

CCCM Cluster Ukraine Preparedness for evacuations and new displacement April 2024

CCCM partners in Ukraine are committed to ensuring a robust preparedness for scale-up in response to the evolving context of the war and impacts on displacement dynamics. In line with the CCCM Cluster's objectives under the 2024 Humanitarian Needs and Response Plan (HNRP), the CCCM Cluster will, in cases of new waves of displacement and/or organized evacuations, **support relevant authorities and site managers to ensure safe and dignified living conditions in collective sites, transit centres and other temporary accommodation for internally displaced persons (IDPs), and coordinate with humanitarian partners to address needs and gaps.**

During 2023, collective sites in Western and Central oblasts saw mostly static populations, with residents in situations of long-term displacement. While sporadic displacement and small-scale evacuations from the Eastern frontline areas were noted, the numbers of new IDPs in these oblasts was far smaller and more manageable as compared to the months immediately following the full-scale invasion in early 2022. Furthermore, while collective sites in the East and South also hosted long-term populations, these frontline and war-affected oblasts also saw comparatively more movement in-and-out of collective sites.

In the first quarter of 2024, state administrations of the frontline and border oblasts announced a range of evacuations, including mandatory evacuations for families with children., resulting in small-scale movements within affected oblasts, as well as toward Western and Central areas. The latter has mainly been through 'evacuation trains' organized between oblasts, but also ad hoc self-evacuation. Organized evacuations have also been initiated in support of people with limited mobility living near border and frontline areas.

As spring 2024 approaches, humanitarian actors are preparing for a possible increase in the number of newly displaced people, especially linked to mandatory evacuation orders and organized 'evacuation trains', but also resulting from other developments in the conflict (scenarios defined at the interagency level). In addition to participation in interagency preparedness in the Inter-Cluster Coordination Group (ICCG) and the Inter-Cluster Working Groups (ICWG) the CCCM Cluster is putting in place sector-specific measures for a timely and effective response in the event of increased internal displacement and demand for accommodation in collective sites.

The guidance, preparedness and response measures in this plan reflect the roles and responsibilities of the CCCM Cluster coordinators and partners. The plan is being shared widely among stakeholders to support transparency and predictability of the CCCM response efforts. This national-level plan is designed to be adaptable to evolving situations across the country (not tied to one scenario) and can form the basis of more detailed region-specific response plans if needed.

Guiding principles

- **Government leadership:** CCCM Cluster and partners work in support of the Government of Ukraine, including oblast and hromada authorities, who hold primary responsibility for supporting displaced populations and who take the lead when preparing for and responding to emergencies. CCCM Cluster and partners therefore must **consult closely with government stakeholders on planning, needs and gaps**, to ensure a well-coordinated CCCM intervention that is efficient in meeting needs and effective in complementing the work of government.
- **Legislation on collective sites:** CCCM partners are working to support authorities in implementing Resolution 930, adopted by the Cabinet of Ministers in September 2023. The legislation includes procedures for site legalization and closure, minimum standards for management and maintenance of sites, provisions protecting IDPs from forced evictions, regulations on payments for stay and compensation for utilities, and procedures for monitoring and maintaining a list of collective sites by authorities. As work on the implementation continues and acknowledging that it may not be immediately possible to meet standards in cases of new displacement (especially large-scale movements), it remains important that **preparedness and response efforts supported by CCCM partners continue to be guided by these basic principles and minimum standards**, and that humanitarian partners continue to support authorities and site managers in working towards meeting minimum standards set out in the legislation.
- **Prioritize 'official' collective sites:** Collective sites registered on the lists compiled by oblasts, and published by the Ministry of Reintegration, are considered 'official' sites that must comply with Resolution 930, including offering greater protections against eviction and required minimum standards for living conditions. For this reason, and in keeping with the objective of supporting government in implementing Resolution 930, the Cluster advises that **'official' sites be prioritized where possible for hosting newly displaced IDPs**. In cases where 'official' sites are not available, or do not meet the needs or scale of newly displaced people, then non-official sites, particularly sites where humanitarian partners are already operating, would be utilized as part of the scaled-up response. In these cases, the CCCM Cluster advises that steps be taken to advocate for, or support the process of, having that site added to the official list as a way of better protecting residents in the medium-term.
- **Prioritize existing collective sites:** Financial support for the humanitarian response in Ukraine is decreasing, as compared to 2022 and 2023. This includes resources for CCCM and other sectoral interventions in collective sites. To ensure responsible and effective use of humanitarian funds and maximize the impact of funds already spent in collective sites, the CCCM Cluster strongly advises that **vacant spaces in existing collective sites be considered and utilized before new collective sites are opened**. CCCM Cluster coordinators will advocate on this point with relevant authorities, and CCCM partners are encouraged to reinforce this messaging in their interactions with stakeholders.
- **Collective sites as a last resort:** Collective sites are for temporary accommodation of displaced people in need. They are not a sustainable accommodation solution since they are generally not located in official housing stock and are not intended to support long-term stays. In line with 'solutions from the start' principles, **more appropriate and sustainable accommodation options should be considered** for IDPs (e.g., rental market initiatives, hosting arrangements, etc.) before they are placed in collective sites. If IDPs must be placed in collective sites as an initial solution

