

Yemen Shelter/NFI - CCCM Cluster Strategy

Status

	Version	Status	Effective date	Next revision
Strategy Status	2017 - 2018	Final	2017 March	Upon SAG and/or cluster request

Shelter Cluster Structure

Response name	L3 Emergency Response / Complex Emergency - Yemen		
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Cluster Members	<p>Key partners:</p> <p>International Agencies: ACF, ACTED, ADRA, Care International, DRC, Handicap International, International Rescue Committee(IRC), INTERSOS, IOM, IRY, Japan Platfom, Mercy Corps, NRC, OXFAM, Qatar Charity, Qatar Red Crescent Society, RI, SC,UAE Red Crescent, UNDP, UNHCR, UNICEF, UNOPS, VHI and ZOA.</p> <p>National Agencies: Abs Organization, Ajyal Association, Al Ekram Foundation, Al Magd for Charitable & Humanitarian Relief, Al Amal Charitable Community for Social Welfare, AlAmal Association, AlAman organization for blind woman care (AOBWC), AlAtif Foundation, Alborak Organization, Alia Foundation, All Girls Foundation for Development, Al-Manal Association For Social Developments (MASD), AlSajeen Association, AlWafa for Yemen Development, Alwijdan for Development and Rehabilitation, Amam Union, Asas for humanitarian advocacy and development, Azm Foundation for Development, Barran Humane Cultural Foundation, Be Human Foundation, Bena Charity Taiz, Best Future Foundation, Better life organization, Build For Development, Bunian Social, Center of International Humanitarian Law and Human Rights, Civil Network for Humanitarian Relief (CNHR), Civil Social Peace Organization, Civil Strengthening network, Coalition Of Humanitarian Relief, Committee of NGOs, CSPO, CSSW, Development & Humanitarian Aid Foundation (DHAid), DPF, Engaz for development, Enhad Foundation for Development, Enmaa Social Foundation, FED, Fikra Foundation, For Human Development, Global Change Makers, HAI, Hand By Hand Foundation, Hope of Life Foundation, Horia Abass AlMoaid Foundation for Development, Human Health Foundation, Humanitarian Forum Yemen, Humanitarian Relief Team (HRT), Humanity Association, International Youth Council-Yemen, JANAAT, Jeel AlYemen Humanitarian Affairs and Development (JOHD), Khadijah Foundation for Development, LANA for Development, Life & Peace Coalition, Life Hope Foundation, LMMPO, Mawadah for development, MEPI Yemen Alumni Organization (MEPI-YAO), Millennium Development Foundation, MOZN Charitable Social and Developmental Foundation, Nahdah Balad for Development, Nassaem AlKhair, National Foundation for Development and Humanitarian Response (NFDHR), NEPA Yemen, NODR,</p>	

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Orphans Development Fundation (ODF), Partners in Relief and Development (PiRD), Peace Foundation for Humanitarian Relief and Development (PFHRD), Peace, justice and development ambassadors (PJDA), Pure Hand for Mankind, Raf development for Foundation, Ramz Foundation, RASD, Rawafed for development and social charitable, Refq Association, Relief and Development Peer Foundation (RDP), Renaissance forum for youth development, Resilient Communities Organization (RCO), Responsiveness for Relief and Development Foundation (RRDF), Rofqa for Human Development, Rwafed Organisation for Research & Development (ROADS), Sama Al-Yemen Foundation, SAWAED Foundation, Sawt ElGad, SDF, Seeds Association, SHS, Social Association for Development (SSD), Tadamon of Sa'ada Youth, Taiz Network for Development, Takaful Social Charitable Association, Tamdeen Youth Foundation, Thaat for development Foundation, The Right to Live Foundation for Cerebral Palsy, Transparency establishment for HR development and studies, Tuhama Outreach Foundation, Wahj AlHayah Foundation, Watani Orgnaization for Development & Human Rights, Wethaq Foundation, Wujoh Foundation, Yanda Foundation, Yemen Blind Care Foundation, Yemen Centre for Transitional Justice (YCTJ), Yemen sphere, Yemeni Association for Volunteers Work, YFCA, YFDR, Youth Foundation for Development and Human Rights, Youth spirit Foundation, and YRCS.

