

## Consultancy Terms of Reference

Drafting an Analysis and Executive summary of Urban Settlement / Area-based approach Case studies

November – December, 2018 (non-consecutive)

### Background

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Affected communities do not perceive their recovery in sectoral terms, but from a holistic, multi-sectoral perspective. While sectoral approaches and technical expertise remain important ingredients in humanitarian response and recovery, understanding the holistic needs of the affected communities requires improved sectoral collaboration. **Settlement-based approaches, characterised as socially based, geographically bound, inclusive and multi-sectoral, whilst building on existing governance structures and service delivery mechanisms, provide a useful approach to gain this understanding.**

In recent years, Settlement Based Approaches have gained traction among humanitarian aid agencies seeking to provide better responses to crises and conflict and pave the way for recovery. The increasing application of Settlement Based Approaches builds on experiences of urban and regional planners working on community renewal through 'area-based initiatives' in poor and vulnerable locations since the 1960s and 1970s. This was reinforced by the Inter-Agency Standing Committee's call in 2010 for a "paradigm shift in humanitarian assistance in urban areas, based on a community-based - rather than - an individual beneficiary approach". More recently, the Habitat III summit, the Global Alliance for Urban Crises, and strategy papers by OFDA, ECHO, and UNHCR have acknowledged and promoted the application of settlement-based approaches. This approach implies that planning, coordination, response and recovery should be carried out from a human settlements rather than a sectoral perspective, whilst considering immediate and future multi-dimensional needs and opportunities of crisis affected populations.

Overall, the approach requires further research, application and evaluation to create an informed evidence base to influence change across the traditional humanitarian response mechanisms. To further this work, the GSC Urban settlements WG was established in May 2017 and is currently co-chaired by Catholic Relief Services, IMPACT Initiatives and InterAction. The creation of the Urban settlements WG represented a positive and concrete step forward, bringing together several global clusters and implementing agencies to research, discuss and apply settlements approaches and area-based coordination in humanitarian assistance. A key objective of the Urban settlements WG is to identify and promote best practices and lessons learnt on settlement approaches. With thanks to contributing agencies, this case study compendium, comprised of 31 diverse case studies represents a key output of the WG and an important step in consolidating current practice, identifying common challenges, constraints and lessons.

The work of the Urbans settlement working group members can be accessed here;

<https://www.sheltercluster.org/working-group/settlements-approaches-urban-areas-working-group/documents>

The current Draft of the compendium can be accessed here;

[https://www.sheltercluster.org/sites/default/files/docs/urbansettlementcompendium\\_uswg\\_july2018.pdf](https://www.sheltercluster.org/sites/default/files/docs/urbansettlementcompendium_uswg_july2018.pdf)

### Overall Objective

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In relation to the above, the objectives of this consultancy is:

#### **1. To carry out an analysis of the case studies and to articulate the settlement approach more concisely.**

The current draft contains a 2-page observation of the 31 case studies from 5 continents, across assessments, coordination and implementation phases of the project cycle. The consultancy is to carry out a rigorous desk top analysis of the cases studies together with other reference materials. The objective is to formulate and communicate the most pertinent issues which makes the settlement approach different to sectorial approaches to a wider audience.

## Specific Product Deliverables

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With guidance from the Urban Settlement Working group co-chairs, the consultant is tasked to:

### 1. To draft an analytical chapter

This chapter will become the Introduction chapter for the Compendium and must be concise and easily comprehended by a wide range of stakeholders (USWG members, Shelter, CCCM, WASH, Early recovery, OCHA). The chapter should include as much visual representation as feasible. Example of introduction chapter can be found [here](#); It is anticipated this analytical chapter will be approximately 7 - 10 pages with visuals. The consultant will formulate chapter sub- heading which could tackle some but not limited to the issues below;

- a. What is the settlement approach? [Referencing the settlement terminology paper](#).
- b. What are the key elements that differentiate settlement approach to sectorial approach?
- c. Looking at the existing shelter assistance options, which options are more conducive to the settlement approach, and how was it implemented differently to a sectoral approach – if any.
- d. What are the different phases in applying the approach? (Assessment, coordination and Implementation)
- e. What conditions make the settlement approach more conducive, is there a right time and right place to take a settlement approach?
- f. What are the most common, important, and/or biggest challenges to implementing the settlement approach?
- g. What evidence is there that this approach is more effective?
- h. Are there clearly identifiable categories or modalities or options which responses have taken?
- i. What best practices are surfacing from these case studies? Formulated into actionable recommendations for practitioners.
- j. How could these best practices be scaled up or used more systematically?

