and Qualifications

The consultant that will undertake the review will report to the Shelter and Settlement Section in UNHCR. The consultant should have the following qualifications:

a) University degree and preferably a Master's degree in a field relevant to the work.
b) Minimum of eight years' experience in the humanitarian context.
c) Extensive experience in shelter would be an asset.
d) Excellent knowledge of the Humanitarian reform process, the cluster approach, and the role of the humanitarian community and understanding of the Transformative Agenda.
e) Knowledge of the humanitarian community, including donors, governments, the UN system and relevant international and regional organizations
f) Strong communication and analytical skills. Excellent written English. Good spoken French.
g) Previous experience in undertaking evaluations, preferably reviews of the Shelter Cluster.

6. Reference documents

- IASC Reference module https://www.sheltercluster.org/References/Documents/IASC%20coordination%20reference%20module%20(EN).pdf
- IASC Chapeau and Compendium https://www.sheltercluster.org/References/Pages/IASCGuidance.aspx
- Shelter Cluster information available on http://www.sheltercluster.org
- Shelter cluster evaluations https://www.sheltercluster.org/AboutUs/Pages/Cluster-Evaluations.aspx
- Cluster Monitoring and Evaluation documents https://www.sheltercluster.org/Europe/Pages/Monitoring-and-Evaluation-.aspx
- Global Shelter Cluster Impact Working Group: https://www.sheltercluster.org/Global/Pages/Impact-Working-Group.aspx
- Global Shelter Cluster Accountability Working Group: https://www.sheltercluster.org/Global/Pages/Accountability-Working-Group.aspx

7. How to apply

Please send your CV and cover letter by e-mail to HQSL00@unhcr.org (please note this address has two zeroes not two o's). Applications must be received no later than May 3rd, 2013. Only short-listed candidates will be contacted.