Government Bodies:

Executive Unit, MOPIC, Sa'ada Reconstruction Fund

Observer:

International Committee of the Red Cross (ICRC), Médecins Sans Frontières (MSF)

Relevant Technical Working Groups (TWiGs)

Technical Working Groups (TWiGs): time bound working groups with the objective of harmonizing countrywide standards on specific issues (shelter, NFI kits, HLP etc.).

Recent TWiG members: ACTED, ADRA, CSSW, DRC, IOM, Life Makers Meeting Place Organization, NRC, Qatar Red Crescent, QC, Social Society for Development (SSD), UNHCR, Yemen Foundation For Development and Response, Wahg Al-Hayah Foundation, Wujoh Foundation for Media and Development.

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Situation and Needs

Extremely vulnerable IDP families in Yemen experience degradation of already sub-standard living conditions, overcrowding, lack of prospects of accommodation solutions, eviction threats. If not urgently addressed, some of the consequences for alarmingly large numbers of people are increasing health and psychosocial trauma, harassment, sexual exploitation, stigmatization and forced recruitment.

Displacement context and humanitarian needs:

More than 4.5 million people require assistance with shelter, non-food items (NFIs), or management of collective centres in which they are living. Of these people, 3.9 million are in areas of acute need.

The majority of IDPs (79% or 1,600,000 IDPs) are reportedly housed in private settings¹. Of this population, 998,838 IDPs are living with host families, of whom 40% are living with relatives and 10% are living with non-relatives, while 22% (or 450,000 IDPs) are in rented accommodation and 7% (or 140,000 individuals) were forced to flee to a second home.

- Given that 84% of IDPs have been displaced for more than a year suggests a prolonged burden on those paying rent and the respective host families.
- While the majority of the IDP population resides in hosted or rented arrangements, a sizable segment have had to resort to more precarious shelter options. Twenty one per cent (413,190 IDPs) of those displaced have opted – likely as a last resort – to reside in collective centers (CC) or spontaneous settlements (SS).
- Among this 21% figure, 4% (75,000 individuals) are living in collective centers such as disused schools, health facilities, religious buildings and other vacant public and private buildings, while 17% (340,000 individuals) are residing in spontaneous settlements in rural or urban settings, or in isolated or dispersed settlements. As the TFPM report of August 2016, reported that those located in collective centers represented 19%, this indicates an increase which is expected to continue as new displacement scenarios are likely and responses continue to deplete.

Note that these are considered **the most vulnerable people of those requiring assistance** as they have no means to support a more adequate shelter solution. Additionally, limited to no assistance has reached them since displacement occurred. Their situation is **extremely alarming** and continuing to worsen if a solution is not identified and minimum services continue to not be provided.

¹ As defined by the TFPM categorization.

