



TERMS OF REFERENCE

Shelter/NFI Cluster South-West and North-West Cameroon

I. INTRODUCTION AND BACKGROUND

Introduction to the global shelter cluster

Following a 2005 review of international responses to humanitarian emergencies, known as the Humanitarian Response Review, the cluster approach was proposed as a way of addressing gaps and strengthening effectiveness. A total of 11 clusters were created at the global level including the Global Shelter Cluster to enhance global level preparedness. In light of the growing recognition of weaknesses in the multilateral humanitarian response system and building on lessons learned, the IASC Principals decided to make adjustments to improve the system further. The resulting IASC Transformative Agenda process, initiated in 2011, called on all clusters to improve coordination, leadership and accountability. In response to these recommendations, the Global Shelter Cluster has strengthened its capacity to provide and support humanitarian shelter coordination at global, regional and country level.

The Shelter Cluster is co-chaired on the global level by IFRC and UNHCR. IFRC is convener of the Emergency Shelter Cluster in disaster situations while UNHCR leads the Emergency Shelter Cluster in the area of conflict generated IDPs.

Background

On the 17th of October 2018, the Shelter/NFI Cluster was activated for the South-West and North-West regions of Cameroon, together with 7 other clusters, to support the response to the recent crisis. The Shelter/NFI cluster in SW-NW Cameroon is led by UNHCR.

Since 2016, political and social instability has had a negative impact on the civilian population of Cameroon's South-West and North-West Regions, hosting four million inhabitants (16% of the total population). Since November 2017, the escalation of tension and upsurge in hostilities between non-state armed groups and defence and security forces have triggered humanitarian needs across the two regions, linked to significant internal displacement. In May 2018, the humanitarian community launched an Emergency Response Plan for the North-West and South-West regions of Cameroon requesting 15.2 million USD with 160,000 persons targeted. Shelter and NFIs was identified as the key sectoral priority after food, followed by health, WASH, education and protection. Initially eighty percent of the displaced population found refuge in rural areas often in congested locations or in the bush. They left everything behind when they fled. In June 2018, the Government of Cameroon launched a 2018-2019 Emergency Humanitarian Response Plan, separately to the humanitarian community's ERP. Local partners are at the forefront of the response and have flagged that the shelter needs are critical, but the provision of shelter has been challenging.

The conflict has been destructive, with significant loss of life, destruction of homes and villages and break down of health services and education system. The operating environment is extremely tense with high levels of suspicion and fear among the population. Civilians continue to bear the brunt of the conflict and have high levels of unmet needs. More capacity and scaling-up of the response is needed as an estimated; 246,000 have been displaced inside the South West, 104,000 in the North West, and 90,000 to neighbouring West and Littoral. Host households and communities have also been made



extremely vulnerable by the crisis and need to be considered in the humanitarian response. The hosting population in the four regions has been estimated in 157.000.

This crisis is taking place against a backdrop of a larger humanitarian emergency affecting 3.3 million people across Cameroon. The Humanitarian Response Plan 2017-2020, launched in January 2018, is a multi-year plan in order to create better synergies with the UNDAF coordination arrangements also being implemented in the country. The HRP targets the needs of IDPs, host communities, refugees, returnees, and other populations impacted in Cameroon's extreme north and eastern regions.

The Refugee Coordination Model has been the primary coordination mechanism in those regions, with UNHCR leading the Shelter/NFI Working Group in country. The SWNW Shelter/NFI cluster is part of the national Shelter and NFI coordination mechanism. It will coordinate with the existing Shelter/NFI working group by sharing information and exchanging, and collaborate closely with other cluster such as Protection, Wash, Health (etc.), to ensure adequate responses.

II. OBJECTIVES

The cluster approach, though its sector-based coordination model, is used by the humanitarian community to respond, in a coordinated manner, to large-scale and/or complex emergencies that require a multi-sector response. The objective of the cluster is to consolidate the overall humanitarian response, with emphasis on the definition and/or setting of standards, transparency and partnership among stakeholders in specific activity areas. This approach allows the humanitarian community to be more structured, effective and therefore more accountable to the affected population. It facilitates the coordination needed to ensure communicating with one voice and thus reinforce advocacy with external parties.

