

TERMS OF REFERENCE (TOR) STRATEGIC ADVISORY GROUP

I. BACKGROUND

The Shelter/Non-Food Items Sector has been present in Yemen since 2009. It was merged with the CCCM Sector in mid-February 2010, after which it was activated officially as a merged Cluster on the 5th of March 2010 under the leadership of UNHCR. The Humanitarian Country Team (HCT) in Yemen agreed on July 2015 to a “no camp” policy and the “tents distribution” policy which guide the humanitarian community to avoid setting up IDP camps in Yemen and limit the provision of tents on a case by case basis with specific criteria. Both policies confirmed that the creation of IDP camps should be used only as a measure of last resort after exploring all

2009	Presence of Shelter Cluster set up
Feb 2010	Merging with CCCM
Mar 5 th 2010	Official activation with UNHCR as cluster lead
July 2019	HC activated CCCM as stand alone

other feasible options in consultation with IDPs, in particular women, children, people with specific needs, and minorities, who encounter numerous concerns specific to them. The HCT in June 2018 endorsed additional recommendations “Alternative to Camps Guidelines – Ladder of Options” which encourage the humanitarian community to explore all feasible alternative shelter solutions before resorting to the establishment of new camps. The increasing number of IDP hosting and the deteriorated situation of its residents necessitated the activation of CCCM as a standalone Cluster in July 2019.

II. PURPOSE

The Strategic Advisory Group is a forum to engage a number of cluster members, representing various stakeholder groups, in decision-making through consensus management. The group will guide the cluster, in a consultative and collaborative manner, with policy decisions, strategic direction, advocacy, and coordination mechanisms. It also ensures the provision of guidance and technical support during the Humanitarian Programme Cycle (HPC) process and the Yemen Humanitarian Pooled Fund (YHPF) allocations.

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 Cluster Coordinator or his deputy calls the meetings according based on needs. 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 website¹ and circulated to the full membership.

IV. RESPONSIBILITY

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

1. Strategic Role:
 - a. Contribute to the 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. Request and/or endorse position papers and statements on Shelter Cluster related issues
 - c. Provide guidance on resource mobilization and fundraising strategies.

¹ <https://www.sheltercluster.org/response/yemen>

- d. Determine/endorse priorities for the cluster development in term of geographical presence but also thematics covered by the Shelter Cluster.
2. Technical Support role:
 - a. Guide and support the functioning of Technical Working groups, including SAG members taking a lead role in specific TWiGs and being responsible for the outputs.
 - b. Provision of inputs to other relevant structures through the Shelter Cluster (ICCM, HC, etc.)
 - c. Develop specific guidance notes for Funding instruments including (Yemen Humanitarian Pooled Funds, CERF, etc.).
 3. Advocacy and Advisory role:
 - a. Develop and implement a shelter advocacy and communications strategy
 - b. Identify one or two agencies that are 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. Advocate for funding or other related challenges at various fora and levels
 4. Coordination role: improve and strengthen the overall structure, capacity, and effectiveness of the cluster at national and Sub-National levels.

V. COMPOSITION AND MEMBERSHIP

The SAG is limited to SCT and 11 members that comprises of one representative from each organization.

The SAG is constituted by the following persons/organizations:

- SCT: Cluster Coordinator and Deputy Cluster Coordinator
- 3 UN Agencies
- 2 International agencies
- 5 National NGOs
- 1 International Red Cross and Red Crescent Movement

The amendment of SAG composition could be done after a proposition will be supported by 2/3 of enunciated votes during a pool.

Up to now, donors are not invited to seat as SAG members but this question shall be regularly proposed and discussed by the SAG.

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 response, are well established in Yemen, and who have significant thematic expertise or have substantial operational Shelter experience in Yemen.
- b. Members of the SAG should be willing to champion specific activities of the SAG due to their particular knowledge, experience, and interest.
- c. Organizations should have the capacity to contribute to the primary responsibilities outlined above and commit to constructive cooperation.
- d. Organizations should have the ability to be presented in Sana'a or virtually in exceptional cases and would be able to actively participate in 80% of the meetings held in the first half of the year to retain their place.
- 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 forum, including participation in meetings. 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.

- f. Organizations are represented by senior members. Each organization will have one focal point and one alternate.
- g. Organizations should be ready to share information and expertise within the group.
- h. In the absence of the Cluster Coordinator, the Deputy Cluster Coordinator will convene and manage meetings or discussions.
- i. The Information Manager shall play a supporting role to the SAG as and when necessary.

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

VI. MEETINGS & COMMUNICATION

1. The SAG will meet at least once every quarter and will be convened by the chairperson. 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. If necessary decision-making and endorsement can be taken virtually or through emails;
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 the security situation allows.
4. An agenda will be circulated in advance of meetings and SAG members can contribute to the its development.
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 of stipulating the issue. If an agreement could be reached that the SAG would 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 two weeks after the meetings. SAG members will have to support 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 cluster web-site.

VII. VOTES & VALIDATIONS OF THE DECISIONS

In case of significant changes or to issue officially a significant document on behalf of the Shelter Cluster, SAG members are invited to express their comments and sometime to validate through a vote requested by the cluster coordination team or another SAG member.

Vote and meeting shall be done with a quorum of 6 agencies presented or with an officially expressed position.

If any questions is creating a serious in SAG consensual approach, the question could be ultimately brought in the plenary session of the national shelter cluster meeting for discussion and endorsement.

VIII. 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. Membership will also be reviewed on an annual basis through a call of interest.