

Shelter Cluster Pakistan

ShelterCluster.org

Coordinating Humanitarian Shelter

Shelter Cluster

Terms of Reference

KP/FATA

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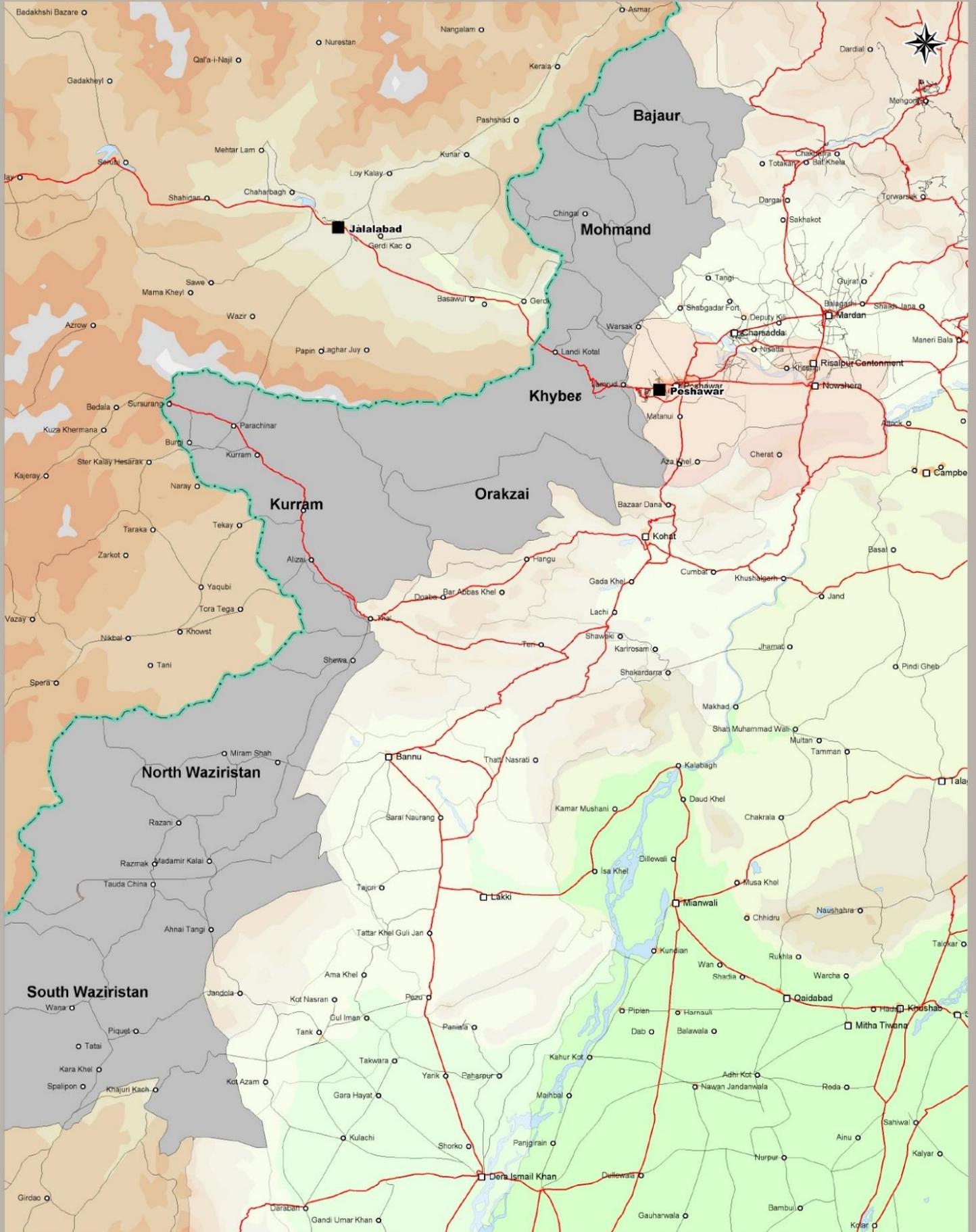
FATA and Khyber Pakhtunkhwa

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The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.



