

## TERMS OF REFERENCE (TOR) STRATEGIC ADVISORY GROUP

### I. BACKGROUND

The Shelter/NFI Sector has been in existence since 2009, it was merged with the CCCM Sector in mid-February 2010 after which the Shelter Cluster was activated on 5<sup>th</sup> March 2010 due to the deteriorating conflict situation. The No-IDP camp policy was adopted in 2015 by the Humanitarian Country Team (HCT), meaning that IDPs living in camps and camp like settings were not formally recognized and tents distributions has to be in case by case basis which was derived by previous displacements in Yemen where the conflict was going to be fast, and creating camps triggered a protracted situation. Since then, the situation has been reversed and the Humanitarian community recognised that the non-recognition of an IDP Hosting Site (Collective Centres and Spontaneous Settlements) did not equate to non-assistance of its residents. This led to an enhanced and more visible role for the Shelter Cluster responsible for establishing, managing and leading the response in IDP Hosting Sites. As a result, the Shelter Cluster has had to restructure and re-strategize to meet this challenge. In July 2019, the CCCM Cluster was activated as a stand-alone coordination structure.

The Shelter Cluster (SC) is a forum where all actors can discuss and agree on issues related to shelter and NFIs supported by the SCT which facilitates the cluster members in attaining effective shelter/NFI action in Yemen. In order for the SC to be effective in the provision of shelter and NFIs to the Yemeni population in need, a Strategic Advisory Group (SAG), which comprises of 10 members to guide the larger SC membership with policy decisions, strategic direction, advocacy roles and coordination mechanisms. The SAG also ensures provision of guidance and technical comments during Humanitarian Planning Cycle (HPC) process and Yemen Humanitarian Pooled Fund (YHPF) allocations.

### II. PURPOSE

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

### III. GUIDING PRINCIPLES

The work of the Shelter Members is guided by the principles of neutrality, impartiality, independence and the humanitarian principle of 'do no harm'. The meetings are called by the Cluster Coordinator or his deputy according to need. Meetings should be held according to 'Chatham House Rules' i.e. comments are incorporated but are not attributable to any particular organization.

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.

### IV. RESPONSIBILITY

As a Strategic Advisory Group, the following are the areas of responsibility:

1. Strategic Role:
  - a. Development of the Humanitarian Response Plan including updating the Strategic Operational Framework linked to and based on the Shelter Cluster strategy. This also includes the development of contingency plans and other response plans.
  - b. Development of position papers and statements on Shelter 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.
  - b. Providing inputs to other relevant structures through the Shelter Cluster (ICCM, HCT...)

- c. Development of Shelter Cluster specific guidance notes for Funding instruments including (Yemen Humanitarian Pooled Funds, CERF, etc.).
3. Advocacy and Advisory role:
    - a. Development and implementation of a shelter advocacy and communications strategy
    - b. Identify one or two agencies good in advocacy within the SAG to help the cluster in producing advocacy materials and strategy.
    - c. Advise and bring shelter priorities and issues to the attention of the Humanitarian Coordinator and HCT as well as other stakeholders
    - d. 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.

## V. COMPOSITION AND MEMBERSHIP

The SAG is limited to 11 members and comprises one representative from each organization. The small representative group can be facilitated by the Cluster Coordinator or his deputy. The SAG is constituted by the following persons/organizations:

- SCT: Cluster Coordinator, Deputy Cluster Coordinator and Information Manager - UNHCR
- 2 UN Agencies
- 3 International agencies
- 3 National NGOs

All organizations will need to fulfil the following requirements. Membership will be selected on an annual basis through a call for interest. The Cluster membership will provide support in final decisions in case of multiple interested candidates through voting process. SAG membership structure and commitments are as follow:

- a. The members of the SAG shall be representatives of agencies who are actively engaged in the Shelter Cluster activities, are well established in Yemen and who have significant thematic expertise or have significant operational Shelter experience in Yemen.
- b. Members of the SAG should be willing to champion specific activities of the SAG due to their specific knowledge, experience and interest
- c. Organizations will have the capacity to contribute to the main responsibilities outlined above and will commit to constructive cooperation.
- d. Organizations will have the ability to be represented in Sana'a and would be able to actively participate in 80% of the meetings held during the year in order for them to retain their place for the following year.
- e. A member of the SAG may however give up their membership or be requested to give up their membership if they are unable to fulfill their responsibilities towards the group including attending 50% of meetings for six months. In this case a replacement organization/Agency would be identified to fill their position. The SAG membership will agree on the procedure for the identification of new members in the SAG.
- f. Organizations are represented by senior members of their respective organization. Each member will have one focal point and one alternate.
- g. Organization are ready to share information and expertise within the group and share information from the group in their agency
- h. In the absence of the Cluster Coordinator, the Deputy National Cluster Coordinator will convene and manage any meetings.
- i. The Information Manager for the Shelter Cluster shall play a supporting role to the SAG as and when necessary.

Observers of the SAG shall include other Cluster Coordinators, Red Cross and Red Crescent Societies, donor representatives and UNOCHA.

## VI. 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 a week after the meetings with all SAG members, and after member comments and incorporated to the wider Shelter Cluster membership. SAG members will have to support on the writing of the meeting minutes.
7. 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.

## VII. AMENDMENTS TO THE TERMS OF REFERENCE

The Terms of Reference will be reviewed on an annual basis or earlier at the request of the SAG or cluster member.