

Shelter/ NFI/ CCCM National Strategy – 2025

I. Background and Context

In recent years, Myanmar has experienced escalating challenges due to a combination of economic instability, intensifying conflict, natural disasters, and the erosion of human rights. This deteriorating situation has forced a growing number of people to flee their homes, often seeking shelter in neighboring communities or in remote locations such as jungles and forests with limited access to humanitarian assistance. The Shelter/NFI/CCCM Cluster, led by UNHCR, comprises 56 partners and aims to expand its network by identifying additional partners nationwide specially encouraging the local partners and Civil Society Organizations. This effort will enhance coordination and ensure a more comprehensive response to the needs of affected populations. Coordination will be achieved through sub-national Clusters, and area-based approaches to avoid duplication of services while addressing critical gaps. Further four Technical Working Groups (TWG) are established in all the regions to provide technical support to the cluster to develop the required technical guidance and technical documents.

In 2025, the Cluster aims to assist 2,500,000 individuals with Shelter, NFI, and CCCM interventions. Cluster members, including organizations and entities active in these sectors, are committed to carrying out their responsibilities in alignment with Cluster goals.

The Cluster prioritizes an adaptive coordination structure at national, sub-national, and area levels to address the dynamic context and maximize efficiency. The strategy emphasizes a localization approach, supporting local organizations and civil society groups to actively participate in Cluster mechanisms. Regular coordination meetings will be held in Yangon or virtually, and ad hoc meetings will be convened as needed facilitating with translations to encourage participation of local partners.

A Strategic Advisory Group (SAG) was established to provide strategic guidance, develop recommendations, and make critical decisions regarding the Shelter/NFI/CCCM Cluster response. After an election process, DRC, KMSS, IRC, IOM, SHALOM, SOLIDARITY, NRC and UNHCR were selected to form the SAG and support strategic alignment with the Cluster's goals.

II. Aim and objectives

The Cluster strategy will be based on coordination, evidence-based response, capacity and advocacy and aims to provide guidance to Shelter/ NFI/ CCCM Cluster members and stakeholders within a framework of Humanitarian and Protection Principles to support displacement and conflict affected population. Consequently, this will allow partners to develop their own strategies according to their respective mandates and capacities within an overarching, common framework.

The strategy will focus first on facilitating the implementation of life-saving activities to internally displaced persons, returnees, non-displaced stateless persons and crisis affected people. Secondly, the strategy will focus on supporting displaced people to achieve shelter durable solutions considering the voluntarily return, in safety and with dignity, to their homes or places of habitual residence, or to resettle voluntarily in another part of the country , or to locally integrate.

Within this strategy the Cluster seeks to contribute protection such as child protection, GBV risk mitigation, PSEA through understanding of AGD to IDPs, returnees, stateless and other vulnerable crisis-affected populations through the provision of safe, appropriate shelter and essential NFIs. The Cluster's priorities will be updated in close coordination with relevant stakeholders as the situation evolves and more information becomes available.

In the same line, in terms of CCCM, the Cluster addresses the current and newly identified needs by reinforcing camp management and coordination structures based on monitoring and community-based approach through mechanisms at the national and sub-national levels specially capacitating the localization approach encouraging CSOs to join the cluster approach.

The implementation of the Cluster's response strategy will take a people-centered approach by mobilizing displaced families living on such sites as well as host communities to strengthen self-organization, community cohesion, adequate shelter solutions and NFI service provision. Based on the community approach, it will support the formation of inclusive and representative community committees.

III. Overall objective

To improve the living conditions of displaced and crisis-affected populations by ensuring access to adequate shelter solutions, essential NFIs, and CCCM support for sites hosting IDPs. The strategy aims to guarantee equitable access to services and assistance for all individuals in need, while promoting meaningful participation of displaced and host communities in decision-making, activity monitoring, and fostering accountability to those served.

IV. Specific objectives

Objective 1: To assist affected people with emergency, temporary shelter, and emergency NFI that enhances protection, lifesaving, dignity, and privacy while promoting environmentally friendly solutions, as well as increase the capacity to mitigate potential disasters

Objective 2: To assist affected people with transitional, semi-permanent shelter support and replenishment of NFIs to enhance protection, dignity, safety, and privacy while promoting environmentally friendly solutions.

Objective 3: Strengthening settlement monitoring, service coordination and maintenance of camp infrastructure in line with humanitarian life-saving support.

Objective 4: Strengthening the capacity of camp management actors, communities, and service providers at camp level and stakeholders on camp management and coordination, and protection mainstreaming.

Objective 5: Strengthening the community-based projects to ensure the community participation activities at settlements level.

Objective 6: Cluster coordination and information management are strengthened at all levels.

V. Target population

- IDP
- Returnees
- Resettled/ local integrated
- Stateless
- Another vulnerable crisis affected

VI. Key interventions

To achieve the Cluster's specific objectives, the following key interventions will be carried out:

- **Development of capacity development strategy** (Shelter, risk mitigation and site improvements, CCCM, IM, advocacy, etc)
- **Development of Shelter and NFI emergency response** including natural disasters (monsoon, cyclones, floods) and human hazards (fire)
- **Coordination the provision of emergency shelter and NFI solutions** (technical components)
- **Development and guidance provision of transitional shelter solutions, including on HLP due diligence process where necessary and in coordination with other clusters as relevant** (technical components)
- **Technical support on the specification of material procurement Shelter durable solutions through the provision of equitable shelter and NFI support aiming an appropriate platform for recovery. Durable shelter, improvement of shelter design, increase advocacy and process for tenure security)**
- **Advocacy for additional land allocation for existing, overcrowded camps in order to meet international minimum standards**
- **Coordination of the services at sub-national level and areas of coordination:** Access to basic services will be facilitated by CCCM/ Site focal point actors at the site level and in surrounding areas through further improvement of the area-based approach.
- Identify, assess and monitor service gaps provision reported by Cluster partners following the existing levels of coordination
- Development of contingency plans for spontaneous arrivals, unplanned returns, camp closure, and other possible events that will affect the site, such as cyclones, floods, fire and other hazards including conflict zones.