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	<p>There remains a steady increase in the observed return population likely to continue at the same rate in the next year.</p> <ul style="list-style-type: none"> - The 13th TFPM report has identified an estimated 1,000,000 individuals (175,000 households) who have returned from conflict driven displacement to their location of origin across Yemen across 19 governorates; the majority, 79% (827,166 returnees), have returned to just five governorates; 1. Aden (38% or 397,602 returnees), 2. Amanat Al Asimah (21% or 223,500 returnees), 3. Taizz (8% or 80,000 returnees), 4. Lahj (7% or 70,000 returnees) and 5. Shabwah (5% or 60,000 returnees). <p>The majority of returnees, 84% (935,880 returnees), are residing in their original house of habitual residence. Despite this predominant trend, in Al Hudaydah and Amran, just 29% (or 6210 individuals) and 40% (or 5,952 returnees), respectively of the identified returnee population of these governorates have returned to their original house of habitual residence.</p> <ul style="list-style-type: none"> - In addition to those who have returned to their original house of habitual residence, 8% (or 86,046 returnees) of returnees are living in rented accommodation, with a further 6% (or 66,600 returnees) living with host families and 2% (or 2,769 returnees) returning to a second home. - While the majority of the returnee population residing in their original house of habitual residence and in hosted or rented arrangements, a small population (0.7% or 8,154 returnees) have had to resort to more precarious options seeking shelter in CC or SS within their village or neighborhood of origin. - Ninety five per cent of the returnee population in CC and SS are located in Marib (2,592 individuals) and Hajjah (1,332 individuals). 	
<p>Yemen Humanitarian Response Plan (HRP) Cluster Objectives</p>	<p>Provide life-saving and life-sustaining shelter solutions and Non-Food Items support to the most vulnerable in liveable and dignified settings</p>	<p>Ensure access to basic services for the most vulnerable living in collective centres and spontaneous settlements</p>
	<p>Strengthen accountability towards affected populations through seeking feedback, and addressing concerns about the response</p>	<p>Enhance the capacity of authorities, communities and humanitarian actors in Shelter, NFI and CCCM programs</p>
<p>Strategic Response</p>	<p>The Shelter/NFI/CCCM Cluster strategy for 2017- 2018 envisions a comprehensive, governorate tailored response package targeting the most vulnerable families, designed in a synergetic manner with other clusters, with protection mainstreaming as its core.</p> <p>Compared to the cluster’s response in the previous year, additional needs such as depleted savings and lack of access to financial resources and/or saturation of available housing capacity have further enhanced the need to identify and pursue all viable alternative shelter options for severely large numbers of extremely vulnerable families. The dynamics of the conflict and ever-changing accessible districts have led partners to plan for the identification of contingency measures together with the affected population through CCCM approaches and the need for strategically prepositioning</p>	

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emergency relief items. The cluster also plans to **pilot cross-cutting innovative modalities** such as the use of cash, vouchers and e-transfers, and working through multi-functional mobile teams in areas requiring such approaches. 1 million people have **returned** to their areas of origin as compared to 17,000 last year (Nov, 2015). As these areas are now destroyed, partners plan to support the transition through the design of a **versatile package** containing elements such as the use of vouchers in exchange for emergency shelter or basic relief items; and direct support to families for rehabilitation of damaged houses. Capacity building of national stakeholders will also take the fore-front in 2017, in areas regarding emergency shelter design and accommodation-type tailored CCCM approaches.

Interventions will be further tailored per phase of displacement: emergency response to those newly displacement (less than 6 months), emergency response to those displaced for longer than 6 months and return situations. Technical activity-sets of options are developed through the TWiG.

As the emergency continues and access and resources permits, those **newly displaced** (less than 6 months) will continue to be supported with emergency in-kind assistance. This will be comprised of a diversified targeted Emergency Shelter Kit (Mobile, Basic and Seal-off), NFI support (standard kit plus additional items depending on context). These families in need can be people newly fleeing conflict, undergoing repeated displacement, or in underserved conditions; displaced people at high risk of seasonal climatic threats.

Those **displaced for longer than 6 months**, will be assisted through emergency responses primarily based on cash and voucher modalities. The activities will promote adequate, safe and secure sheltering solutions and dignified access to basic services, focusing on those in critical shelter situations, by establishing transitional shelters (technical specifications to be defined by TWiG), upgrading and repairing sub-standard housing (directly or through grants) and providing phased rental support while, where relevant, establishing community self-management systems, with a view to promoting housing, land and property rights throughout the response. The response will address the need to maintain adequate shelter solutions for the most vulnerable IDPs and public facilities for the host community, ensuring that conditions do not degrade to sub-standard levels or that – due to the lack of support – families are forced to downgrade to inadequate shelter and infrastructure conditions and resorting to negative coping mechanisms.

With regards to **CCCM response** in collective and spontaneous settlements, implementation kick-off is a priority. Due to lack of information, resources and previous access constraints, the situation in such sites resulted in a failure to service those inhabiting these locations. This initiative will be carried out by the Cluster coordinator to inform the HCT through cluster site based data collection. Low estimates place more than 400,000 people currently living in squalid conditions, who now find themselves among the vulnerable among the IDP population.

