

CCCM Cluster Strategy - Ukraine



1. Key information

Country	Ukraine
Cluster Lead Agency	UNHCR
Co-Coordinator	TBC
Strategic Advisory Group (SAG) - Agencies	ACTED, IOM, NRC, Right to Protection, Rokada, UNHCR
Technical Working Groups (TWG) - Agencies	Capacity Development Working Group – CCCM Cluster + IOM
	Site Closure and Consolidation Working Group – CCCM Cluster + IOM
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2. Context, risks, and needs

2.1 Background

The escalation of the war in Ukraine, triggered by the Russian Federation's full-scale invasion on February 24, 2022, persists in severely impacting communities, leading to widespread displacement and causing family separation. The consequences of the conflict extend across the country, exposing civilians to persistent threat of bombardments and various protection risks. Humanitarian needs remain particularly acute in the frontline oblasts in the east and south.

Among the millions of internally displaced in Ukraine, a subset, primarily comprising vulnerable individuals, has found refuge in collective accommodations known as "collective sites." These sites were established following the full-scale invasion, when approximately 7,000 transit points and collective sites were set up by government and private entities across the country to support those fleeing conflict and insecurity. Notably, individuals with limited access to alternative housing solutions – such as those with limited economic resources and social support networks, as well as vulnerable groups like people with disabilities, chronic illnesses, and older people – have been disproportionately accommodated in these collective sites.

Most of these collective sites, often repurposed dormitories, schools, community centres, or health facilities, were not originally designed for long-term stays or to accommodate large groups and families. Consequently, many residents face substandard living conditions. The pressing need for decent living conditions, coupled with displacement-related challenges across multiple sectors, necessitated a coordinated response. In March 2022, the Camp Coordination and Camp Management (CCCM) Cluster was activated, and CCCM partners have since been working collaboratively to support the government and appointed site managers, who are the primary duty bearers responsible for managing collective sites in Ukraine.

Throughout 2022 and 2023, CCCM partners, in coordination with counterparts from various sectors, have focused on assisting site managers in improving the overall functioning of collective sites, with an emphasis on enhancing living conditions.

2.2 Demographics

While many IDPs who initially sought refuge in collective sites have since returned to their areas of origin or secured more suitable accommodations in host communities, a significant population of **approximately 114,400 IDPs still resided in about 2,686 collective sites at the beginning of 2024**. This constitutes roughly 3% of the total IDP population, with higher concentrations recorded in the western and central oblasts. These collective sites are dispersed across urban and rural areas spanning 23 oblasts, and their residents include approximately 48% women, 27% children, 28% older individuals, and 17% people with disabilities.

The Collective Site Monitoring (CSM) conducted by the CCCM Cluster, in collaboration with REACH, indicates that 94% of these collective sites accommodate individuals considered vulnerable. Specifically, 91% of the sites report hosting older women (60+), and 80% host older men, while 34% house female-headed households. Notably, 62% of collective sites include individuals with registered or unregistered disabilities; 29% host individuals in need of personal care without relatives or friends; 15% accommodate people with chronic illnesses, including mental health conditions; 14% have households with three or more children; and 7% provide shelter to pregnant or lactating mothers.

2.3 Needs and gaps

In September 2023, the Ukrainian Cabinet of Ministers adopted Resolution 930, focusing on the effective functioning of collective sites and establishing a legislative framework to safeguard the fundamental human rights of individuals residing in such facilities. This resolution encompasses site legalization and closure procedures, outlines minimum standards for collective site management and maintenance, and incorporates protections for IDPs against forced evictions, among other provisions. In addition to routine CCCM programming, partners have concentrated their efforts on bringing collective sites into compliance with these standards, aligning with the legislation, and will continue to do so throughout 2024. According to CSM conducted in December 2023, collective sites, on average, were found to comply with 73% of the minimum standards outlined in Resolution 930.

Among the notable indicators, a reduction in overcrowding was observed, with 11% of sites accommodating more than four IDPs per sleeping space, representing an improvement from the previous two months' figure of 23%. Progress was also evident in access to water, as 89% of collective sites reported having sufficient water for all needs, including drinking, cooking, personal hygiene, laundry, and other domestic purposes – an improvement from 84% reported two months earlier. However,



a concern persists regarding the lack of disability-friendly infrastructure, with over half (57%) of collective sites lacking elevators, external ramps, and horizontal bars on doors. This issue is particularly pronounced in Donetsk (91%), Dnipropetrovska (76%), and Zaporizka (69%) oblasts. Additionally, only 20% of sites have disability-friendly sanitation facilities.

While CCCM partners have made advances in enhancing the protection environment in collective sites, gaps remain in reporting mechanisms and capacity building. Notably, 42% of collective sites lack site-level systems for reporting cases of gender-based violence (GBV), human trafficking, or sexual exploitation and abuse (SEA). The most significant gaps are observed in Chernihivska (100%), Kyivska, Dnipropetrovska (89% each), and Sumska (61%) oblasts, underscoring the need for increased attention to facilitate these mechanisms. Moreover, 27% of site managers report having completed training on CCCM, with only 31% having been trained on protection topics (e.g., PSEA, GBV risk mitigation), while 35% have not undergone any training. Higher percentages without any training were reported in Rivnenska (84%), Zaporizka (70%), and Chernihivska (60%) oblasts. Additionally, site infrastructure and sleeping arrangements impact safety risks for women and children. For instance, in 50% of sites, multiple households share one sleeping space without gender segregation, and bathing facilities in 25% of collective sites lack individual locks or latches.

