

INTER-CLUSTER MATRIX

Responsibilities and Accountabilities between Shelter and CCCM Clusters

Country: The Republic of Yemen

Date: 6 November 2024

Objective

Define the duties and responsibilities of the Shelter and Camp Coordination and Camp Management (CCCM) Clusters at the country level for humanitarian response in areas of potential overlap. This aims to enhance coordination and collaboration between the two clusters specifically in Internally Displaced Persons (IDP) sites.

This matrix serves as a country-specific (Yemen) guide to inform agreements at the field level, tailored to specific contexts and available resources. Based on the identified needs and gaps, the areas of focus and priority should be determined by comparing the demand to the actual limited capacity. This ensures that the required needs are met without any overlaps among the two clusters. In the event of future disputes or lack of clarity, a joint call will be organized with the Global Shelter and CCCM Clusters to clarify any issues and decide.


Clusters response areas

Shelter Cluster		CCCM Cluster	
S1	Settlement and site planning	C1	Community engagement & self-empowerment
S2	Covered living space	C2	Populations' information management
S3	Construction inc. individual shelters and construction works at the settlements level	C3	Services' monitoring & coordination
S4	Individual, general household & shelter support items	C4	Site ¹ maintenance and improvement
The Shelter Cluster is responsible for all hardware-based responses that require technical skills. On the other hand, the CCCM Cluster handles the software components of governance structure management, multi-sector coordination within the IDP sites, and small-scale, non-technical, community-led maintenance work.			

Responsibility

In Yemen, the Shelter cluster is led by UNHCR, and the CCCM Cluster is led by UNHCR with DRC as Co-chair. The clusters coordinate with partners and national authorities to align with minimum humanitarian standards, provided they ensure a level of service that protects and promotes public health, while also offering safe and adequate shelter.

Contacts

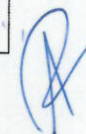
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¹ The term used to describe camp-like settings for planned or unplanned collective centers and settlements.



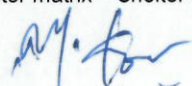

Area of Potential Overlap	Activity	Responsibilities	
		Shelter Cluster	CCCM Cluster
Coordination	Inter-cluster coordination	Ensure strategic and response priorities in IDP sites are complementary and coherent with the CCCM Cluster. Identify overlapping issues and agree on the distribution of tasks and responsibilities.	Ensure strategic and response priorities are complementary and coherent with the Shelter Cluster. Identify overlapping issues and agree on the distribution of tasks and responsibilities in IDP sites.
	Area Based Coordination in IDP sites	Ensure a cohesive and effective response to shelter needs, including those referred by the CCCM Cluster. In displacement-affected areas where the area-based coordination (ABC) is established, ensure consistent engagement with the ABC structure. The Shelter Cluster engages in comprehensive coordination with its stakeholders, including government authorities, humanitarian organizations, and affected communities to plan and implement shelter interventions tailored to the unique needs of each area. When a CCCM partner is managing an IDP site, Shelter Cluster partners ensure that community engagement is coordinated with the CCCM partner and through the existing community structures. The Shelter Cluster has long advocated for a settlements-based approach (also known as an area-based approach) and will continue to promote it for the broader benefit of the humanitarian response. Additional resources can be found here . When urban planning issues emerge and shelter is required, the Shelter Cluster will provide technical site planning support and shelter response where needed.	Responsible for actively engaging a diverse range of CCCM Cluster stakeholders to identify specific needs within sites and ensuring that these needs are referred to the appropriate clusters for targeted interventions. This approach enhances the overall effectiveness and efficiency of the humanitarian response. At the area level where ABC was established to serve a group of IDP sites, the CCCM Cluster ensures the response to IDP sites by providing timely monitoring information. It also leads the coordination of service provision in IDP sites ensuring the involvement and respect for, the specific mandate of each cluster. As such, CCCM leads and engages in comprehensive coordination with multi-sectoral and multidisciplinary stakeholders at the IDP sites, ensuring improved conditions in collective or individual IDP sites through close collaboration with relevant clusters.
Information	Displacement tracking	Coordinate with the CCCM Cluster to receive updates on displacement tracking.	Collect and manage information on displacement within IDP sites, including the establishment and maintenance of inhabitant lists to track arrivals and departures. Share this information with the Inter-Cluster Coordination Group to ensure effective coordination and response.
	Incidents Tracking	Collaborate with the CCCM Cluster to validate shelter-related impacts and coordinate responses to floods, fires, evictions, and other incidents in IDP sites. Additionally, assess shelter-relevant information on incidents in other areas to ensure a comprehensive response.	Monitor the impacts and responses to floods, fires, evictions, and other incidents in IDP sites. Conduct initial assessment and share damage reports from these incidents with the Shelter Cluster. Additionally, provide the Shelter Cluster access to input information in the incident systems.

Area of Potential Overlap	Activity	Responsibilities	
		Shelter Cluster	CCCM Cluster
	Needs assessments	Share the results of shelter-specific needs assessments from IDP sites with the CCCM Cluster to ensure the inclusion of these specific needs.	Share relevant CCCM monitoring data with the Shelter Cluster to initiate shelter-specific assessments and assistance. Identify and refer vulnerable groups in urgent need of Shelter and NFI support.
	Accountability to Affected Population (Community Engagement and Participation)	Engage communities in the planning, design, and implementation and, monitoring, and evaluations of Shelter and NFI programs, in collaboration with CCCM site structures where available, to ensure that these initiatives address their specific needs and priorities, while including all groups. Ensure effective response and follow-up to shelter/NFI-related complaints and feedback mechanisms. Collaborate closely with CCCM to enhance engagement and improve information sharing with affected populations regarding larger-scale construction projects fostering greater ownership and transparency.	Responsible for facilitating two-way communication, which includes informing displaced and local populations about strategic decisions, response plans, and operational developments, while also sharing community feedback and priorities with operational partners. Support community mobilization to ensure meaningful engagement and participation in Shelter and NFI programs. Additionally, share community feedback on Shelter and NFI issues with the Shelter Cluster to ensure appropriate follow-up.
	Advocacy	Develop a joint effective advocacy messaging that addresses specific concerns of the affected communities or operational challenges related to Shelter and NFIs.	Contribute to joint advocacy messages in support of Shelter Cluster efforts and conduct appropriate campaigns.
Site planning Camps and camp-like settings (new and existing sites)	Land availability & Site selection	Assist in negotiations with local authorities for the selection of IDP sites. Lead technical land suitability assessment, ensuring the involvement of Protection, WASH, CCCM, and other relevant clusters and actors. Assess potential IDP sites for appropriateness.	Work with the HLP working group to ensure that land related issues in IDP sites are addressed. Assist in negotiations with local authorities to identify suitable land options jointly with the Shelter Cluster and secure agreements for land use by IDPs.
	Regulatory framework	Assess local regulations and coordinate with the Housing, Land and Property (HLP) Working Group (protection) as needed. Ensure in cooperation with the HLP WG, that HLP rights are secured, and due diligence processes are followed.	Support or coordinate with the HLP working group in addressing disputes in IDP sites.
	Host communities	Ensure support is extended to the most vulnerable host communities, representing up to 30% of the total target for the Shelter and NFI projects.	Support joint efforts with all stakeholders to engage with local communities, fostering peaceful coexistence and mitigating potential conflicts. A target of 15% is foreseen.




Area of Potential Overlap	Activity	Responsibilities	
		Shelter Cluster	CCCM Cluster
	Infrastructure	Responsible for infrastructure planning (access, circulation, landform; flood, and other risk mitigation) as part of site planning. Oversee the implementation of site construction works providing technical support and monitoring.	Responsible for the basic upkeep of common facilities in coordination with other clusters. The communal facilities is referred to in the minimum camp standards.
	Environment	Integrate local resource management (landscape, water, firewood) into site planning, including conducting environmental impact assessments, such as using the NEAT+ tool.	Collect information from displaced and host communities on resource usage and identify potential depletion or misuse. Responsible for ensuring a clean and safe environment in the IDP sites.
	Hazards and risks	Identify potential hazards and risks (e.g., landslides, floods, erosion) in both new and existing sites, and implement mitigation measures in coordination between the Shelter and CCCM clusters. Responsible for ensuring that site planning, shelter design, and installation incorporate fire mitigation measures.	Refer identified hazards and risks (landslides, floods, erosion, etc.) to the Shelter Cluster for technical advice and support of small-scale community-led flood mitigation efforts. Responsible for fire prevention campaigns and fire mitigation activities.
	Maintenance	Define maintenance responsibilities in coordination with the CCCM Cluster (household, community, local authorities), based on factors such as the technical expertise required for works; community or contractors; etc.	Responsible for basic site maintenance that does not require technical expertise (More Information is available in Annex I.). Assess community interactions and advocate for their involvement in maintenance efforts.
Site Design In coordination with local authorities & WASH cluster, Education and Health clusters	Layout and zoning	Lead the site/settlement planning process, including design and layout, in collaboration with the CCCM Cluster and other relevant sectors. Responsible for deploying and supervising site planners.	Inform the Shelter Cluster of any management issues related to the selected site from the CCCM perspective.
	Services	Ensure that basic services infrastructure is included in the site/settlement design.	Assist the site planner(s) in incorporating relevant services into the site design.
	Cultural acceptance	Identify and integrate cultural specificities into the site/settlement design.	Review the site/settlement design to ensure alignment with identified cultural and social behaviors.
	Security	Integrate safety measures into the site/settlement design to address security concerns.	Identify community safety concerns and propose appropriate mitigation measures.
	Risks and safety	Map potential risks, adapt site designs accordingly, and establish disaster risk reduction plans accordingly.	Inform communities of potential risks, assess and propose mitigation measures, encourage community involvement, and support small-scale non-technical community-led risk mitigation efforts.




Area of Potential Overlap	Activity	Responsibilities	
		Shelter Cluster	CCCM Cluster
	Extension	Incorporate potential site/settlement extension based on population statistics and projections provided by the CCCM Cluster.	Estimate the possible influx of new displaced populations and natural population growth within the site/settlement and inform the site design with the Shelter Cluster based on these projections.
Existing Collective Centers & Settlements Including urban or rural settings, host families, and rented accommodation	Site Assessments	Collect Shelter and NFI needs-based data for IDPs in sites to inform response plans. Define Shelter and NFI-related packages and standards and share them with the CCCM Cluster. Support the CCCM Cluster in mapping existing collective centers and spontaneous settlements.	Lead the mapping of existing collective centers and spontaneous settlements. Collect multi-sectoral data on the needs of site residents and the most vulnerable host communities living nearby. Consolidate site-relevant standards shared by the Shelter Cluster.
	Management		Organize and supervise site management. Support distribution of responsibilities (local authorities, communities, local organizations).
	Monitoring	Coordinate the monitoring of Shelter/NFI activities within and outside the sites, compiling reports to inform cluster programming.	Coordinate monitoring activities in IDP sites, compile reports, and share findings at the Inter-Cluster level.
Shelter and CCCM Strategies	Shelter solutions & collaboration with CCCM	Agree on shelter solutions to be included in the strategic framework and response plans. Ensure Shelter Cluster strategies and activities are communicated to the CCCM Cluster to enhance collaboration, complementarity and avoid duplication.	Raise awareness in shelter meetings and forums on CCCM requirements in shelter planning. Ensure that CCCM strategies and activities are communicated to the Shelter Cluster to enhance collaboration, and complementarity, and avoid duplication.
	Cultural practices	Advocate for adapting shelter designs to align with local customs and practices, in collaboration with the CCCM Cluster at a strategic level.	Collaborate with the shelter cluster to integrate cultural specificities into Shelter design for IDP sites.
	Climate mitigation and adaptation	Define specific features to integrate into shelter design to address climate conditions (heat, cold, rain, snow, wind). Advocate for climate risk mitigation through settlements or area-based approaches.	Support communities in preparing for and adapting to climate change impacts by encouraging small-scale, community-led mitigation efforts.



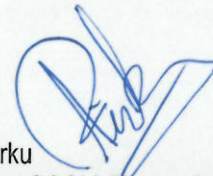
Area of Potential Overlap	Activity	Responsibilities	
		Shelter Cluster	CCCM Cluster
	Materials and construction methods	Lead coordination and provision of Non-Food Items and Shelter materials at the household and site levels, including solar systems and lighting, both in IDP sites (in coordination with CCCM Cluster) and outside sites. Ensure sustainable management of locally available resources and promote traditional construction methods for shelter, site repair, and upgrades.	Support community initiatives and integrated resource management such as community-led projects and community-driven maintenance in coordination with the Shelter Cluster. More Information is available in Annex I.
Site Decommissioning	Site closure	Facilitate the decommissioning of shelter-related facilities, ensuring environmental considerations are addressed in collaboration with the CCCM Cluster.	Ensure community participation in the site decommissioning process, allowing residents to voice their concerns. Define community ownership and the disposal of materials of dismantled shelters.
Durable Solutions	Support	Provide Shelter and NFI assistance in line with the Shelter Cluster strategy to support durable solutions.	Inform durable solutions programming in IDP sites, ensuring community engagement throughout the process. Collaborate with the Shelter Cluster on local integration, relocation and return assistance.

Signed:



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Annex I: Detailed Responsibilities for Specific Programs Agreed Upon Between the Shelter and CCCM Clusters

Area of Potential Overlap	Responsibilities					
	Shelter Cluster			CCCM Cluster		
	Activity	Indicator(s)	Description	Activity	Indicator(s)	Description
Reparation, Maintenance & Upgrade at Site or Shelter Level	Shelter Repair and Upgrade	# of HHS reached with shelter repairs and upgrades in accordance with minimum standards # of HHS received shelter repair kits	<p>The Shelter Cluster focuses primarily on repairing or upgrading IDP shelters to ensure safer and more dignified living conditions. This includes mitigating risks related to both the location of shelters and the shelters themselves. These activities aim to improve privacy, safety, better protection from the elements and space, as well as facilitate access to essential household services while mitigating protection risks. The most vulnerable members of host communities may also be considered, with up to 20% of the project target.</p> <p>Shelter repairs generally involve restoring shelter functionality and safety. Items may include:</p> <ol style="list-style-type: none"> 1. Roofing materials: Corrugated iron sheets, plastic sheeting (tarpaulins), local materials (such as Halfa), and other materials. 2. Structural materials: wooden poles and plates, iron sections, cement blocks, mud, and other materials. 3. Non-structural support: Including lockable doors, windows, partitions, and wheelchair/accessibility ramps. 4. Fastening materials: Nails, screws, rope, and other materials. 5. Flooring materials: Mats, plastic sheeting, concrete, and other materials. 6. Wall materials: Plywood, bricks, mud, local materials (such as Khazaf), corrugated iron sheets, and other materials. 7. Insulation and Waterproofing materials: Foam, thermal sheets, sealants, plastic sheeting, waterproof paint, and other materials. 8. Repair kits: Pre-packaged kits containing essential repair items used in emergencies. <p>Shelter upgrades focus on improving living conditions and shelter durability. In addition to the materials mentioned above, they may include:</p> <ol style="list-style-type: none"> 1. Enhanced roofing materials: Insulated panels, and durable metal sheets. 2. Improved non-structural supports: Including doors, windows, partitions, and fencing. 3. Advanced fastening materials: High-strength bolts. 4. Enhanced flooring solutions: Concrete, and wooden floorboards in addition to raising shelter and leveling the shelter and site. 5. Durable wall materials: Cement blocks. 6. Ventilation and drainage systems: Vents, fans, and proper shelter and site-level drainage. 7. Improved Insulation and weatherproofing: High-quality insulation, and weather-resistant coatings. 8. Energy solutions: Solar panels, fuel-efficient stoves and safe cooking spaces, and lighting systems. <p>The relocation, consolidation, or rearrangement of shelters where and when necessary, remains the responsibility of the Shelter Cluster.</p>	Site Maintenance and Improvement	# of sites maintained or improved	<p>Site maintenance includes the upkeep of site infrastructure, waste management, water and sanitation services, and light maintenance of shelters based on the specific needs² of individual families that is not part of the core Shelter Cluster response and do not require specialized technical or engineering expertise. Examples of interventions that can be implemented by the CCCM Cluster include:</p> <ol style="list-style-type: none"> 1. Minimum maintenance work such as replacing damaged locks, and plastic sheets and repairing windows, partitions, and doors of shelters. This maintenance work at the shelter level will have to be reviewed and approved in coordination with the relevant Shelter Cluster Subnational Coordinator. 2. Maintaining hygiene and preventing health hazards. 3. Firefighting measures and provision of toolkits to ensure safety and prevent fire-related incidents. 4. Supplying simple maintenance materials and tools to enable basic maintenance and upkeep and cash for work for IDPs participating in the maintenance work. 5. Maintaining safe cooking spaces and fire breaks where available. 6. Facilitating site relocation and transportation. 7. Community assembly spaces. <p>Site improvement focuses exclusively on enhancing communal facilities and spaces to improve living conditions. This does not involve direct interventions in individual IDP shelters, but it can include:</p> <ol style="list-style-type: none"> 1. Upgrading communal kitchens and recreational areas. 2. Improving public spaces to create safer and more accessible environments for all site residents, when those works can be done by the community members and do not require intensive planning or support from contractors.
Flood Mitigation Measures at Site or Shelter Level	Support IDP Settlement Planning and Improvement (Incl. flood mitigation measures)	# of HHS in IDP sites improved / provided with flood mitigation solutions	<p>The Shelter Cluster plays a vital role in flood mitigation programs, primarily within IDP settlements. Flood mitigation solutions involve strategies and measures designed to reduce or eliminate the risk and impact of flooding on communities, properties, and infrastructure. The Shelter Cluster directly implements flood mitigation in the following cases:</p> <ol style="list-style-type: none"> 1- When flood mitigation measures are technically complex or require specialized machinery and expertise, which are typically outsourced to contractors. 2- When HLP conditions are permissive. <p>Key responsibilities and activities of the Shelter Cluster:</p> <ul style="list-style-type: none"> - Risk Assessment: Leading the technical assessments in flood-prone IDP sites and recommending appropriate mitigation measures. 			<p>The CCCM Cluster plays a crucial role in supporting small-scale non-technical expertise community-led flood mitigation in coordination with the communities. CCCM Cluster directly implements flood mitigation in the following cases:</p> <ol style="list-style-type: none"> 1- When flood mitigation measures are small-scale, it should be implemented by the community, without requiring technical expertise, extensive planning, or contractors. 2- When HLP conditions are permissive but formal due diligence cannot be achieved, life-saving mitigation measures can still be implemented, on a small scale if not requiring technical expertise, extensive planning, or contractors). <p>. The work could include, but not limited to, the following:</p>

² Not as a standard kit or prepositioning
Inter-cluster matrix – Shelter and CCCM Clusters




Area of Potential Overlap	Responsibilities					
	Shelter Cluster			CCCM Cluster		
	Activity	Indicator(s)	Description	Activity	Indicator(s)	Description
			<ul style="list-style-type: none"> - Planning and Design: Developing comprehensive flood mitigation plans which include adjustments to site layout design, drainage systems, and other infrastructure improvements to mitigate flood risks. This includes the preparation of technical documents for the flood mitigation solutions in term of design, bill of quantity, and drawings. - Community Involvement: Engaging the community in the planning and implementation of flood mitigation measures to ensure that their needs and preferences are considered in coordination with the CCCM Cluster. - Drainage Systems: Installing effective drainage systems to divert water away from living areas and reduce flood risks. - Reinforcement of Existing Structures: Strengthening existing shelters and communal facilities to better withstand flood conditions. - Floodwalls and Levees: Constructing barriers at the shelter or site level, such as sandbagging, gabion walls, and soil embankments to prevent floodwaters from entering the settlement or shelters. - Elevated Structures: Building shelters and communal facilities on raised platforms to protect them from floodwaters. - Other mitigation solutions that require technical or engineering expertise. 			<ul style="list-style-type: none"> - Early Warning Systems: Establishing early warning systems to alert the community about impending floods and ensure timely evacuation if necessary. - Evacuation Plans: Developing and rehearsing evacuation plans to ensure the safety of IDPs during flood events. - Risk Assessment: Participating in detailed assessments to identify mitigation measures in flood-prone displacement sites. - Basic flood mitigation work: Providing sandbags around communal facilities such as community assembly halls, prayer spaces, and children's playgrounds, supporting small-scale community-led flood barriers, and maintaining drainage systems that do not require technical expertise, supervision capacity, or contractors. This work should be coordinated with the Shelter Cluster to ensure that these community-led efforts do not create any risks. Other activities can include implementing cash-for-work programs to engage the community in smaller interventions on water channels to avoid water stagnation and providing maintenance tools. - Awareness Campaigns: Raising awareness within IDP communities about flood risks and mitigation measures through campaigns and training sessions. - Community Involvement: Ensuring that relevant site committees are established and maintained. - Inter-agency Coordination: Ensuring the involvement of relevant sectors in flood mitigation projects led by the Shelter Cluster.
Participation and community engagement			<p>Shelter Cluster initiatives are designed to empower affected communities by directly involving them in the identification, planning, and implementation of Shelter and NFI projects. This may also include partnerships with community-based organizations. The focus is on addressing the unique needs and priorities of each community, ensuring that solutions are both sustainable and culturally appropriate. By tailoring projects to the specific context and aligning them with broader Shelter Cluster strategies, these initiatives foster a sense of ownership and resilience within the community, ultimately leading to more effective and long-lasting outcomes. Where possible, Shelter Cluster partners can also provide technical and material support for CCCM small-scale community-led projects (CLPs).</p> <p>When the Shelter Cluster lacks the necessary financial resources to implement these projects, the cluster lead agency, designated as the provider of last resort, steps in to support and advocate for these needs.</p>			<p>Community-led projects (CLPs) are an empowering form of humanitarian aid that transfers decision-making and ownership of the humanitarian process to the affected communities.</p> <p>The CCCM Cluster plays a crucial role in identifying the community's needs and priorities, ensuring that community members take the lead in implementing projects using their own capacities and resources. CCCM partners contribute directly and seek support from other stakeholders to bring these community projects to fruition. Shelter/NFI-related priorities shall be referred to the Shelter Cluster, which will manage and oversee CLPs focused on shelter/NFI activities</p>
Non-Food Items at Site or Shelter Level	Distribution of Non-Food Items including energy kits	<p># of HHs reached with NFI Kits</p> <p># of HHs provided renewable energy sources (for cooking, lighting, etc.)</p>	<p>The Non-Food Items (NFIs) provided by the Shelter Cluster are essential household goods that play a critical role in supporting the survival and well-being of IDPs, returnees, and host communities. These items are specifically designed to meet basic needs and uphold a minimum standard of living, offering vital relief during emergencies. By addressing these core necessities, NFIs help stabilize affected populations and promote their recovery and resilience.</p> <p>The Shelter Cluster also provides renewable energy sources such as household solar systems, solar street/communal lighting, household solar lamps, and fuel-efficient stoves to ensure that households have access to sustainable cooking and lighting solutions. By incorporating renewable energy, the Shelter Cluster not only meets immediate needs but also promotes environmentally sustainable practices. This comprehensive approach ensures that the assistance provided is both effective and culturally appropriate, improving the overall well-being of the affected communities.</p> <p>Examples of items are reflected in the Shelter Cluster NFI Catalog and distributed according to the Shelter Cluster NFI Guidelines. Where resources to support communal lighting, prioritization is determined in coordination with the CCCM Cluster.</p>			<p>The CCCM Cluster supports the maintenance of lighting of communal facilities following installation by the Shelter Cluster. This maintenance is carried out either directly by CCCM or through pooled contributions from stakeholders, including the community and the Shelter Cluster.</p>