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Regarding **integrated CCCM approaches** for those primarily living in collective centres and spontaneous sites, as a first stage, site level CCCM data collection exercise will map out these locations and multi-sector needs which will give an exact picture of conditions of people. The outputs will include regular prioritization matrixes among sites per sector/cluster, mapping, dashboards and site profiles to be referred to other clusters for action.

In parallel, to support the authorities, the Collective Centre Guidelines for Yemen is developed with cluster partners and the authorities with the aim of establishing a site management approach relevant for the Yemen context. Recognizing the limitations in terms of public resource, the humanitarian community engaged in the Shelter/CCCM Cluster will support the local authorities directly, through roving management support teams and consistent capacity building exercises. In parallel, the roving teams will connect the humanitarian community through referral systems with site level needs, follow-up on response and ensure site level community engagement (representative community committees in place, communication with communities systems and feedback mechanisms functioning).

Specific issues to be addressed include relocation, recognizing that many collective centres are public buildings (including schools). As camps cannot be set up given the Yemen No-camp Policy, the question will remain as to where people can be moved to considering HLP principles or in finding ways to support them with finding their own shelter solutions, the potential establishment of transitional shelters, and how to integrate the population in to the community. All these aspects are expected to be tackled by the Shelter/CCCM Cluster members and the authorities through CCCM adapted programing and technical methodology additions to the present document.

In collective centres primarily, Shelter/NFI/CCCM partners plan to establish feedback and referral mechanisms, collaboratively with other clusters. The Cluster shall also ensure that IDPs and other conflict-affected populations fully participate in the Cluster activities at all stages of the process: assessments; planning; execution; and evaluation. Both beneficiaries, but also host communities and local authorities shall be included to the extent possible. The Cluster will especially reach out to local authorities and tribal structures on issues related to land tenure and ownership.

Those **returning** to their area of origin will be provided with targeted assistance composed of various modalities and activities such as in-kind assistance for those recently returned, cash and vouchers for NFIs and shelter support, return and rehabilitation grants. The cluster is currently developing a damage assessment in selected locations which will inform and specify further shelter needs. The analysis and urban service mapping will additionally feed into joint initiatives carried out along-side the Early Recovery and Protection Clusters through the CCCM integrated approach contribution of the cluster.



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Overview of Emergency Shelter/NFI CCCM Response

Operational Themes and Interventions

<p>TYPE</p> <p>Recently displaced (for less than 6 months)</p>	<p>Emergency Response (displaced for longer than 6 months and host)</p>	<p>Returnees</p>
<p>In-Kind Distributions: core relief items depending on context + diversified needs based emergency shelter items</p> 	<p>Shelter/NFI Support: shelter and NFI distributions and replenishments through cash and vouchers, rental support, cash for rent, collective centers repairs, transitional centers</p> <p>CCCM approaches: access to services through data collection and integrated responses, needs based comprehensive interventions, mobile management support teams, community mobilization, community self-management+ self-reliance, government training, relocations to transitional sites</p>	<p>Return activity options: shelter repair grants, return kits, rehabilitation</p> 
<p>Strategy: prepositioning rapid response teams warehouse coordination integrated responses focused on enhancing the protection space</p>	<p>Strategy: Move from in-kind to cash and vouchers Integrated responses Access to services for those located in collective centers and spontaneous sites Mobile management support</p>	<p>Strategy: Data collection informs sustainable comprehensive return response</p>