- **Development of guidance on care and maintenance of sites' infrastructure, while ensuring the involvement of the affected population in work schemes such as cash for work.**
- **Development of information management products such as population size and movements, and service provision based on site-level data collection: Implementation of Cluster coordination performance monitoring with the participation of all Cluster partners.**
- **Development of Cluster evaluations** to measure the impact and coverage of the partners' interventions to inform strategies for improving the Cluster's outcomes.
- **Systematic and meaningful engagement and guidance on the participation of site inhabitants in all stages of the response:** The establishment of a two-way communication system which will include feedback and complaint mechanisms (FCM)
- **Development of monitoring and evaluation documents based on the information provided by the Cluster's partners.** (*Description of the monitoring and evaluation process criteria and indicators to be used and describe the expected impact, achievement and outcome of the shelter/NFI/CCCM strategy*)
- **Capacity building on partners and the Community** through training, workshops collaboration with other actors.
- **Provide emergency Support for the new displacement sites** (including collective centers, Monasteries)
- **Prepositioning of emergency kits** to provide immediate response providing shelter and NFIs assistance.

VII. Response Strategy and Operational Priorities

The strategy will take into consideration all phases of the life cycle of sites (from planning/setup, care and maintenance, and camp closure). This strategy will ensure that Shelter/ NFI and CCCM activities best support the populations as well as the response of the service providers.

Under the coordination with OCHA to develop cross-sectoral assessments to ensure adequacy of the sites to become IDP hosting sites and joint advocacy on these issues. In the same line, to consider the HLP response (including relocation, advocacy for the ability to provide basic service delivery etc.) Work in close coordination with other Clusters to develop joint information products; concerted efforts to mitigate protection risks specific to the living conditions in informal settlements; holistic implementation of infrastructure projects; and joint analysis of the conditions in areas of origin and the support of voluntary return based on age, gender, and specific needs of persons with impairments and disabilities.

The Cluster will work closely with the Protection, Health, WASH and other Clusters and Working Groups to address the dire conditions in which displaced families live by ensuring that the sites are safer, more habitable, and better organized. This multi-Cluster approach aims to promote complementarity and potential synergies with the Cluster.

The Cluster will lead the development of Information management products such as:

- National Cluster dashboard
- Development of factsheet(s) to enhance the visibility of the Cluster nationwide
- Development of quarterly basis report nationwide (needs, analysis, challenges, and gaps) including number of people reached through different activities (Shelter/ NFIs/ CCCM)
- Situation reports
- Contact list
- Site and Shelter typology
- Maps
- Assessment information
- 4W and 5W forms
- Development of quantitative information based on people supported through CCCM, shelter and NFI against what was appealed for, and fund received through HRP or other funds.
- Camp closure and forced return monitoring tool
- Public information materials

VIII. Key principles guiding Cluster interventions:

- Humanitarian Principles: Humanity, Neutrality, Impartiality, no discrimination, and operational independence.
- Protection mainstreaming Principles: Mainstreaming of protection and prevention activities can require additional time to implement but should be started as soon as possible
- Age, gender, diversity approach
- Gender equality: Women, men, girls, boys, elderly, and persons with a disability and/or impairment often experience crises very differently due to their different roles
- Camp management actors' work must ensure that the camp/camp-like setting population has access to assistance and services and that responses and site infrastructures are tailored to the specific needs of all groups based on participation and inclusion.
- Accountability to Affected Populations (AAP): A central aim of Shelter/ NFI CCCM Cluster is to enable affected populations to play an active role in the decision-making processes, access to information about services and access to feedback and complain mechanisms through community participation activities at site level.

IX. Monitoring and Evaluation of the Strategy

The Cluster will continue to monitor its partners' activities based on a set of agreed indicators and through regular reporting in the Cluster's database, as well as through direct monitoring of the Shelter/ NFI/ CCCM activities (through Sub national Clusters, field visits, cluster trainings, feedback from communities).

X. Communications and Advocacy

Through its advocacy efforts, the Cluster will:

- Ensure the protection of affected population and that they have access to essential services and facilities;
- Target evidence-identified gaps and barriers to cluster partners' operations, including humanitarian access;
- Advocate for increased site coverage, partner presence and increased coordination.
- Advocate for more fundings to the Cluster to receive pooled funding through Humanitarian Response Plan, Myanmar Humanitarian Funds, CERF, etc;
- The Cluster is working to establish an information management system at national level, with recurrent information and operational updates regularly shared with partners and published on the CCCM website and the operational data portal at sub-national level. Under the coordination of OCHA, the Cluster will develop regular and *ad hoc* assessments, monitoring tools and produce high-quality maps and analysis, including Cluster partners mapping.

The Cluster, through its Information Management products, will disseminate information and analysis to all relevant stakeholders and the wider public to mobilize support, including financial ones, for the activities its partners' conduct.

This communication will give value and visibility to Cluster partners' activities, as broader audiences will be familiarized with Shelter/ NFI/ CCCM activities and challenges in Myanmar, through facts and figures, human-interest stories, infographics, and multimedia products. In the same way, the development of a capacity building strategy for shelter and CCCM

XI. Annexes

- ToR of SAG
- Cluster Indicators