

TERMS OF REFERENCE (ToR)

Strategic Advisory Group (SAG)

Purpose of the Strategic Advisory Group

The Cluster Coordination Team seeks to engage a number of cluster participants, representing various stakeholder groups, in decision-making through consensus management. The Strategic Advisory Group (SAG) will guide the cluster, in a consultative and Collaborative manner, with policy decisions, strategic direction and coordination mechanisms.

Guiding principles

The work of the Shelter/NFI/CCCM Members is guided by the principles of neutrality, impartiality and independence. All documents will be circulated among the SAG members who are expected to consult their respective constituents. Any document generated and endorsed by the SAG will be posted on the Cluster website (<https://www.sheltercluster.org/response/yemen>) and circulate to the full membership.

Tasks of the Strategic Advisory Group

The Strategic Advisory Group will fulfil the following functions:

1. Strategic Role:
 - a. Development of the Humanitarian Response Plan linked to and based on the Shelter/NFI/CCCM Cluster strategy. This also includes the development of contingency plans and other response plans.
 - b. Development of position papers and statements on Shelter/NFI/CCCM Cluster related issues
 - c. Development and guidance on resource mobilization and fund raising strategies.
2. Technical Support role:
 - a. Guidance and support to the functioning of Technical Working groups including SAG members taking a lead role in specific TWiGs and being responsible for the outputs. Providing inputs to other relevant structures through the Shelter/NFI/CCCM Cluster (ICCM, HCT...)
 - c. Development of Shelter Cluster specific guidance notes for Funding instruments including (Pooled Funds, CERF etc).
3. Advocacy and Advisory role:
 - a. Development and implementation of a shelter advocacy and communications strategy
 - b. Advise and bring shelter/NFI/CCCM priorities and issues to the attention of the Humanitarian Coordinator and HCT as well as other stakeholders
 - c. Advocacy for fund raising at various fora and levels
4. Coordination role: improvement and strengthening of the overall structure, capacity and effectiveness of the cluster at national and Sub-National level.

Composition and membership of the Strategic Advisory Group

The SAG is limited to 10 organizations and comprises one representative from each organization. The small representative group can be facilitated by the Cluster Coordinator or other member of the SAG by agreement of all SAG members and on a rotational basis not exceeding 6 months. Government counterparts are welcome to participate and will be invited for specific meetings. The SAG is constituted by the following persons/organizations:

- Cluster Coordinator - UNHCR
- Co-Chair - IOM
- 2 UN Agencies
- 3 International agencies
- 3 National NGOs

SAG membership structure and commitments are as follow:

- a. The members of the SAG shall be representatives of agencies who are actively engaged in cluster activities, are well established in Yemen and who have significant thematic expertise, or have significant operational Shelter/CCCM experience in Yemen.
- b. Members of the SAG should be willing to champion specific activities due to their specific knowledge, experience and interest
- c. Members of the SAG would be required to actively participate in 80% of the meetings held during the year for them to retain their place for the following year.
- d. A member of the SAG may however give up their membership, or be requested to give up their membership by at least 50% of the membership if they are unable to fulfill their responsibilities towards the group. In this case a replacement organization/Agency would be identified to fill their position.
- e. The SAG membership will agree on the procedure for the identification of new members in the SAG
- f. The Information Manager for the Shelter/NFI/CCCM Cluster shall play a supporting role to the SAG as and when necessary.
- g. In the absence of the Cluster Coordinator, the Deputy National Cluster Coordinator or the National Co-Chair will convene and manage any meetings.

Observers of the SAG shall include other Cluster Coordinators, ICRC, donor representatives and UNOCHA.

Meetings & Communication

1. The SAG will meet at least once a quarter and will be convened by the chair person. Ad-hoc meetings may be called by the chairperson or at the request of a SAG member, as appropriate;
2. The meetings of the SAG will be held in Sana'a. Outside of meetings, necessary decision-making and endorsement will be undertaken electronically among SAG members;
3. The venue of the meetings may be rotated to the offices of members if a member volunteers or at the discretion of the chairperson and when security situation allows.
4. An agenda will be circulated in advance of meetings. Any SAG member can request agenda items in advance; SAG members can contribute to the agenda of the SAG meetings.
5. Cluster members may raise cluster related issues for the attention of the SAG and may for that reason attend specific SAG meetings. This requires informing the Chairperson stipulating the issue. Should agreement be reached that the SAG should address the issue raised, and upon consultation with the member, the SAG will determine the appropriate course of action.
6. Meeting notes will be taken and shared within 48 hours after the meetings with all SAG members, and after member comments and incorporated to the wider Shelter/CCCM Cluster membership. SAG members will have to support on the writing of the meeting minutes.
7. The Terms of Reference will be reviewed on an annual basis or earlier at the request of the SAG or cluster member.
8. It is the responsibility of the Cluster Coordinator to ensure that outputs from SAG meetings are brought to the attention of, and followed up with relevant authorities, promulgated in plenary coordination meetings, and posted to the relevant web-site.