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Provide critical emergency assistance to newly displaced people, extremely vulnerable individuals and returnees through provision of emergency shelter and NFIs			
	INDICATOR	ACTIVITIES	IN NEED
Output	# of newly displaced families in spontaneous settlements or outdoors, whose NFI and shelter needs have been addressed	<ul style="list-style-type: none"> Provision of emergency NFIs (including shelter kits) through in-kind or cash based modalities 	New IDPs, extremely vulnerable individuals
	# of newly displaced families in collective centers (unfinished or public buildings whose NFI and shelter needs have been addressed within 1-6 months of displacement	<ul style="list-style-type: none"> Provision of emergency NFIs and emergency shelter/sealing off materials through in-kind or cash based modalities 	New IDPs, extremely vulnerable individuals
	# of returnee families whose NFI and shelter needs have been addressed	<ul style="list-style-type: none"> Provision of emergency NFIs and emergency shelter/sealing off materials through in-kind or cash based modalities 	Returnees
Assist displaced people and returnees living in critical shelter situations to achieve safe, secure shelter			
Output	% of displaced families living in transitional, safe, secure and habitable shelter, in upgraded or rehabilitated buildings of those previously identified (through the CCCM baseline) as living in sub-standard conditions	<ul style="list-style-type: none"> Establish transitional shelter solutions for those living in sub-standard collective centers (public facilities) spontaneous settlements using durable materials tied to HLP 	IDPs
		<ul style="list-style-type: none"> Upgrade and repair works to sub-standard housing units using durable materials tied to HLP through direct support or grants 	IDPs and returnees
	# of displaced families living in upgraded or rehabilitated safe, secure and habitable rental and hosted settings	<ul style="list-style-type: none"> Phased rental support, housing unit small-scale repairs and rental support, phased assistance to hosting families tied to HLP 	IDPs and returnees
	# of returnee families living in upgraded or rehabilitated safe, secure and habitable abandoned, public or unfinished buildings or their own slightly damaged homes	<ul style="list-style-type: none"> Upgrade and repair works to sub-standard housing units using durable materials tied to HLP through direct support or grants 	IDPs and returnees

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Prevent the most vulnerable of the currently displaced people and the host communities from falling further into degraded living conditions			
Output	# of host community families having access to rehabilitated safe, secure and usable public buildings/facilities	<ul style="list-style-type: none"> • Upgrade and repair works to sub-standard public facilities (previously temporarily inhabited by IDP families) through direct support or grants 	Host community
	# of displaced families living in collective centers whose need for replenishment of NFIs and/or replacement tents/shelter materials has been addressed	<ul style="list-style-type: none"> • Replenishment/replacement of household NFIs and/or shelter/sealing off material 	IDPs
	# of displaced families living in rental or hosted settings who are able to maintain adequate shelter solutions	<ul style="list-style-type: none"> • Continued and phased provision of rental/host-family support, phased assistance to hosting families - HLP 	IDPs
Ensure access to basic services for the most vulnerable living in collective centres and spontaneous settlements			
Output	# of sites covered with baseline assessment and repeatedly monitored	<ul style="list-style-type: none"> • Multi-sector data collection exercises at collective and spontaneous settlement level 	IDPs
	# of multi-sectorial referrals made	<ul style="list-style-type: none"> • Information collected and mapped at community level for gap identification 	IDPs, returnees and host community
	# of displaced families safely transferred to transitional, safe, secure and habitable shelters	<ul style="list-style-type: none"> • Transfers of communities from public facilities and inadequate locations to more sustainable shelters 	IDPs
	# of community self-management committees formed and functional	<ul style="list-style-type: none"> • Representative community self-management committees formed, trained and referral mechanism established through mobile management support teams • Community feedback mechanism established and functional 	IDPs
	# of trainings held with the aim of supporting the authorities to manage collective and spontaneous settlements	<ul style="list-style-type: none"> • Provide partners and authorities with Collective Center (Management) Guideline based training and ToTs including inter-cluster awareness sessions 	

