Afghanistan ES/NFI Cluster
Strategic Advisory Group
TERMS OF REFERENCE[1]

Membership of the (Strategic Advisory Board) SAG does come with both expectations and responsibilities. Therefore all organizations wishing to express interest in becoming a member of the SAG should review the ToR that outlines the roles and responsibilities.

One of the roles of the SAG will be reviewing and updating the current ToR and ideally SAG members would fulfill the requirements below:

- Organizations either taking a lead role in coordination at field level, or having significant thematic expertise, or having significant operational ES/NFI experience in Afghanistan.
- Organizations will have the ability to be represented both in Kabul and various regional areas and are consistent in their engagement within the ES/NFI Cluster.
- Organizations willing to be represented by senior members of their respective organization. Each member will need to have one focal point and one alternate focal point.
- Organizations are ready to share information and expertise within the group and share information from the SAG in their agency
- Organizations that have the capacity to contribute to the main responsibilities outlined in the ToR and will commit to constructive cooperation.

Background:

After first round of consultation with Cluster Partners, there was a common agreement to revitalize and reinforce the SAG forum. In order to ensure the Cluster's alignment with the country's Humanitarian strategy and SRP 2015 as well as to accompany its reviewing process, the urgency of an active engagement of Cluster Partners (CPs) in SAG discussions is essential.

The SAG should, then, be the common debate environment where all active partners should seek to align their own strategies with identified humanitarian needs, operational priorities and humanitarian standards. This should be also the reference body to support the consolidation of common operational strategy, technical guidelines, workplan, preparedness/response plan, reporting, M&E and fund seeking approach.

As this is an important and complementary mechanism to cluster coordination, the SAG will be chaired by the ES/NFI Cluster Coordinator and provide regular updates during Cluster Meetings. The frequency of SAG envisages a monthly meeting prior to Cluster Meeting or to be decided.

Organization and Composition:

Aiming on ensuring the wider representation but taking into account the importance to strengthen multilateral coordination, the ideal approach is to have one representative from each main stakeholder group, who in turn, would have it's own previous consultations among the referred group.

In line with the objective to empower partners and to strengthen leadership among the cluster community, roles and responsibilities should be defined for SAG members.

---

[1] as of 2017 March

The organization of the SAG is foreseen as having a Chairperson, a Deputy Chairperson and Group Members. The SAG roles should be agreed/voted by CPs among those organizations volunteering for the tasks. The process should be consultative ensuring the maximum participation of active CPs.

The recommended composition of the SAG should reflect the legitimacy and representativeness of its members and to facilitate the understanding and common approach of each stakeholder group. Decisions on key issues should be achieved by consensus and aligned with the views of the majority of its members. Members representing each group in the below listed table may rotate to ensure wider participation and responsibility sharing among CPs.

Composition of the SAG:

Number of Members	Organization Type	Membership
1	ES/NFI Cluster Coordinator	Chair
1	Deputy ES/NFI Cluster Coordinator	Deputy Chair
1	Cluster Co-Chair	Active Member
1 - MRRD	GIRoA Representative	Active Member
2	National NGOs	Active Member
1	UN Habitat	Active Member
3 - NRC/DRC/IRC	International NGOs	Active Member
1	Cluster Lead Agency	Active Member
1	Afghan Red Crescent	Active Member
1	Donor Representatives	Active Member
1	WASH Cluster	Active Member
1	OCHA	Observer
1	ICRC	Observer

Core Functions and Responsibilities

1. Decide the composition, roles and rotation of SAG members
2. Agree on meeting frequency and venues
3. Establish TWiG to carry technical tasks. i.e, technical designs, cash assistance, assessment tool, PDM tool, etc.
4. Develop and agree the ES/NFI Cluster Strategy and Contingency Plan and coordinate revisions if necessary
5. Regularly review the ES/NFI Cluster Work Plan, ensure reporting mechanisms are working properly, and that CPs are holding accountable to their operational commitments
6. Ensure that cross cutting issues are integrated in CPs' responses and oversight its implementation
7. Review and agree on Cluster's benchmarks, indicators and performance
8. Review ongoing response plans and make recommendations to enhance coordination and complementarity among CPs

9. Coordinate advocacy and develop position papers relevant to the ES/NFI Cluster's areas/modalities of intervention and people of concern.

10. Ensuring liaison and dialogue with relevant GIRoA stakeholders and facilitate the implementation of CPs' programs

11. Coordinate common and fair approach to fundraising activities/opportunities and inclusive selection processes of CPs

12. Ensure that the existing mechanisms and systems are transparent and provide equitable allocation and monitoring of 'pooled' funds available to Cluster partners

13. Support the ES/NFI Cluster Performance Review Mechanism, provide recommendations on performance improvement and discuss integration of best practices and lessons learned

14. Propose trainings, workshop and capacity building initiatives to strengthen the efficiency of CPs and GIRoA partners

15. Any other tasks agreed and self-imposed by SAG members in line with its strategic mandate