upon arrival in a host community, efforts should be made to support with more appropriate mid- and long-term accommodation as soon as possible to avoid protracted stays.

- **Centrality of protection:** Cluster and partners are committed to ensure protection is at the centre of the CCCM response, including by **ensuring that the response remains principled, avoids doing harm, and serves the most vulnerable and in need.** In collective sites, where high numbers of vulnerable people are hosted (people with disabilities and chronic illness, as well as older people and women-headed households) this means ensuring measures are in place through collective site management systems to meet their needs and reduce protection risks and other harm. This includes meaningful steps to support Accountability to Affected Populations (AAP) and Protection from Sexual Exploitation and Abuse (PSEA), proactive measures for GBV risk mitigation, scale-up in disability-accessible infrastructure, and due consideration for physical safety such as safe distance from the border and frontlines and access to bomb shelters.
- **Coordinated efforts:** CCCM partners are operating in hundreds of collective sites across Ukraine. An overview of this presence is available in the Cluster 5W Dashboard, as well as the OPSMAP platform, to support a coordinated effort. The CCCM Cluster strongly advises that **partners interested in supporting newly displaced and evacuated people in collective sites first consult these Cluster tools** ([available on the Cluster website](#)) and communicate with the partner(s) present in the sites and with CCCM Cluster sub-national coordinators, to avoid overlapping efforts and maximize impact of available resources. To strengthen this process, partners are requested to ensure timely reporting of plans and activities in the modules of the ActivityInfo platform.

Preparedness actions

Action	Description	Responsible
Participate in government coordination	<p>The CCCM Cluster will maintain regular and active participation in national and sub-national government coordination mechanisms to which humanitarian actors are invited. This aims to strengthen relations, resolve issues, and support information-exchange for monitoring and timely response.</p> <p>At national level this includes regular and thematic meetings of the Coordination Center on the Rights of IDPs, chaired by the Ministry for Reintegration of Temporarily Occupies Territories with participation of oblast-level authorities and humanitarian community.</p> <p>At sub-national level this includes thematic meetings of the Coordination Centers for Civilian Support at oblast level, as well as General Coordination Meetings (GCM) co-chaired by Oblast and OCHA.</p>	CCCM Cluster coordinators (national and sub-national)
Engagement with ICCG / ICWG	The CCCM Cluster will maintain regular and active engagement with OCHA and other clusters via the ICCG and ICWG mechanisms at national and sub-national level, respectively. Remain up to date on interagency preparedness processes, scenario and risk analysis, and participate in organized inter-cluster assessment missions to priority affected locations.	CCCM Cluster coordinators (national and sub-national)
Situation monitoring	The CCCM Cluster will monitor for new developments and changes in context through active engagement in the above coordination mechanisms, as well as bilateral engagement with Ministries at national level and oblast administration at sub-national level and monitoring public announcements by authorities including on designated websites.	CCCM Cluster coordinators (national and sub-national), and CCCM partners

