**Minimum requirements for country level cluster leads and services to be provided**

**Objective**

The objective of the “minimum requirements for country level cluster leads and services to be provided” is to ensure consistency, coherence, and predictability to the quality and scope of shelter cluster coordination at country level, and also provide clarity on what humanitarian shelter agencies can expect from cluster lead agencies.

**Minimum requirements for country level cluster leads**

Minimum requirements establish basic conditions that cluster lead agencies must meet in order to effectively deliver basic cluster coordination services. They are necessary but not sufficient for all cluster partners share responsibilities in meeting the core functions of a cluster. They therefore complement the minimum commitments for participation in clusters as established in section 5 of the IASC Reference Module for Cluster Coordination at the Country Level.

The minimum requirements identify the minimum qualitative conditions for country level cluster leads. Because they are applicable to any humanitarian crisis they are formulated in general terms. However, the type of shelter cluster coordination model can vary depending on the context. Therefore it is up to the cluster leads to devise actions to meet these conditions and set realistic benchmarks and targets that agencies aspire to achieve.

**Services to be provided by country level shelter clusters**

The extent of services provided by country-level shelter clusters depends upon a variety of factors, including the scale, typology, and complexity of the disaster, the number of agencies involved, and the amount of funding available.

There is however a set of minimum services that all country level shelter clusters must provide. Each of the services contributes to one or more of the core functions of a cluster as defined by the IASC Reference Module for Cluster Coordination at the Country Level.

The delivery of the minimum services is not solely the responsibility of the Shelter Coordination Team. For instance, effective information management cannot be provided without the engagement and regular sharing of information by cluster partners. Therefore, all shelter cluster partners share responsibility to ensure the shelter cluster strengthens the humanitarian response.

**Minimum requirements for country level cluster leads**

| **Minimum requirement** | **Guidance Note** | **Target** | | | |
| --- | --- | --- | --- | --- | --- |
| **L3** | **Non-L3** | | **Open-ended clusters and protracted crisis** |
| **Response**  *Rapid deployment of an adequate coordination team.* | Cluster coordination team is in place within 72 hours of official cluster activation (roster, surge capacity, standby partners, secondments, partnerships with the private sector, international and local recruitment). | Cluster Coordinator  Information Manager  Technical Coordinator  Assessment Coordinator  Recovery Advisor | Cluster Coordinator Information Manager Technical Coordinator  Recovery Advisor | | Cluster Coordinator  Information Manager |
| **Capacity**  *Experienced and skilled team.*  *Operational record.* | Coordination team has relevant knowledge, skills and experience to undertake its role.  Custer leads have proven record in shelter programming and context (credibility). | Trained Senior Cluster Coordination team.  Track record in shelter programming and context. | Experience according to scale, complexity and relevant to response phase. | | According to need. |
| **Resources**  *Financial resources to cover costs.* | Lead agencies ensure funding for a minimum period of time (coordination fund, core funding, standby partnership agreements, access to pooled funds). | Adequate funding for a minimum period of three months. | Adequate funding for a minimum period of one month. | | Sustained funding. |
| **Role & responsibility**  *Firewall separating cluster coordination and programming responsibilities.* | Coordination team members should have no or adapted responsibility for the implementation of lead agency shelter programmes (conflict of interest between the lead agency and cluster, impartiality vis-à-vis partners, donors, etc.). | Dedicated Cluster Coordination team members with exclusive responsibility over shelter cluster coordination. | Part-time Cluster Coordinator according to situation | Part-time Cluster Coordinator according to situation | |