1- Introduction:

a- 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.

In addition to IFRC and UNHCR, partners of the Global Shelter Cluster include: ACTED, Archi-Urgent, Article 25, Care UK, Cart ONG, Christian Aid, CHF, CRS, Danish Refugee Council, DFID, ECHO, Habitat for Humanity International, IMPACT, InterAction, International Rescue Committee, IOM, Medair, NRC, OFDA, Oxfam GB, ProAct, RedR, Relief International, RICS, Save The Children UK, SDC, Shelter Centre, SKAT, UN Habitat, UN OCHA, UNRWA and World Vision International.

Currently there is twenty four active shelter clusters, eleven are led by UNHCR, six by IFRC, four by IOM and others by Habitat for Humanity, NRC and UNICEF

Eight of the current cluster related to the natural disasters, thirteen for conflicts and three for complex emergency*

b- Shelter Cluster Pakistan:

The Shelter Cluster in Pakistan is activated under the leadership of UNHCR and Co-Chair by FDMA for the complex emergency in Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA). Cluster representatives participate in the Humanitarian Regional Team (HRT) as the inter-cluster coordination forum at provincial level. At national level in Pakistan, inter-sector coordination is facilitated through the National Humanitarian Coordination Mechanism (NHCM), where the national shelter sector is represented by IOM.

2- Shelter Cluster Overview:

a- Assistance Policy: In 2015 the direction of the Shelter Cluster is toward targeted assistance for IDPs (IDPs in camps, IDPs within the host community and returnees) focusing on the most vulnerable families who are in need of support. There will be no more blanket assistance provided to IDPs. For each emergency or return there will be a detailed joint assessment conducted by multiple partners, to identify the needs of the most vulnerable or affected families, the information collected by the

assessment will be put in the use of all cluster partners, and could be used for any project which target the emergency, population or returns.

- b- Shelter Cluster Plan: All the Cluster partners need to adopt a common approach toward donors, beneficiaries and the assistance provided.

Shelter Cluster frame work will be based on the Strategic Plan prepared at the end of the year, the frame work could be modified in case of emergency or changing of the situation on the ground and need to be adapted by all partners. The frame work will be used for advocacy, request for support and fund raising.

Shelter Cluster plan will comprise of the following:

- 1- Shelter Cluster Frame work.
- 2- Details plan/ SOP on the type of intervention.
- 3- Details assessment of the situation on the grounds and the most important and essential needs, to follow the policy of targeted assistance.

- c- Maximize the use of the internal/available resources within the cluster: with the limited funds available there is need to maximize the use of the resources available within the cluster including (Funds, Human resources, expertise stocks ...etc) . All the partners should participate and involve in the cluster activities, functions and working groups. Each partner should play an active role and participate with his resources to develop and improve the services provided by the cluster to the beneficiaries.

Working groups will be comprised of the technical experts working with the partners depending on the functions needed technical, evaluation and monitoring.

Training should be provided through the expertise of the partners to share knowledge and experience, other clusters expertise, in addition to the possible support provided from Global Shelter Cluster.

3- Shelter Cluster Structure

In order to share responsibilities and work in a transparent and inclusive manner, the cluster will have the following structure in 2015. This structure will be revised for 2016.

- a- Strategic Advisory Group.
- b- Technical working group.
- c- Support Team: consists of the cluster coordinator, a technical coordinator and an information manager. They provide leadership and coordination services to the cluster.

Other Working Groups could be establish, activate or deactivated according to the operation needs during the year.

Separate ToR will be prepared for each working group

4- Services to be provided by the cluster

- a- Coordination: Main task of the Shelter Cluster will be the coordination with all the partners and stakeholders. This will be done through establishing good working relations with all concerned actors and regular meetings to interact, share information and coordinate the work of the Shelter Cluster.