The key objective of the Shelter/NFI Cluster is to enhance the coordination and effectiveness of provision of emergency and appropriate shelter/NFIs support. Specifically, the Shelter/NFI Cluster will be responsible to carry out the **Cluster Core Functions at country level:**

- Supporting service delivery
- Informing strategic decision-making of the HC/HCT for the humanitarian response
- Planning and strategy development
- Advocacy
- Monitoring
- Contingency planning/preparedness/capacity building

III. SCOPE

The Shelter/NFI Cluster covering the South-West and North-West regions of Cameroon will be responsible for carrying out the following actions:

- Develop a Shelter/NFI response strategy for the North-West and South-West;
- Identify and make an inventory of all partners operating in the shelter and non-food items sectors and their activities in the North-West and South-West regions of Cameroon (4W matrix);
- Assess the priority needs of beneficiaries (IPDs, host and affected non-displaced population);
- Determine/harmonize vulnerability criteria for the selection of beneficiaries;
- Coordinate the activities of the various partners of the cluster, identify gaps in terms of coverage of actions and identify partners to fill the gaps, and avoid duplications;
- Establish and regularly update contingency plans;
- Exchange and advocate for application of international standards and techniques for shelter and NFIs to be applied to meet the standards (making reference to documents like Sphere, the UNHCR Handbook etc.); Share good practices and lessons learnt for improved responses.



- Adapt the NFI distribution protocols and Shelter standards into the local context and cultures through modalities including SOPs and others.
- Share information on the multi-sector needs of populations with the national inter-sector/cluster mechanisms for advocacy and make responses more effective;

IV. STRUCTURE OF THE CLUSTER

The Cluster Coordination Team: Cluster Coordinator and Information Manager

The Cluster Members: The Shelter/NFI Cluster is open to all legally recognized entities working in the Shelter/NFI sector for people affected by the crisis in the North-West and South-West regions. Members can be national and international NGOs, UN agencies involved in the sector and Red Cross and Red Crescent Movement components (CRC, ICRC, and IFRC) or any other charitable entities aiming at improving the conditions of persons affected by the crisis. Ensuring that coordination mechanisms are established and functioning properly;

The Cluster Lead Agency: UNHCR

SAG: The Strategic Advisory Board develops the overall strategy and provides strategic oversight and comprises of a fair representation of the partner types. It is still to defined. The proposed composition TBC is: 1-2 UN agencies, 4 INGOs, 4 Local NGOs (2 from the SW and 2 from the NW).

TWIGs: Technical Working Groups are time-bound and task-oriented. Selected Partners of the Cluster are appointed to work on specific technical issues and produce guidelines and recommendations. Partners of the Cluster can suggest the conduction of a TWIG in a particular technical topic of interest.

V. ROLES AND RESPONSABILITIES

Responsibilities of the Shelter Cluster Lead Agency (UNHCR)

As leader of the Shelter/NFI cluster, UNHCR is responsible to the Humanitarian Coordinator (HC) towards:

- Ensuring that coordination mechanisms are established and functioning properly;
- Playing the role of first responder on the Shelter/NFI sector response strategy vis-à-vis the government and the humanitarian coordinator;
- Submitting to the HCT any concerns and specific issues that the cluster is unable to resolve;
- Acting as the reference of last resort in matters relating to Shelter and NFI, pending funding and access/security is ensured.

Role and responsibilities of the Shelter/NFI Cluster Coordinator

The Shelter/ NFI cluster coordinator is responsible for ensuring that the Shelter/NFI cluster performs the following principle duties/responsibilities:

- Support the Humanitarian Country Team (HCT) in coordinating needs assessment, gap analysis and their prioritization;
- Ensure that the specific needs of the sector, the challenges and issues that the cluster cannot resolve are reported to the UNHCR Representative who will submit them for discussion at the level of the HCT where strategic decisions are made for implementation at the operational level;
- Ensure that a strategy is in place (including sectorial response plans, adherence to standards, and identification of funding needs);
- Advocate on the concerns of affected populations and cluster partners;



- Monitor and report on the achievements of the cluster strategy and make recommendations on corrective action, as appropriate;
- Lead the development of the contingency plan for Shelter/NFI cluster and promote capacity building on a need basis;
- Ensure that members of the Shelter/NFI cluster are familiar with the tools agreed upon by the Shelter/NFI cluster for the evaluation, monitoring and follow-up of activities;
- Be actively involved in the preparation, facilitation and training of the cluster members;
- Ensure that cluster priorities are well identified and that gaps, member's contributions in the 4W, the contact list, follow-up of the calendar of events, among other activities are regularly updated.