**Services to be provided by country level shelter clusters**

| **Core Function** | **Service** | **Description** | **Deliverables** |
| --- | --- | --- | --- |
| **1. Supporting service delivery** | Coordination management | Establish and manage relevant coordination mechanism (Hubs, SAG, TWiGs).  Foster participation of national and international stakeholders.  Represent the cluster at inter-cluster, HCT, OCHA, Government and other appropriate venues.  Ensure response is driven by agreed strategic priorities and relevant guidelines and standards.  Daily administrative, financial and operational management of the Shelter Coordination Team. | **Minutes**  **Cluster orgchart**  **ToRs** |
| Information management | Collect, process, analyse data and deliver appropriate information (matrices, tables, maps, etc.).  Regular website update to support dissemination of information among stakeholders.  Regularly updated overview of needs, capacities, gaps, progress and achievements in the response.  Liaise with information managers in other clusters and OCHA to ensure the use of common data. | **4W matrices**  **Website update**  **Factsheets** |
| Integration | Coordinate with other clusters to improve response (protection, WASH, logistics, etc.).  Facilitate partnerships between the private sector and humanitarian shelter agencies. |  |
| **2. Informing HC/HCT strategic decision-making** | Coordinated assessments | Identify, adapt, agree on and train on common assessment methodologies and related tools.  Compile individual agency assessments for joint analysis and/or coordinate joint assessments.  Identify needs, capacities, gaps and constraints, addressing cross cutting issues.  Carry out joint analysis that supports response planning and prioritisation in short & medium term. | **Assessments reviews**  **Gap analyses**  **MIRA reports** |
| **3. Planning and strategy development** | Strategic planning | Develop shelter strategic plan, based on joint analysis and agreed upon priorities.  Ensure inclusion of synergies with other sectors against strategic objectives and integration of cross cutting issues. Formulate deactivation criteria and transition, hand-over and exit planning. | **Strategic Framework**  **Decision log** |
| Technical coordination | Identify, adapt as required, agree on and share relevant shelter technical standards and guidance.  Provide guidance to agencies from an environmental perspective (re-use, materials, transport, etc).  Liaise with other clusters to ensure there is a complementary approach to technical issues. | **Guidelines** |
| Recovery guidance | Advice the shelter cluster in considering recovery in the relief activities of the shelter response.  Provide necessary guidance on long-term planning, land use and community infrastructure needs.  Liaise with recovery/development initiatives to improve the socioeconomic fabric of communities. |  |
| Resource mobilization | Determine jointly with partners the funding requirement for the sector strategic plan.  Facilitate joint agreement on criteria and prioritisation for the allocation of funds among partners  Coordinate shelter cluster partners’ submission to pooled funds (CAP, CERF, etc.).  Vet cluster proposals for inclusion in appeals to ensure that they meet agreed criteria. | **Shelter sections of appeals**  **Tables, maps, graphs** |
| **Core Function** | **Service** | **Description** | **Deliverables** |
| **4. Advocacy** | Coordinated communications and advocacy | Define joint shelter sector key messages and advocacy priorities (gaps, access, resource, etc.).  Support implementation of a coordinated communication/advocacy campaign on priorities/needs.  Develop and share common communication tools and resources.  Represent the cluster with the media and link local/international journalists with shelter agencies.  Lead initiatives for beneficiary communications. | **Stakeholders mapping**  **Advocacy messages** |
| Government liaison | Represent the cluster with national government and other governments providing support.  Develop relations with all stakeholders to ensure the interests of the sector are represented.  Provide feedback to cluster agencies on government policies, standards, contact information, etc. |  |
| Legal and regulatory issues. | Promote implementation and adherence to existing national policies, guidelines and standards.  Support a harmonized approach to legal & regulatory issues related to housing, land and property.  Provide guidance and advice on disputes (evictions, encroachments, missing title deeds)  Inform cluster agencies on local regulatory framework (building codes, etc.) to be respected. |  |
| **5. Monitoring and reporting** | Performance monitoring | Identify, adapt, agree on and share relevant monitoring tools in accordance with agreed standards.  Consolidate monitoring reports based on information shared by partners in agreed formats.  Define corrective actions to address changes in needs, risks and gaps identified in cluster reports. | **Cluster reviews**  **(lessons learned impact)** |
| **6. Contingency planning / preparedness** | Contingency planning | Identify and share national contingency plans when available.  Identify risks through joint analysis, multi-sector and addressing cross cutting issues if needed.  Facilitate the development of a sector DRR plan, or contribute to a multi-sector plan if any.  Lead contingency planning processes ensuring alignment with local government and other clusters.  Maintain an overview of the stocks and location of shelter materials.  Compile available early warning reports and support preparedness activities of shelter agencies. | **Shelter section of Contingency plan** |
| Exit-strategy | Organize provision of remote support at critical response periods (transition, hand-over, exit).  Support activities that can be carried-out outside of the affected country (websites, analysis, etc.). |  |
| **7. Accountability to affected population** | Community liaison / AAP | Support the establishment of consultative and feedback mechanism with the affected population.  Support the establishment of complaint and grievance committees at community level.  Facilitate the participation of communities in the planning and implementation of the response.  Disseminate with shelter actors the affected population’s needs and capacities.  Communicate to the affected population on the plans of shelter agencies.  Compile feedback provided by communities on the response and identify corrective measures. | **Information leaflets (in local language)** |