- Monthly Shelter Cluster Meeting.
- Working Groups meeting according to the needs or according their ToRs.
- Separate meeting with partners according to the operational needs.
- Coordination meeting with donors and invite to attend the Shelter cluster meeting, share with them the minutes and the updated about cluster work.
- Coordination meeting with the government partners.
- Coordination with other clusters.
- Coordination with Global Shelter Cluster for providing technical assistance, cluster tools, training and capacity building for the cluster members.

b- Strategy development, monitoring, evaluation, and funding allocation: A Strategic Advisory Group (SAG) will be created following general IASC guidance¹. Detailed ToR will be agreed and they will include the following:

- Response Strategy development: the strategy will be according to SP developed by Shelter Cluster Partners and shared with OCHA and all relevant actors.
- Monitoring of the implementation of the response strategy according to agreed SOPs and the monitoring framework in SP.
 - i. Project implementation will be monitored by the SAG with involvement of a focal point from the project donor if possible.
 - ii. The SAG will be responsible to put monitoring strategy / SOP to be implemented on all projects.
 - iii. The monitoring SOP will be shared with the partners to make sure that all projects are monitored by the cluster with following the same criteria when applicable.
 - iv. Check the option of involving neutral parties in the monitoring process, like other clusters partners who are not involve in the shelter, donors...etc.
 - v. Monitoring reports/findings will be shared with relevant program for rectification when required.
- Decisions on the allocation of resources to the Cluster
 - i. Evaluate the projects proposed to donors when applicable for endorsement by the cluster in coordination with the donors. This will ensure that funds are provided endorsed and coordinated with the cluster and that the needed project will be funded and implemented without duplication and to the most needed and vulnerable IDPs.
 - ii. Provide the technical review for the projects proposed to the donors to assist in the evaluation process.
 - iii. The SAG will be responsible to put SOP for this activity and the SOP will be shared with donors.

c- Fund raising: Shelter Cluster will work closely with all donors and partners for fundraising to respond to needs of IDPs and fulfill the gaps, through the following steps:

- Shelter Cluster will share the new Terms of Reference with the donors to familiarize them with the KP/FATA shelter cluster.

¹ See page 12 of the IASC Reference Module on Cluster Coordination at the Country Level:

<https://www.sheltercluster.org/sites/default/files/docs/IASC%20coordination%20reference%20module%20%28EN%29.pdf>

- A Shelter Cluster Framework will be prepared showing the main types of interventions foreseen and how to respond to each of them. This document will be shared with donors and will be used as tool for advocacy and fundraising, in addition to other tools which could give all the information needed on the cluster works, needs and gaps.
 - Partners have to work on fundraising: as part of their responsibilities Cluster Partners have a major role to play in fund raising to provide assistance for IDPs, through using all the relevant and applicable channels like the call for proposals send by different donors, approaching the donors directly...etc.
- d- Training and capacity building: Shelter Cluster will work on training and capacity building of the cluster partners, through using different channels, like the available partners expertise, other clusters expertise, Global Shelter Cluster support and the involvement of each partner in the training, in addition to explore the option of the online training for Cluster Partners.
- e- Technical guidance and advice: through the Technical Working Group (TWIG) which will be responsible for providing the technical guidance and advice and use other channels like other operations experience and Global Shelter Cluster Support. Below are example of the activities that the TWIG can support. It should be noted that these activities should be undertaken by all members of the TWIG although there will be support from the Shelter Cluster team:
- Create comprehensive list of all the items that could be distributed, including the standard kits, summer kits, winter kits with specifications and estimated prices
 - Provide list of local materials to be used in shelter, list of NFIs, list of Suppliers, with prices and specifications.
 - Recommendations and technical parameters for transitional or early recovery shelter support appropriate to displacement and return contexts in KP/FATA.
 - Do's and doesn't in Shelter.
 - Call for request for information (RFI) or for expression of interest (EOI) for emergency shelter (tents) design – Which could be used by partners.
 - Call for request for information (RFI) or for expression of interest (EOI) for transitional Shelter design - Which could be used by partners.
 - Call for request for information (RFI) or for expression of interest (EOI) for other type of NFIs not included in the standard kits with estimated prices when possible.
- f- Information Management and reporting: there is major needs to enhance the Shelter Cluster information management, reporting and information sharing, through providing the following information depending on the cluster capacity:
- Contact List of all Shelter Cluster Focal Points: compile a list for all Shelter Cluster Partners.
 - General Reports including 4Ws, Funding tracking sheets and Gap Analysis.
 - Weekly/monthly Reports on the partners projects progress.
 - Monthly/quarterly reports on stock available with partners.
 - Monthly/quarterly reports on the distribution conducted by partners.
 - Frequent Asked Questions related to Shelter Cluster.
 - Visual page or fact sheet which reflect the services provided by cluster and project done by partners.
 - Bulletins for Shelter Cluster activities – Twice a year.