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<p>CBI Modalities</p>	<p>Cash Based Initiatives (CBI): The Cluster encourages the use of alternatives to in-kind programming as a response modality for partners with demonstrated technical capacity and strong knowledge and experience of cash transfer programmes. For the use of cash and voucher assistance, as part of the cross-cluster approach, organisations must prepare a protection risk analysis to ensure that cash can be used for its intended purpose and to mitigate any negative consequences. Partners must also provide information on the functionality of the markets and financial service providers, and demonstrate that cash will be equally accessible to men and women, according to vulnerability criteria established for each cluster and, as relevant, cross-cluster. To the extent possible, modalities will seek to provide the basis for transition to longer-term sustainable shelter solutions.</p> <p>CBI guidance is available from the Cluster Coordination Team and the Cash & Markets Working Group.</p> <p>For further guidance on the appropriateness of CBIs, please see the Shelter Cluster Position Paper: https://sheltercluster.org/sites/default/files/docs/gsc_position_paper_cash_and_markets_in_the_shelter_sector.pdf</p>
<p>Centrality of Protection</p>	<p>Partners will continue to identify potential physical and psychological threats to people accessing services and will act to prevent, minimize, or mitigate these threats. Partners will also pay special attention to individuals and groups who may be particularly vulnerable or have difficulty accessing assistance and services – including female-headed displaced households and minority groups. Partners plan to establish mechanisms for beneficiaries to provide feedback and for cluster partners to address concerns.</p> <p>Protection Mainstreaming Check List for Shelter/NFIs: https://www.sheltercluster.org/sites/default/files/docs/protection_mainstreaming_checklist_esnfi_cluster_by_all_protection_cluster_stuart_brooks.pdf</p> <p>Protection Risks – Collective Centre Coordination & Management: https://emergency.unhcr.org/entry/43086/collective-centre-coordination-and-management</p>
<p>Gender Considerations</p>	<p>Gender analysis will inform all activities, and partners will consider gender equity throughout the response, aiming for equal participation of men and women. Partners will also work to ensure that assessments have female enumerators and will seek participation of affected women and girls. Shelter/CCCM solutions and NFI distributions will take steps to preserve the privacy and safety of women, men, girls and boys. Partners will also work to report on actual access to assistance by both men and women and will provide data disaggregated by sex and age.</p>

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	<p>IASC Gender Handbook – Gender & Shelter: https://www.sheltercluster.org/sites/default/files/docs/IASC%20Gender%20Handbook%20-%20Gender%20and%20shelter%20in%20emergencies.pdf</p>
<p>Constraints</p>	<p>Bureaucratic impediments: include lack of clearance or delays in approving missions or visas for staff and interference with partner selection. Obstruction to humanitarian operations negatively impact people’s ability to survive, particularly in parts of Taizz, Hajjah, Marib, Hudaydah and Sa’ada.</p> <p>Economic Blockade: More needs to be done to ensure that essential commodities reach those in need. In particular fuel and food imports remain insufficient. Ports, notably Al Hudaydah, work at reduced capacity due to damaged infrastructure and fuel shortages. Damaged roads and bridges hamper the transport of imports to market. With depleted savings and overstretched safety nets the purchasing power of the average citizen has decreased considerably. Essential commodities are priced out of the reach of vulnerable Yemenis.</p>
<p>Cluster Key Principles</p>	<p>The following are some key principles guiding the Cluster interventions:</p> <p>i. Safety and dignity: The Cluster shall identify the physical and psychological threats populations can face in accessing services related to shelter and NFI distribution and act to prevent, minimize, or mitigate their negative effects. All interventions need to be carefully considered to avoid them causing harm to the beneficiaries. All projects will be respectful of cultural and religious practices and implemented with the highest regard towards the target populations’ privacy. In collective accommodation, for example, the grouping of related families, well-planned access routes and materials to screen personal and household space can aid the provision of adequate personal privacy and safety. Humanitarian interventions shall be impartial and based solely on a determination of needs of the individuals/households and not on their status as IDPs. The needs of local host communities accommodating IDPs in their homes also need to be factored into the humanitarian response.</p> <p>ii. Participation and empowerment: Participation and consultation; the Cluster shall ensure that IDPs and other conflict-affected populations fully participate in the Cluster activities in all stages of the process: assessments; planning; execution; and evaluation. As to shelter, in accordance with the Sphere standards, the Cluster shall make all efforts to ensure that “All members of each affected household should be involved to the maximum extent possible in determining the type of shelter assistance to be provided. The opinions of those groups or individuals who typically have to spend more time within the covered living space and those with specific accessibility needs should be prioritised.” Both beneficiaries, but also host communities and local authorities shall be included to the extent possible. The Cluster will especially reach out to local authorities and tribal structures on issues related to land tenure and ownership</p>

