CCCM Cluster Ukraine – strategic framework

Background and identified needs – as of March 17th

After the start of the military offensive of the Russian Federation against Ukraine, massive displacement has taken place within the country, mainly from regions bordering the Russian federation towards central and western regions of Ukraine.

Due to the growing numbers of IDPs, multiple communal settings have been established as transit or collective sites in both private and public buildings such as schools, kindergartens, churches, gyms, dormitories of educational institutions, houses of culture, concert halls etc. Most of the centers were insufficiently prepared as people arrived spontaneously and conditions are not always meeting recognized standards. According to the requests received by humanitarian organizations and local authorities since February 24, there is lack of hot meals, hygiene items, toilets and showers, sleeping arrangements (blankets, pillows), mother and baby corners, and health posts. As a mid- and long-term solution, the Ukrainian government is looking at the establishment of collective centers in the currently unused premises that could be refurbished and equipped with the support of humanitarian organizations. With the volume of internal displacement and geographic distribution, it is expected that in addition to thousands of smaller transition centers, dozens of large collective centers will be established, as they have been established in western regions of Ukraine (from south to north: Ivano-Frankivsk, Chernivtsi, Ternopil, Zakarpattia, Lviv and Volyn).

Coordination of partners, information on communal settings and the vulnerable condition of people requires that the CCCM Cluster urgently addresses the management of sites to ensure the ability to effectively support the authorities[1] in accommodating people in communal settings and meet the increased requests of NGOs and UN agencies for better coordinated approach in respect of protection and assistance of IDPs in communal settings.

Cluster overall goal and objectives

The overall objective of the CCCM Cluster in Ukraine is to **ensure a coordinated multi-sectoral response** for the protection of internally displaced people **residing in communal settings**, improving their quality of life and dignity during displacement, while **advocating for transitional and durable solutions**. The Cluster will work on ensuring that **needs of communities** (displaced and hosting alike) are at the **center of the response**, while minimum **CCCM[2] and SPHERE[3] standards are met**, and local capacity is developed.

The Cluster will try to achieve this overarching goal through the following specific objectives:

Specific objectives

- Effective Coordination:

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[1] At national level: Ministry of Regional Development, Ministry of Strategic Industries, Ministry of Social Policy (on services) and of course Ministry of Reintegration; at regional level: oblast administrations and humanitarian teams; at local level: mainly city councils.
[2] https://cccmcluster.org/resources/minimum-standards-camp-management
[3] https://spherestandards.org/

- o Maintain an effective and inclusive coordination mechanism for actors and stakeholders working in CCCM including state structures at the central, regional, and local levels[4], humanitarian actors, civil societies, and donors to support or complement their efforts in effective coordination of communal settings for IDPs;
  - o Provide leadership and strategic direction in the assessment and prioritization of project proposals and common funding criteria for inclusion in Consolidated Appeals, Flash Appeals, CERF and ERF requests and other inter-agency funding appeals;
  - o Set a programmatic framework with CCCM partners based on the needs to ensure standardization of activities and so that all IDPs receive services of the same quality in any region/location in the country;
  - o Promote a multi-sectorial area-based approach to CCCM, that factors in the complexities of urban setting and focuses on both response and preparedness.
- Build Localized Capacities
  - o Build capacities of CCCM actors and stakeholders involved in managing collective/transit centers, based on identified knowledge and skills gaps including on standards of service provision in communal settings for IDPs.
- Predictable and Standardized Response
  - o Support the establishment of consolidated and standardized approaches to the communal settings profiles and Information Management;
  - o Facilitate use of common standards and tools among cluster partners. Promote awareness of and adherence to relevant Standards, policy guidelines, codes of conduct and examples of good practices, including by ensuring their translation into Ukrainian;
  - o Ensure that all Cluster members apply in their work age-gender-diversity approach, work on prevention of SEA and implement accountability to affected populations policies.
- Information Sharing and communication
  - o Facilitate adequate reporting and information sharing within the cluster and with other clusters to ensure timely identification of gaps and prevention of duplication of efforts. Facilitate undertaking of monitoring activities to ensure the quality-of-service provision is in place and necessary adjustments to operations are made.
- Cross-Sectorial and Mainstreaming
  - o Ensure effective coordination with other clusters, including through preparing and sharing regular updates on CCCM including with other clusters;
  - o Ensure that prevention and mitigation of GBV and other protection risks are mainstreamed within the response plan and operational implementation.
- Lead on and design appropriation transition strategies to ensure continuity between humanitarian response, recovery, and development phases. Advocate with the government that any interim housing solutions in the form of communal settings are accompanied by elaboration and implementation of durable solutions strategies.