Role and responsibilities of the Cluster Information Manager

- The Information Manager (IM) will compile, centralize and analyse the data coming from field actors in order to regularly update the mapping of stakeholders and activities (4W matrix).
- He/she contributes to the improvement of strategic communication tools such as sitreps, briefing, news briefs and periodically produces concise activity reports.
- The IM will maintain the cluster website in www.sheltercluster.org, produce regular factsheets summarizing the operation, gaps, and challenges, and support the cluster coordinator in undertaking Cluster Performance Monitoring.

Role and responsibilities of the Shelter/NFI Cluster Members

- Strategic planning: Participate in formulating a strategy and a work plan by including cross-cutting themes such as gender, protection, the environment, etc. Set up a contingency plan in the regions based on regularly updated needs analysis.
- Capacity Building / Application of Minimum Standards / Training: Identify the training needs of partners and stakeholders in the sector, strengthen the capacities of Shelter/NFI stakeholders, develop or improve the mainstreaming of minimum international standards (Sphere, UNHCR Handbook) and national standards in the operational response strategy and ensure the setting-up of a harmonized approach to compliance with the said standards.
- Evaluation, Needs Analysis: Develop/improve and harmonize needs analysis and assessment tools in the Shelter/ NFI cluster and ensure coordination among all members of the cluster. Conduct rapid coordinated assessments where necessary, then make the findings of shareable information available to all humanitarian actors.
- Monitoring & Evaluation of activities: Each actor will carry out evaluation and monitoring using quantitative (activity/result-based) and qualitative (based on changes in beneficiaries' lives) monitoring tools. Support Shelter/NFI stakeholders in the development and dissemination of monitoring and evaluation tools through training; ensure that each regularly collects quantitative and qualitative data on activities carried out in the field and perform analytical work compared to the National Strategic Plan (HRP). Monitor activities and the evolution of the humanitarian situation, maintain and regularly follow up the planning tools and ensure the transversality of protection in all field activities.
- Information Management / Communication: Each member should ensure that they share and exchange all shelter/NFI-related information with other members of the NFI/Shelter Working Group.
- Ensure community/beneficiary participation: Involve the affected community in decision-making to ensure that the affected population is at the heart of the response. Community involvement to ensure accountability mechanisms are properly implemented; appropriate understanding of needs, their ability to respond, their preference for appropriate shelter types, their views on agency response plans, feedback or complaints mechanisms put in place, and monitoring of activities.



Coordination with the national and local authorities

The Cluster Coordinator will coordinate on ad-hoc basis with the relevant authorities and ensure they are informed on the progress of the cluster and bring forward advocacy messages on behalf of the cluster members.

VI. PARTICIPATION AND MEMBERSHIP

Minimum Commitments of the Shelter/NFI Cluster Members

The Shelter/NFI Cluster is open to all interested UN Agencies, National, International NGOs, Red Cross and Red Crescent Movement components and any other charitable entities involved in improving the living conditions of IDPs and other affected population. Representatives of local and national authorities and other stakeholders, such as donors can participate in Shelter/NFI in Cluster meetings. In general, the Cluster membership depends on the level of engagement.

Active membership in the cluster requires:

- Partner has been/are implementing Shelter/NFI projects either directly or as an Implementing Partner of another organization for a defined period during the year
- Regular participation at the Clusters/hubs or working group meetings.
- Mandatory completion of the Cluster Standard Reporting Form (4W) when requested by the Cluster team. The regularity of reporting is based on the activities implemented by the Partner and as defined by the Shelter/NFI Cluster.
- Share responsibility for Shelter/NFI Cluster activities, including assessing needs, developing plans, policies, evaluations and guidelines.
- Partner should have a Shelter/NFI Focal who is able to provide strategic and technical input in Shelter/NFI Cluster discussions
- Help develop and disseminate advocacy and messaging for the populations concerned.
- Respect and adhere to agreed principles, policies, priorities, and standards.
- Abide by humanitarian and partnership principles.

VII. MEETINGS

The Shelter/NFI Cluster in the South-West has agreed to meeting on a bi-monthly basis (on Tuesday mornings). The Cluster Coordinator will call for *ad-hoc* meetings when necessary. When North-West Hub will be established, the frequency of meetings covering that region will be defined to mirror the South-West Hub.

- The sector lead is charged with convoking meetings and coordinating, in advance, the agenda for each meeting.
- The working group will meet at least once a month, usually at the UNHCR premises or at any convenient place.
- Extraordinary meetings may be called depending on the urgency of matters to be discussed.
- Minutes of the meeting will be shared with members by the lead of the working group.

VIII. AMENDMENTS TO THE TORs

The Terms of Reference will be periodically reviewed, particularly if there is a change in the situation on the ground or in the structure or activities of the Shelter/NFI Cluster.