## Methodology

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A similar process will be followed for the product, as outlined below and to be jointly agreed with Urban Settlement Working group co-chairs :

### Literature review

- Study all 31 case studies
- Follow up with authors can be arranged if there are specific issues important to clarify
- Liaise with CCCM cluster Area based approach WG and gFSC Urban Livelihoods WG to identify and key cross learning or relevant experience to extrapolate.
- Study reference material and related literature e.g.
  - [Maynard, V. & Parker, E. 2015. "Humanitarian response to urban crises: a review of area-based approaches". International Institute for Environment and Development.](#)
  - [IFRC and Skat. 2012. "Sustainable Reconstruction in Urban Areas: A Handbook".](#)
  - [Impact Initiatives. 2017. "Overview of lessons learnt – Promoting Settlement Approaches in Urban Areas".](#)
  - [USAID-OFDA. 2011. "The "Neighborhood Approach", a Means of Improving the Delivery of Humanitarian Assistance in Urban Areas".](#)
  - [European Commission. 2017. "DG ECHO: Thematic Policy Document Shelter and Settlements".](#)
  - Inter-Agency Standing Committee – Reference Group for Meeting Humanitarian Challenges in Urban Areas: Urban Coordination Guidance note.
  - [UNHCR. 2014. "Global Strategy for Settlement and Shelter: A UNHCR Strategy 2014-2018".](#)
  - [Sanderson, D. & Sitko, P. 2017. "Urban area-based approaches in post-disaster contexts: Guidance Note for Humanitarian Practitioners". International Institute for Environment and Development.](#)
  - [The Global CCCM Cluster. 2014. Desk Review: Urban Displacement & Outside of Camp.](#)
  - The Shelter projects: [shelterprojects.org](http://shelterprojects.org)

### Draft analysis and introduction chapter

- Submit initial framework, sub heading of chapter to co-chairs for review
- After gaining feedback and agreement on framework draft initial draft
- Produce initial draft
- Initial draft to be shared with the WG members for feedback.
- Incorporate feed back into final draft
- Submit final draft to co-chairs

### Timing

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- It is anticipated the consultancy will comprise of **approximately 15 working days** completing no later than 31<sup>st</sup> December 2018.

### Qualifications

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#### **Education:**

- Master's/post-graduate degree in urban planning, development or relevant field or equivalent combination of education and experience is required.

#### **Work Experience:**

- A minimum of 5 years in researching, implementing and/or managing urban related programs is required, preferably also within a humanitarian, international development setting. Experience in research design, implementation, writing, and dissemination is required.
- Proven understanding of the settlement approach and area based approach.
- Familiarity of data collection processes or field research methods used in the humanitarian or development sector (for example: multi-sector needs assessments, area-based assessments, situational or contextual analyses of a humanitarian crisis, displacement profiling, spatial analysis, vulnerability analysis)
- Basic understanding of urban planning concepts such as systems-thinking and area-based analysis
- Familiarity with the function of Clusters / Local Authorities and the prevalent dynamics and relationship between both stakeholder groups.

#### **Demonstrated Skills and Competencies:**

- Demonstrated expertise in research design, urban humanitarian response, stakeholder outreach, and influencing policy. Strong knowledge of the built environment, development, and humanitarian sectors. Strong verbal and written communication skills.
- Ability to synthesize technical information for diverse audiences, including able to convey detailed narrative in easily digestible graphical form, including infographics.

#### **Language Skills:**

- Fluency in English required; Excellent English writing skills required.

### Application process

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- Interest candidates should submit an expression of interest to [tenders@impact-initiatives.org](mailto:tenders@impact-initiatives.org), including:
  - A cover letter highlighting qualifications and experience relevant to the consultancy (no longer than 2 pages)
  - Links to previous writing/ publications together with examples of visualizations.
  - An outline of your proposed methodology (no longer than 1 page)
  - Resume
  - Estimated overall cost
- The deadline for submission is **November 21, 2018**.