Deliverables of the Cluster

Cluster will ensure that the following are produced:

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[4] See footnote above.

- **4W reports** – weekly at the emergency stage, with frequency reducing to monthly when situation stabilizes
- E**nhance technical CCCM capacity** of local actors and stakeholders to implement CCCM activities including area-based approaches, including trainings on Minimum Standards, humanitarian principles in CCCM, and protection mainstreaming (including GBV risk mitigation). This should be done through basic introduction trainings and TOTs where possible based on develop contextualized guidance documents.
- **Develop IM tools** to facilitate partners' reporting, consolidate site-level assessments, site profiling and services monitoring through a joint information management system; develop IM products to report to partners, clusters, and other stakeholders for an informed decision-making
- Produce and update **advocacy messages** as the need arises and promote their unified application by partners
- Strengthen **operational CCCM coordination** at national, regional and local levels, including area-based approaches
- Participate in **Inter-Cluster coordination mechanisms**; in particular, coordinate with other clusters and working groups to ensure defined roles and responsibilities for service delivery in communal settings
- Form **technical working groups** and ad hoc thematic task forces as needed

Type and modality of CCCM programming

The CCCM Cluster will facilitate application by cluster partners of the following elements for their programmatic activities:

- Monitor engagement of CCCM partners with displaced and host communities at all stages of establishment and functioning of a communal setting, including the establishment of **Communication with Communities (CwC)** mechanisms, maintenance by partners of the feedback and complaint mechanisms (FCM), and dissemination of information;
- Design and setup of the appropriate **CCCM implementation methodology for urban and collective center displacement**, drawing on relevant technical frameworks such as Area Based CCCM programming and UDOC approaches;
- Supporting the authorities in charge of the communal settings in their **care and maintenance** including Cash for Work (CfW), and community projects that will involve and benefit the surrounding communities;
- Facilitate **application of the Minimum standards** in CCCM, Sphere Standards, INEE as well as other technical areas such as health, WASH, education to ensure that dignity of IDPs is upheld and they have full access to exercise of their rights in the same manner as other citizens of Ukraine;
- Based on the previous experience with displacement in Ukraine, the Cluster will ensure that **HLP is integrated** into the workplans of CCCM Cluster partners, and work with authorities at all levels of the Ukraine government to ensure durable solutions are found for displaced populations, and that any medium-longer term issues are foreseen and addressed.

Structure, coordination mechanisms

The CCCM Cluster in Ukraine is led by UNHCR and headed by Cluster coordination team, formed by a national coordination team, a subnational which locations will depend on coordination hubs established by the HCT and possibly area-based coordination in locations with high concentration of communal settings hosting IDPs.

The government counterparts of the Cluster are those involved in accommodating IDPs in communal settings, including at national level Ministry of Regional Development, Ministry of Strategic Industries, Ministry of Social Policy (on services) and of course Ministry of Reintegration; at regional level oblast administrations and humanitarian teams; at local level mainly city councils. The Cluster will also strengthen collaboration with local authorities, NGOs, host communities and civil society organizations to ensure their inclusion in the response.

A Strategic Advisory Group (SAG) will be formed to serve as a forum at national level to provide strategic guidance, recommendations and take key strategic decision making concerning the CCCM Cluster response at national level. In consultation with all partners, this group is appointed by the Cluster coordination team which includes key decision-making partners. A separate ToR will be developed for the SAG.

Coordination functions are performed through regular meetings (weekly at the emergency phase) with all Cluster members. In order to ensure proper coordination at local level, Cluster Coordinator may decide on convening field coordination meetings.

Cluster members may decide on the need to establish task forces and working groups to address certain issues related to technical guidance, contingency planning, strategy elaboration, adapting of guidance to the national context, etc. A representative of the Cluster shall participate in external working groups that discuss and decide on cross-cutting issues, such as Accountability to Affected Populations (AAP); Housing, Land and Property (HLP) Technical Working Group at the Protection Cluster; OCHA Task Force on the Prevention of Sexual Exploitation and Abuse; Age and Disability Working Group etc.

Membership

Cluster membership entails the following commitments:

• Regular attendance and active participation in Cluster meetings;

• Monthly reporting in the Cluster's reporting platforms in case of direct implementation of CCCM programming;

• Adherence to agreed guidance, principles, policies, priorities, standards and cluster strategy (including the Principles of Partnership and the Protection Principles contained in the Humanitarian Charter);

• Participation and engagement in CCCM Cluster response planning and implementation, including relevant task forces and operational working groups, according to area of expertise, mandate and operation.

Organizations interested to be CCCM Cluster members can subscribe to its mailing list:

http://eepurl.com/hWCo_9