	<p>CCCM partners, in view of their on-the-ground presence and expertise, are encouraged to flag critical developments or significant changes in context with the CCCM Cluster coordinators.</p>	
<p>Information exchange between Cluster and partners</p>	<p>The CCCM Cluster will ensure contact and mailing lists for partners and key stakeholders are updated. Partners are advised to ensure that CCCM staff and focal points are subscribed to the Cluster mailing lists at national and sub-national level as appropriate.</p> <p>The CCCM Cluster will share information timely with partners at national and sub-national level regarding developments that may require a response scale-up, and proactively connect bilaterally where needed.</p> <p>CCCM partners, being present in the field and in regular contact with local authorities, are requested to share relevant information about new displacement with the CCCM Cluster focal points at national or sub-national level for appropriate and timely coordination and follow-up.</p>	<p>CCCM Cluster coordinators (national and sub-national), and CCCM partners</p>
<p>Resource mobilization / fundraising</p>	<p>The CCCM Cluster will support partners' resource mobilization and fundraising efforts in line with the 2024 HNRP, which has calculated CCCM targets to include about 40,000 new arrivals in collective sites. If displacement projections from government or new planning scenarios adopted at the ICCG / HCT level exceed this level, then resource mobilization targets should be adjusted accordingly.</p> <p>CCCM partners are encouraged to conduct their own resource mobilization initiatives, and request support from the Cluster where needed. Partners are also requested to report received funding into the UN Financial Tracking System to support a better understanding of available resources in the response.</p>	<p>CCCM Cluster national coordination and IM, sub-national coordinators, and CCCM partners</p>
<p>Updating Collective Site Master List</p>	<p>The CCCM Cluster will complete an update and validation process of the Collective Site Master List, in collaboration with REACH via the Collective Site Monitoring (CSM) process, and in consultation with partners operating at the field level. This will ensure that only the most accurate and up-to-date information is included on the Master List, to more effectively identify available spaces in collective sites, and advise on the conditions and potential needs in sites.</p> <p>The CCCM Cluster will track site conditions against minimum standards, including the availability of space in disability-accessible sites.</p> <p>The CCCM Cluster will input relevant information about collective sites for leaflets and other outreach products for IDPs being prepared by government and the Protection Cluster.</p>	<p>CCCM Cluster coordinators (national and sub-national), REACH, and CCCM partners</p>
<p>Roll-out Cluster referral and escalation tool</p>	<p>The CCCM Cluster will lead the roll-out of the new referral and escalation tool, to be utilized when needs in collective sites, transit centres and other temporary accommodation cannot be addressed through partners' own referral processes, and when additional support is needed from the Cluster coordinators to mobilize CCCM or inter-sectoral interventions. The tool aims at ensuring a structured and accountable follow-up on these needs and gaps. The roll-out will include awareness-raising and training on the tool for CCCM partner and coordinators from other clusters.</p> <p>CCCM partners are requested to ensure participation in briefing / training on the referral and escalation tool, so that all field staff understand and can confidently utilize the tool when needed.</p>	<p>CCCM Cluster national coordination and IM, sub-national coordinators, and CCCM partners</p>

Capacity building	<p>The CCCM Cluster and IOM, as co-chairs of the Capacity Development Working Group (CDWG) will finalize the contextualized induction training package and roll out both induction and training of trainers (ToT) in Q2 of 2024.</p> <p>CCCM partners are requested to ensure new staff are thoroughly informed on CCCM standards, processes, and responsibilities, and are familiar with the Cluster’s objectives and activities under the 2024 HNRP. CCCM partners are also encouraged to identify staff for participation in the induction and ToT trainings.</p>	CDWG Co-Chairs and CCCM partners.
Partner capacity mapping	<p>CCCM partners are requested to submit timely inputs to the Planning and Reporting modules in ActivityInfo, in line with guidance from the CCCM Cluster IM team. This will ensure national-level overview of planned and actual partner presence and activity coverage.</p> <p>CCCM sub-national hubs will regularly update capacity mapping of multi-sectoral partners at the field level to identify scale-up capacity, which will facilitate referrals for collective sites and transit centres in case of a need for response scale-up.</p>	CCCM partners, CCCM Cluster IM team, CCCM Cluster sub-national coordinators
Stakeholder and process mapping by oblast	<p>CCCM sub-national hubs will map out for each oblast the process by which evacuations are supported and newly displaced IDPs and evacuees are allocated to collective sites. This includes specific focal points and contacts at various levels of government involved in the process, as well as other civil society actors and volunteer groups. Since processes differ between oblasts, this will facilitate more predictable engagement and the most appropriate and impactful approach in the event of new displacement or announced evacuations, including organized ‘evacuation trains’.</p>	CCCM sub-national coordinators

Response actions (Standard Operating Procedure)

Based on information received through situation monitoring – via national or sub-national coordination, bilateral channels, government websites, etc. – the **CCCM Cluster sub-national coordinators will initiate the following actions, working closely with partners**, to ensure timely and appropriate response at the field level.

Note that the response will comprise standard CCCM activities as outlined in the HNRP, and therefore activities are not described here. Please refer to the 2024 HNRP and activity matrix for details.

1. **Confirm details with authorities:**
 - Directly contact government focal points in the affected oblasts, per the oblast-specific mapping. **Confirm details on the scale and urgency** of response required, including 1) timing, 2) anticipated number of people affected, 3) transit centers that will be utilized, and 4) collective sites expected to host new arrivals.
 - For organized evacuations, information on 5) destinations (receiving oblast / hromada), 6) routes and 7) means of transport should be confirmed with relevant authorities in those locations.
 - If necessary, **support authorities in identifying sites** with hosting capacity and appropriate standards according to the updated Master List and including specific analysis on available space in disability-accessible sites. Advocate in line with Guiding Principles (above).

2. **Inform and consult stakeholders:**
 - **Keep CCCM partners informed** about information received on the situation via the updated mailing lists, and through meetings or briefings.
 - **Consult partners on-the-ground**, whose presence provides the most up-to-date and context-specific information. Where appropriate, utilize dedicated channels such as WhatsApp / Signal groups, etc. for an efficient information exchange within a smaller group of stakeholders.
 - **Provided updated information** on collective sites, including data on disability-accessible sites, to information products (i.e., leaflets) provided to affected IDPs.
 - **Communicate back with OCHA** and other clusters via interagency channels.
3. **Assess needs and gaps:**
 - Based on identified transit and collective sites, initiate / coordinate **assessment of needs in the designated or affected locations**. On-site assessment by a CCCM partner already operating in the site or nearby location is preferred, with participation of a Cluster coordinator if appropriate or possible. In line with AAP commitments, whenever possible, affected IDPs and host community should be consulted during the assessments.
 - Where on-site assessment is not immediately possible due to timing or logistics, indicative estimates of needs may be gathered by 1) the latest CSM and Master List data, 2) recent partner assessment or monitoring data, 3) phone consultation with the site manager, 4) lists of needs provided by authorities. In these cases, **ensure due diligence by in-person assessment as soon as possible** to validate the estimated needs.
 - CCCM partners and/or Cluster coordinators should participate in joint or **inter-cluster assessment missions** where the opportunity exists.
4. **Coordinate and refer / escalate needs and gaps:**
 - Based on assessed needs, **determine if additional response capacity is needed**, or if the needs can be met by partners already operating in the site(s). Reference the partner mapping as needed.
 - If a CCCM partner is operational in the site but is not able to meet the CCCM or inter-sectoral needs either directly or through their internal referral mechanisms, then the Cluster **referral and escalation tool** should be used. This flags critical needs or gaps to the CCCM Cluster sub-national coordinators for wider follow-up to identify additional capacity and support.
 - **Follow-up on referral and partner identification** according to the procedures of the referral and escalation tool. Notify the National Cluster if additional support, including bilateral outreach is needed.
5. **Additional reporting and fundraising** (if applicable):
 - Depending on the scale of the new displacement, **additional reporting requirements** may be introduced (e.g. OCHA flash updates). Cluster coordinators will ensure to meet deadlines, both at sub-national and national level, as required ensuring as much detail and accuracy as possible. Ad hoc inputs may be requested from partners to highlight the needs, gaps and achievements of the response in real-time. Cluster-specific updates and reports may also be issued, depending on the scale of the response, to highlight critical needs, gaps and funding requirements (see below).
 - If the scale of need goes beyond what is available within existing resources or presents a significant departure from the planned 2024 HNRP response (note that the 2024 HNRP

calculated people targeted based on about 40,000 new arrivals to collective sites), then **additional fundraising efforts may be needed**. This will be coordinated at Kyiv level, through the national CCCM Cluster, based on inputs from sub-national coordinators and partners. In addition to efforts coordinated through the Cluster, partners will be encouraged to carry out their own fundraising efforts, for which support from the Cluster will be provided if requested.

6. **Monitoring, lessons learned and course correction:**

- Engage closely with CCCM and inter-sectoral partners as the response is rolled out, for **early identification of challenges or gaps requiring Cluster support**.
- Promote active engagement with affected IDPs, site managers, authorities and other stakeholders to **understand challenges and evolving needs** from diverse perspectives. Support partners to adjust approaches or assistance based on the feedback received, to **ensure accountability and quality** in the response.
- Circumstances may develop that are not considered under this plan / SOP, or needs may be identified for which there is not a standard activity under the HNRP. Therefore, this document, as well as other Cluster guidance and planning, should be updated when appropriate to ensure the most effective response.