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iii. **Empowerment:** the Cluster shall work towards the development of self-protection capacities and assist people to obtain the knowledge, resources, and capacities necessary to claim their rights. Shelter projects should seek to develop target populations' skills and build a sense of communal identity and solidarity.

iv. **Meaningful Access:** The Cluster shall arrange for people's access to assistance and services - in proportion to need and without any barriers (e.g. discrimination). The Cluster shall pay special attention to individuals and groups who may be particularly vulnerable or have difficulty accessing assistance and services. For instance, contributions from those not in a position to undertake physical tasks or those requiring specialist technical expertise can include site monitoring and inventory control, the provision of childcare, temporary accommodation or the preparation of food – the approach can guarantee equal inclusion of IDP and host community women in the project implementation, either for a fee or creating a sense of communal and individual ownership.

iv. **Accountability:** The Cluster shall set-up appropriate mechanisms through which affected populations can measure the quality of interventions, and address concerns and complaints. Given the mandate of CCCM, the cluster committed to Yemen 2017 Accountability Framework level 3 of implementation.

v. **Alternative solution to IDP camps:** The HCT has adopted IDPs guiding principles that recommend to pursue as much as is feasible alternatives to camps as there is a risk of large IDP population concentrations of IDPs becoming a target endangering the lives and security of the residents. Experience from previous IDP camps in Yemen and other operations also demonstrate that the existence of IDP camps often evolve into a protracted situation.

Tents distribution for IDPs outside camps: While in principle the Cluster will avoid the distribution of tents outside camps, on an exceptional basis, tents can be distributed to families determined to be most in need on a case-by-case basis. Alternative or complementary measures must also be considered such as the distribution of emergency shelter kits, or the provision of cash assistance in the form of rental subsidies.

vi. **Technical expertise and experience in shelter projects:** Appropriate technical design, construction and management expertise should be applied to ensure that plans and construction meet all technical and regulatory standards and that proposed shelter plans correspond to cultural and religious requirements, offering adequate privacy for female members of the families, and that they are environmentally friendly. Furthermore, where possible, the shelter and a living space design will not be discouraging in terms of possible expansion of the living space, but will, to the contrary, allow the target populations to gradually adapt and expand the existing shelter. Climatic considerations will be made to ensure that living space mitigates harsh climatic conditions.

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Complementarity	Yemen Humanitarian Response Plan; IDP Strategy; Protection Strategy; Guiding Principles on Internal Displacement; SPHERE Standards; Collective Centres Guidelines;
Assessments	CCCM baseline assessment and monitoring; Cluster technical Shelter/NFI assessment including vulnerability identification; Task Force for Population Movement (Protection Cluster) reports; Post distribution monitoring (PDM) reports; OCHA Initial Situation Tool; Secondary data Reviews.
Monitoring and Evaluation	<p>Monitoring of activities will be carried out by individual agencies and in close coordination with the cluster to ensure that they meet project objectives as well as contribute to the overall Cluster objectives. Each project will include indicators and a monitoring plan. The Cluster Coordination team will also organize joint monitoring missions and provide corrective technical and policy guidance as necessary.</p> <p>Monitoring the effectiveness of the Shelter, CCCM and NFIs response will require adequate field presence with the inclusion of all stakeholders to ensure inclusive and equitable distribution, provide guidance and undertake visual inspections of projects. The Cluster established a monthly reporting system to update information on the progress of planned activities, which serves to monitor the Cluster objectives against agreed timelines. It could be activated on a weekly basis depending on the emergency of the situation. The Cluster will continue to undertake post distribution monitoring (PDM) exercises to evaluate the impact of Cluster responses.</p>
Vulnerability Criteria	The Cluster has developed a general vulnerability criteria which is available at http://sheltercluster.org/sites/default/files/docs/shelter_cccm_nfis_cluster_vulnerability_criteria.pdf