- Cluster website www.sheltercluster.org where all the documents related to Shelter Cluster will be available, maintained and updated on regular basis.
 - Mapping of the partners and projects for Shelter Cluster in KP/FATA.
- g- Shelter Cluster Performance Monitoring: At the end of June an online survey will be prepared and shared with all concerned parties to identify the weaknesses/strong points for the shelter cluster and the areas of improvements. The survey will be shared with partners, donors and governments focal points. Six months later, at the end of the year, another survey will be prepared to measure the improvements made within the six months and the areas which still need improvements.

5- Donors:

- a- Shelter Cluster need to establish the relation with the donors for coordination, information sharing and advocacy for fund raising, and explore all the available channels for fund raising for the cluster.
- b- Partners need to play their roles in establish relation with the donors, apply for the funds opportunities and the cluster will provide all the needed support.
- c- Continuously looking for new/potential donors for the shelter cluster, meeting with them to explain the cluster and the needs and gaps to respond to the urgent needs of IDPs.
- d- Agreed with the donors on the importance of involving the Shelter Cluster before approval of funds or projects.
- e- Invite the donors to attend the Shelter Cluster meeting, share the information related to the Shelter intervention and activities.

6- Staffing:

- a- Cluster Leads: Two staff from cluster leads:
Shelter Cluster Coordinator.
Shelter Cluster Information management & Technical Associate.
- b- The cluster is a joint responsibility of all cluster partners, not only the Cluster Lead Agency. The cluster depends on the staff from each partner to be part of the cluster tasks/functions and working groups. This will help maximize the use of the resources with the limited available funds. The cluster will work better if all cluster partners have active roles in the cluster.

7- List of abbreviations

CHF	Common Humanitarian Funds
CRS	Catholic Relief Services
DFID	Department for International Development
ECHO	European Commission's Humanitarian Aid and Civil Protection department
FATA	Federally Administered Tribal Areas
FDMA	FATA Disaster Management Authority
HRT	Humanitarian Response Team
IASC	Inter-Agency Standing Committee
IDPs	Internal Displaced People
IFRC	International Federation of Red Cross and Red Crescent
IOM	International Organization for Migration
KP	Khyber Pakhtunkhwa
NFIs	Non Food Items
NHCM	National Humanitarian Coordination Mechanism
NRC	Norwegian Refugee Council
OFDA	Office of Foreign Disaster Assistance
RFI	Request for Information
RICS	Royal Institution of Chartered Surveyors
SAG	Strategic Advisory Group
SDC	Swiss Agency for Development & Cooperation
SKAT	Swiss Resource Centre and Consultancies for Development
SOP	Standard Operations Procedures
SP	Strategic Plan
ToR	Terms of Reference
TWIG	Technical Working Group
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs