

# TERMS OF REFERENCE (ToR)

## Shelter/NFI/CCCM Cluster in Yemen

### I. BACKGROUND

Since the start of the conflict in March 2015, close to over 8,500 Yemenis have been killed, more than 47,000 injured and over 2.2 million displaced as at September 2017. The disruption of air services through the Sana'a International Airport and the restriction to the country's Al Hudaydah Sea Port on the west coast, remains a major constraint, and has resulted in a significant reduction in imports of essential food supplies. Social services have almost ceased to function and one quarter of the population has been affected by the irregular or non-payment of civil servant's salaries.

Ordinary Yemenis bear the brunt of the conflict with an estimated 8 million Yemenis having lost their livelihoods or living in communities with minimal to no basic service provision. An estimated 14.8 million people lack access to basic healthcare, including 8.8 million people living in severely under-served areas. Some 4.5 million people lack access to adequate shelter and are living in precarious situations leading to significant protection and health issues. The agricultural sector and fishing industry shrunk by at least 50 per cent while the GDP per capita is estimated to have contracted by 35 per cent since 2015.

The Shelter/NFI Sector has been in existence since 2009, it was merged with the CCCM Sector in mid-February 2010 after which the Shelter/NFI/CCCM Cluster was activated on 5th March 2010 due to the deteriorating conflict situation. The No-IDP camp policy was adopted in 2015 by the Humanitarian Country Team (HCT), meaning that IDPs living in camps and camp like settings were not formally recognized and tents distributions has to be in case by case basis which was derived by previous displacements in Yemen where the conflict was going to be fast, and creating camps triggered a protracted situation. However, since then, the situation has been reversed and the Humanitarian community recognised that the non-recognition of an IDP Hosting Site did not equate to non-assistance of its residents. This led to an enhanced and more visible role for the Shelter/NFI/CCCM Cluster responsible for establishing, managing and leading the response in IDP Hosting Sites. As a result the Shelter/NFI/CCCM Cluster has had to restructure and re-strategize to meet this challenge.

The Shelter/NFI/CCCM Cluster priorities for 2017-2018 are articulated in its Strategy that was developed in April 2017 and is a two year strategy that represents Cluster priorities for the next two years. The strategy can be found at

[http://sheltercluster.org/sites/default/files/docs/2017-2018\\_shelter-cccm\\_cluster\\_strategy\\_-\\_ar.pdf](http://sheltercluster.org/sites/default/files/docs/2017-2018_shelter-cccm_cluster_strategy_-_ar.pdf)

[http://sheltercluster.org/sites/default/files/docs/2017-2018\\_shelter-cccm\\_cluster\\_strategy\\_0.pdf](http://sheltercluster.org/sites/default/files/docs/2017-2018_shelter-cccm_cluster_strategy_0.pdf)

The Shelter/NFI/CCCM Cluster will thus focus on the most vulnerable IDPs residing in IDP Hosting Sites (collective centres, spontaneous settlements), open air, rented houses, with hosting families, returned populations and other affected populations. All the above comes in addition to the engagement on minimum coordination of services in IDP Hosting Sites. The work of the Shelter/NFI/CCCM Cluster members is guided by the principles of neutrality, impartiality, independence and the humanitarian principle of do not harm.

### II. OBJECTIVE

The key objective of the Shelter/NFI/CCCM Cluster is to enhance the coordination and effectiveness of provision of emergency shelter/NFIs and Site Coordination and Management assistance. Specifically, the Shelter/NFI/CCCM Cluster will be responsible to facilitate and guide the following actions:

- **Planning and Strategy development:** The Shelter/NFI/CCCM Cluster will provide guidance through the Cluster Strategy to enhance accountability and effectiveness of the interventions. Drawing from lessons learned and evidence based actions, the cluster response plan will be updated/revised through a consultative approach, according to the changing context in the country and will feed into the wider response strategies. The following tasks will ensure effective and guided action:
  - Promote the use of existing standards, policies and guidelines (e.g., SPHERE, Good Enough Guide).
  - Standardize tools/guidance notes for better planning and implementation of Cluster responses.

- Include cross cutting issues like Housing-Land-Property (HLP), Protection mainstreaming, integrated approaches (WASH) and Environment.
- Ensure both the cultural appropriateness and structural integrity of cluster responses.
- **Coordinating and supporting service delivery:** The Shelter/NFI/CCCM Cluster will establish and maintain effective coordination mechanisms through a platform of information sharing, both at national and Hub level, in close collaboration with government counterparts.
- The Lead and Co-Chair agency and the wider cluster membership will share the tasks and responsibilities at field level and will work through agreed upon ToRs to ensure a standardized methodology of data capturing, data sharing and analysis. The coordination activities will strive to reduce duplication, to address gaps and to ensure that service delivery is driven by the agreed upon strategic priorities:
  - Coordinate joint needs assessments and analysis.
  - Act as focal point for inquiries on emergency response plans and operations
  - Secure commitment of partners to respond to identified and prioritized needs and to fill gaps for emergency response, ensuring an appropriate distribution of responsibilities with clearly defined focal points for specific issues where necessary.
  - Encourage participants to work collectively, ensuring the complementarities of the various stakeholders' actions.
  - Include all humanitarian partners as well as national and local authorities who are able and willing to contribute expertise, knowledge and know-how.
  - Establish effective links with the Sub National Clusters and other relevant thematic working groups.
  - Establish Technical Working Groups (long or short-term) for specific issues.
- **Informing strategic decision-making:** The Shelter/NFI/CCCM Cluster will represent the interests of its members in discussions with the Humanitarian Coordinator (HC) at inter-cluster meetings, and with other stakeholders on the prioritization of cluster issues for humanitarian action and resource mobilization. The Shelter/NFI/CCCM Cluster will provide clear concept-notes and inputs to policy documents to guide decision-making bodies on shelter-related concerns.
- **Advocacy and resource mobilization:** The Shelter/NFI/CCCM Cluster will identify advocacy concerns, including resources requirements, and contribute to broader advocacy initiatives. The Cluster will furthermore advocate for donors to fund participants to carry out priority cluster activities, while at the same time encouraging participants to mobilize resources for their activities through their usual channels. The key advocacy messages will include the following:
  - Promote utilizing of participatory and community-based approaches in the identification of needs, analysis, planning, monitoring and response.
  - Promote the use of local materials and construction techniques that are locally accepted and understood.
  - Increase the understanding of market systems and promote the use of voucher and cash based systems with the development of appropriate SOPs to guide partners' interventions.
  - The Shelter/NFI/CCCM Cluster will review all projects technically for the Yemen Humanitarian Pool Fund and other Emergency Fund allocations through the Shelter/NFI/CCCM Cluster SAG or other members.
- **Monitoring and reporting:** The Shelter/NFI/CCCM Cluster will ensure that adequate monitoring mechanisms are in place to review the impact of the Shelter/NFI/CCCM Cluster member's activities and the progress against implementation plans. The Shelter/NFI/CCCM Cluster will promote joint monitoring and the use of on-line platforms for the benefit of the wider community to track impact, to improve information sharing and to increase learning from successful programs. The Shelter/NFI/CCCM Cluster Coordination Team (CCT) will follow up with partners to provide regular reporting on their responses through the Cluster Standard Reporting Form (SRF) or online platform.
- **Capacity building and emergency preparedness:** The Shelter/NFI/CCCM Cluster will provide leadership in emergency and crisis preparedness by putting in place contingency plans in areas/situations where there is a high risk of recurring disasters/conflicts and where sufficient capacity exists within the Shelter Cluster. The Shelter/NFI/CCCM Cluster will build the capacity of members, partner organizations and authorities through supporting trainings in the standardized tools, site planning, Protection

and Gender mainstreaming, AAP commitments, HLP and other crosscutting issues and through the dissemination of guidance notes, online learning programs, and organizing workshops and training programs by local or global experts.

### III. SCOPE

The Shelter/NFI/CCCM Cluster ensures the implementation of the six core functions as defined by the IASC<sup>1</sup> including accountability towards affected populations. The Shelter/NFI/CCCM Cluster works to strengthen the country-wide preparedness and technical capacity to respond to a humanitarian emergency through improved coordination at national and Sub-National levels.

The Shelter/NFI/CCCM Cluster acknowledges that for the affected population the recovery process starts immediately, households initiating the process of re-building their lives as soon as they can. Consequently, the Shelter/NFI/CCCM Cluster's scope includes all aspects related to achieving the right to adequate housing with a humanitarian focus:

- Settlement planning
- Covered living space
- Construction
- Individual, general household & shelter support items<sup>2</sup>

The Shelter/NFI/CCCM Cluster acknowledges the variety of methods that cluster actors use to provide support in these areas, some of which involve building but many others not. Shelter options vary according to the context, the phase of the response (Emergency, Transitional, and Permanent) protection aspects, climate, and other issues. They are defined in collaboration with local governments and in line with local regulations. Furthermore, the Shelter/NFI/CCCM Cluster acknowledges the invaluable contributions made by national-level stakeholders to response and recovery efforts and declare their commitment to actively include those stakeholders in the work of the Cluster at national level.

Whilst the Shelter/NFI/CCCM Cluster's responsibilities range from supporting emergency, transitional and longer-term shelter, the concept of "provider of last resort"<sup>3</sup> will only apply to meeting emergency needs and not to the provision of longer term shelter or housing or longer term settlement planning.

The Shelter/NFI/CCCM Cluster acknowledges the need to ensure a comprehensive and integrated response and the essential role of shelter to ensure protection and early recovery. Thus the Shelter/NFI/CCCM Cluster works closely with the other clusters and OCHA to ensure inter-cluster coordination, in particular with Protection, WASH, Education and Early Recovery. In the same perspective, contingency planning, preparedness and Disaster Risk Reduction (DRR) are integral parts of the cluster scope to mitigate future disasters.

To comply with its role and responsibilities the Shelter/NFI/CCCM Cluster not only organizes coordination meetings but also develops strategies, plans, and takes decisions that are captured and recorded in different documents:

- Strategic framework
- Response plan
- Technical guidelines
- Assessments and reviews
- 3W matrices and gap analyses
- Factsheets, website updates

| Core Function                  | Service                 | Scope  | Deliverables                      |
|--------------------------------|-------------------------|--|-----------------------------------|
| 1. Supporting service delivery | Coordination management | Coordination mechanism (Hubs, TWiG, YHPF BC).<br>Inter-cluster, HCT, OCHA, Government. | Minutes, ToR<br>Cluster org chart |

<sup>1</sup> IASC Reference Module for Cluster Coordination at the Country Level (2012)

<sup>2</sup> As defined in The Sphere Project, chapter: Minimum standards in shelter, settlement and non-food items (<http://www.spherehandbook.org/>)

<sup>3</sup> As per the agreed IASC definition of the Provider of Last Resort

|   |  |  |  |
|---|--|--|--|
|   | Information management                 | Data collection, processing and analysis.<br>Development of IM products that supports planning and decision making in the Cluster.<br>Dissemination of information.<br>Liaison with OCHA and other clusters. | 5W matrixes<br>Website update<br>Factsheets<br>Other IM databases and products |
|   | Integration                            | Participation of national actors.<br>Interaction with the private sector.  |  |
| 2. Informing HC/HCT strategic decision-making | Coordinated assessments                | Common/joint assessment.<br>Needs, capacities, gaps, progress, impact<br>Review of response plans.   | Assessment reports<br>IST reports<br>Gap analyses                              |
| 3. Planning and strategy development          | Strategic planning                     | Shelter/NFI/CCCM needs priorities and response.<br>Overall strategic objectives (HCT, Government)<br>Cross-cutting issues, Recovery, hand-over, deactivation and exit  | Strategic Framework<br>Decision log  |
|   | Technical coordination                 | Technical standards, guidance and liaison with other clusters  | Technical Guidelines   |
|   | Resource mobilization                  | Funding requirement for the sector response plan.<br>Criteria and for fund allocation.<br>Submissions to pooled funds (YHPF, CERF, etc.).  | Cluster sections of appeals<br>tables, maps, graphs                            |
| 4. Advocacy                                   | Coordinated communication and advocacy | Sector key messages and advocacy priorities.<br>Communication/advocacy campaigns, liaison with stakeholders<br>Beneficiary & communities communications.   | Stakeholders mapping<br>Advocacy worksheet<br>Advocacy messages                |
|   | Legal and regulatory issues.           | National policies, guidelines and standards.<br>Legal & regulatory issues related to HLP, building codes, etc.   |  |
| 5. Monitoring and reporting                   | Performance monitoring                 | Supervision, monitoring and evaluation.<br>Corrective actions to address changes.  | Cluster reviews<br>(lessons learned, impact)                                   |
| 6. Contingency planning / preparedness        | Contingency planning                   | Contingency plans (national, sector).<br>Risk mapping and analysis, DRR  | Cluster section of Contingency plan  |
|   | Exit-strategy                          | Remote support, transition, hand-over, exit.   |  |
| 7. Accountability to affected population      | Community liaison                      | Feedback from and to the affected population.<br>Complaint and grievance committees.<br>Participation of communities in the response.  | Information leaflets<br>(in Arabic language)                                   |

## IV. STRUCTURE OF THE SHELTER/NFI/CCCM CLUSTER

**Strategic Advisory Group:** Comprises 10 key Cluster Partners (Cluster Coordinator, Cluster Co-Chair, 2 UN, 3 NNGOs and 3 INGOs), exists to ensure effective provision of shelter, NFIs and IDP Hosting Sites management support to affected populations in need. The SAG guides the larger Shelter/NFI/CCCM Cluster membership with policy decisions, strategic direction, coordination mechanisms and other technical topics. The Shelter/NFI/CCCM Cluster is a forum for all actors to discuss and agree on issues related to Shelter, NFIs and IDP Hosting Site (CCCM) support. It is supported by a Senior National Shelter/NFI/CCCM Cluster Coordinator and Deputy National Shelter/NFI/CCCM Cluster Coordinator and an Information Management Focal point who supports the Cluster members in developing necessary Shelter/NFI/CCCM actions in Yemen.

**National Cluster Coordination Team:** Senior National Shelter/NFI CCCM Cluster Coordinator, Deputy National Shelter/NFI/CCCM Cluster Coordinator, Cluster National Co-Chair, Information Management Associate. According to magnitude of crisis or context other experts can join the team (assessment, recovery, etc.).

**Cluster Partners:** NGOs active in Shelter/NFIs (national and international), representatives of dedicated governmental bodies and local authorities, UN and National and International Non-Governmental Organizations, Donors, beneficiary community representatives. The Cluster has over 150 members who participate in Cluster meeting with some 30% are regularly and actively participating.

**Cluster Lead:** UNHCR

**Cluster Co-Chair:** IOM

**Sub-national Cluster or Hub:** Sub-National coordination body integrating stakeholders active in the hubs. The National Shelter/NFI/CCCM Cluster is based in Sana'a and has Sub-National Shelter/NFI/CCCM Cluster in Aden, Al Hudadah, Sa'adah, Sana'a, Ibb and Taizz with regular meetings.

**Technical Working Groups (TWG):** Selected Partners of the Cluster appointed to work on specific technical issues and produce guidelines and recommendations. Standby TWiG was established to be referred to in very urgent issues.

**Gender Focal Points (GFP):** Two Shelter/NFI/CCCM Cluster Partners (1 Sana'a and 1 Aden) appointed to guide the Cluster in the technical aspects of AAP Protection and Gender integration and provide recommendations to the cluster accordingly.

**Cash for Shelter Focal Points:** Two Shelter/NFI/CCCM Cluster Partners (1 Sana'a and 1 Aden) appointed to guide the Cluster in the technical aspects of Cash for Shelter programming and provide recommendations to the cluster accordingly.

## V. RESPONSIBILITIES

Each Shelter/NFI/CCCM Cluster Partner will undertake its work in line with relevant international standards and the standards that will be agreed upon by the Shelter/NFI/CCCM Cluster. The Cluster is accountable to the Humanitarian Coordinator for facilitating a process at the cluster level aimed at ensuring the following:

- **Inclusion of key Humanitarian Partners:** Ensure inclusion of key humanitarian partners for the Shelter/NFI/CCCM Cluster, respecting their respective mandates and program priorities.
- **Establishment and maintenance of appropriate humanitarian coordination mechanisms:**
  - Ensure appropriate coordination with all humanitarian Partners including national and international NGOs, the International Red Cross/Red Crescent Movement, UN Agencies, IOM and other international organizations, through the establishment/maintenance of appropriate cluster coordination mechanisms, including working groups at the national and, if necessary, Sub National Shelter/NFI/CCCM Cluster level;
  - Secure commitments from humanitarian partners in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities within the Shelter/NFI/CCCM Cluster, with clearly defined focal points for specific issues where necessary;
  - Ensure the complementarity of different humanitarian actors' actions;
  - Promote emergency response actions while at the same time considering the need for early recovery planning as well as prevention and risk reduction concerns;



- Ensure effective linkages with other Clusters like Protection, WASH, EERC;
- Ensure that Cluster coordination mechanisms are adapted over time to reflect the capacities of local actors and the engagement of development partners;
- Represent the interests of the Shelter/NFI/CCCM Cluster in discussions with the Humanitarian Coordinator and other stakeholders on prioritization, resource mobilization and advocacy;
- **Coordination with national/local authorities, State institutions, local civil society and other relevant actors:**
  - Ensure that humanitarian responses build on local capacities;
  - Ensure appropriate links with national and local authorities, State institutions, local civil society and other relevant actors (e.g. Executive Unit for IDPs and other relevant ministries lines) and ensure appropriate coordination and information exchange with them.
  - Identify and engage with non-traditional donors and the private sector to build relationships and collaborate for the benefit of the displaced populations
- **Participatory and community-based approaches:** Ensure utilization of participatory and community based approaches in Shelter/NFI/CCCM Cluster needs assessments, analysis, planning, monitoring and response.
- **Attention to priority cross-cutting issues:** Ensure integration of agreed priority cross-cutting issues in cluster needs assessments, analysis, planning, monitoring and response (e.g., age, diversity, environment, gender, HIV/AIDS and human rights);
  - Contribute to the development of appropriate strategies to address these issues;
  - Ensure gender sensitive programming and promote gender equality;
  - Ensure that the needs, contributions and capacities of women and girls as well as men and boys are addressed;
  - Ensure that the Shelter/NFI/CCCM Cluster agrees on and develops a work plan for the systematic integration of Protection, AAP commitments and Gender in its work
- **Needs assessment and analysis:** Ensure effective and coherent Shelter/NFI/CCCM Cluster needs assessment and analysis, involving all relevant Partners
- **Emergency preparedness:** Ensure adequate contingency planning and preparedness for new emergencies;
- **Planning and strategy development:** Ensure predictable action within the Shelter/NFI/CCCM Cluster for the following:
  - Identification of gaps;
  - Developing/updating agreed response strategies and action plans for the Shelter/NFI/CCCM Cluster and ensuring that these are adequately reflected in overall country strategies, such as the Yemen Humanitarian Response Plan (YHRP);
  - Drawing lessons learned from past activities and revising strategies accordingly;
  - Developing an exit, or transition, strategy for the Shelter/NFI/CCCM Cluster.
- **Application of standards:**
  - Ensure that Shelter/NFI/CCCM Cluster participants are aware of relevant policy guidelines, technical standards and relevant commitments that the Government has undertaken under international human rights law;
  - Ensure that responses are in line with existing policy guidance, technical standards, and relevant Government human rights legal obligations such as the Yemen National IDPs Policy.
- **Monitoring and reporting:**
  - Ensure adequate monitoring mechanisms are in place to review the impact of the Shelter/NFI/CCCM Cluster working groups and progress against implementation plans;
  - Ensure adequate reporting and effective information sharing (with OCHA support), with due regard for age and sex disaggregation.



- **Advocacy and resource mobilization:**
  - Identify core advocacy concerns, including resource requirements, and contribute key messages to broader advocacy initiatives of the HC and other actors;
  - Advocate for donors to fund humanitarian actors to carry out priority activities for the Shelter/CCCM/NFIs Cluster, while at the same time encouraging cluster participants to mobilize resources for their activities through their usual channels.
- **Training and capacity building:**
  - Promote/support training of staff and capacity building of humanitarian Partners;
  - Support efforts to strengthen the capacity of the national authorities and civil society.
  - Support Partners in designing and implementing capacity building initiatives for beneficiaries to impart the skills they need to control and manage their lives
- **Provision of assistance or services as a last resort:** As agreed by the IASC Principals, Cluster leads are responsible for acting as the first port of call and provider of last resort (subject to access, security and availability of funding) to meet agreed priority needs and will be supported by the HC and the ERC in their resource mobilization efforts in this regard.

## VI. PARTICIPATION AND MEMBERSHIP

The Shelter/NFI/CCCM Cluster is open to all interested UN Agencies, National, International NGOs, Red Cross and Red Crescent Societies involved in improving the living conditions of IDPs and other affected population. Representatives of local and national authorities and other stakeholders, such as donors can participate in Shelter/NFI/CCCM Cluster meetings. In general, the Cluster membership depends on the level of engagement.

Active membership in the cluster requires:

- 1) Partner has a dedicated and functional Office in the country through which they are engaged in implementing Shelter/NFI/CCCM projects
- 2) Partner has been implementing Shelter/NFI/CCCM projects either directly or as an Implementing Partner of another organization for a defined period during the year
- 3) Regular participation at the National and the Sub-National Clusters/hubs or working group meetings. Partners shall ensure their participation in the Sub-National Clusters coordination in the locations in which they are implementing Shelter/NFI/CCCM projects
- 4) Mandatory completion of the Cluster Standard Reporting Form (SRF)/ 5Ws when requested by the Cluster team. The regularity of reporting is based on the activities implemented by the Partner and as defined by the Shelter/NFI/CCCM Cluster.
- 5) Share responsibility for Shelter/NFI/CCCM Cluster activities, including assessing needs, developing plans, policies, evaluations and guidelines.
- 6) Partner should have a Shelter/NFI/CCCM Focal point in country (or at least in the process of recruiting one and planning to be in country) not necessarily dedicated who is able to provide strategic and technical input in Shelter/NFI/CCCM Cluster discussions
- 7) Respect and adhere to agreed principles, policies, priorities, and standards.

When the situation and/or technology allows, the National Shelter/NFI/CCCM Cluster team including the Shelter/NFI/CCCM Cluster Coordinator will participate in the Sub-National Cluster meetings and the Sub-National Cluster focal points will participate in the National Shelter/NFI/CCCM Cluster or TWiG meetings at least twice a year either remotely or in person.

The Shelter/NFI/CCCM Cluster members who participate in the development of the Yemen Humanitarian Response Plan (YHRP) are expected to be proactive Partners in assessing needs, developing strategies and plans for the sector, and implementing agreed priority activities. Provisions should also be made in Cluster for those humanitarian actors who may wish to participate as observers, government (legitimate or de facto) authority mainly for information-sharing purposes.

## VII. FREQUENCY OF MEETINGS

The Shelter/NFI/CCCM Cluster at the National level agreed to meeting on a monthly basis (every second Sunday). The Cluster-Lead will call for *ad-hoc* meetings when necessary. The meetings will be held in English and Arabic languages simultaneously.

The Sub-National Clusters in AlHudaydah, Aden and Sana'a are meeting on monthly basis while Sa'ada, Ibb and Taizz do not have regular meetings yet as they have been recently activated.

## VIII. AGENDA AND ACTION POINTS

The Shelter/NFI/CCCM Cluster Coordination Team (CCT) will arrange the general Shelter/NFI/CCCM Cluster meetings at the National level. A draft agenda will be circulated to cluster members at least 5 working days before the meeting. Active cluster partners would be requested to comment on the meeting agenda. Draft minutes will be circulated at most 48 hours after the meeting.

At the general cluster meeting, updates from the National TWiGs will be a standing agenda item. They will highlight issues that require discussion and actions by the Cluster. The Shelter/NFI/CCCM Cluster Coordination Team is responsible for arranging the Shelter/NFI/CCCM Cluster meetings. Final Minutes from the Shelter/NFI/CCCM Cluster meeting (in English and Arabic) will be shared with the Cluster Membership through the Shelter/NFI/CCCM Cluster website.

Prior to wider circulation, sensitive information will be redacted to ensure confidentiality. Action Points from Shelter/NFI/CCCM Sub-National Shelter Clusters or TWiGs that require action by the National Cluster must be sent to the CCT, which in turn, will table the action point for discussion at the next National Shelter/NFI/CCCM Cluster/TWiG meetings. The National Shelter/NFI/CCCM Cluster Coordinator will communicate feedback and decisions reached by the Cluster. Meetings by the Cluster and TWiGs at the National level will be arranged by the Cluster-Lead and will follow the process outlined above.

## IX. AMENDMENTS TO THE TERMS OF REFERENCE

The Terms of Reference will be periodically reviewed, particularly if there is a change in the situation on the ground or in the structure or activities of the Shelter/NFI/CCCM Cluster.