More broadly, managers of collective sites report needs in care and maintenance, light and medium repairs of floors and walls (47% of collective centers), repairs of windows and doors (36%), WASH repairs (34%), furniture (42%), and sleeping items (40%). Due to space limitations or insufficient resources, the site buildings often lack spaces for child distance learning and remote telework, child-friendly spaces, spaces for gathering and leisure for older people, and spaces for service provision. Considering Ukraine's harsh winters and ongoing risk of power outages due in part to continued aerial attacks, winterization is a significant need across the country. In collective sites, 37% do not have a backup power source, with the highest gap of 46% in Eastern oblasts. Almost a third (32%) of the sites with individual boiler rooms, coal, or wood-fired heating reportedly lack sufficient fuel for the duration of the winter season.

2.4 Looking forward

It is worth noting that a significant number of IDPs residing in collective sites have been there for extended periods, facing limited opportunities for independent relocation or transitional solutions. Approximately 88% of collective sites report IDPs staying for a year or more, while 79% indicate residents staying a year and a half or longer. This extended duration suggests that what was initially designed as temporary housing is evolving into long-term arrangements, posing a risk of protracted displacement. Among site managers, 74% note that residents engage in social activities within the host community, with the lowest participation found in northern areas (51%). Barriers to social integration primarily include a lack of interest (61%) and constraints related to age, health, and disability (45%). There is a clear need for proactive involvement from CCCM and other sectoral partners in facilitating connections to more suitable and sustainable accommodation solutions beyond collective sites.

At the same time, there is still movement in and out of these sites, particularly in the East of the county, noting that 68% of collective sites report new arrivals between October and mid-December 2023. As the war persists, communities in frontline areas of the east and south will continue to face substantial impacts, and further evacuations and displacements are anticipated in 2024. Therefore, while CCCM partners work toward linking existing residents of collective sites with more suitable and sustainable housing, a sustained and robust preparedness effort from CCCM and multi-sectoral partners is crucial to ensure that collective sites are equipped to accommodate and provide necessary services for new arrivals, especially those coming from war-affected communities.

3. CCCM response

In 2024, the CCCM Cluster and partners will continue work to ensure safe and dignified living conditions in collective sites, while informing and supporting the sites' population to pursue their self-reliance and create linkages with more sustainable medium- and longer-term solutions. The cluster response supports the Government of Ukraine, local authorities, and other partners to share capacities for effective coordination and management of sites, including for responsible and principled approaches to site closure and consolidation. This will be achieved through the implementation of site coordination mechanisms with the support of mobile Site Management Support (SMS) teams and robust monitoring mechanisms to inform and facilitate intersectoral referral and response. Inclusive and barrier-free access to services, as well as linkages to local integration and longer-term solutions, will be strengthened through area-based approaches. Acknowledging the high proportion of women, children, older people, and people with disabilities in collective sites, partners will prioritize a gender- and age-appropriate approach, with GBV risk mitigation and disability inclusion across the response.



In line with the 2024 Ukraine Humanitarian Needs and Response Plan (HNRP), CCCM partners will target 156,865 internally displaced people (48 per cent women, 27 per cent children, 28 per cent older people and 17 per cent people with disabilities) across 2,595 collective sites in areas of displacement. These targets may require adjustment during the year in the event of significant changes in the number of people living in the sites. The geographic focus for CCCM activities in 2024 covers the whole of Ukraine, where collective sites are present. The cluster aims to promote a coherent and strategic approach among the different actors working in displacement sites, aligned with Centrality of Protection, Solutions-from-the-Start and Do No Harm principles. In the west and centre of the country, where the concentration of collective sites is highest with more static site populations, a stronger emphasis will also be placed on exit strategies and durable solutions. In eastern and southern oblasts, where the situation continues to evolve in war-affected and front-line areas with more dynamic site populations, a greater focus will remain on emergency response and preparedness.

3.1 Cluster Objective 1: Support people-centered site management approaches that promote effective engagement and participatory approaches in the day-to-day running of sites.

Under the cluster's first objective, CCCM response will focus on coaching and support to site managers and partners operating in displacement sites to enhance coordination and site management capacity. **SMS teams** will promote participation and consultation with residents, ensuring meaningful participation of women, people of diverse age groups and people with disabilities. Residents of collective sites will be mobilized to **strengthen self-organization and community-led activities** that contribute to site maintenance and upkeep, better information about available services and referral pathways, with community focal points and committees that are inclusive and representative, including women's representation in committees.

CCCM partners will continue to support establishing and maintaining **complaint and feedback mechanisms** in collective sites and introduce effective and accountable follow-up mitigation and remedy actions with the cluster partners, inter-cluster group, PSEA Network and senior humanitarian leadership. The cluster will lead advocacy efforts with authorities, local actors and site managers to ensure residents are protected by procedures **regulating terms of stay** and support awareness raising, access to **information and initiatives** led by site residents.

With the support of the Capacity Development Working Group and a pool of national trainers, the cluster will continue **building capacities** of partners, including local humanitarian organizations, site managers and authorities on site management, coordination, Communication with Communities (CwC), identification of needs and gaps and principled site consolidation and closure. Coordinating with the Protection Cluster and the Gender-based Violence (GBV) area of responsibilities (AoR) and the PSEA Network, joint training on referral pathways, protection mainstreaming, GBV risk mitigation, and PSEA will be provided.

3.2 Cluster Objective 2: Facilitate coordination and delivery of multisectoral assistance in sites to ensure basic needs and minimum standards are met.

CCCM partners will enhance **multisectoral coordination** for site-level and area-based response, including scaling up intersectoral referral through a dedicated referral mechanism, guided by robust monitoring and analysis based on minimum standards and GBV action plan. With an aim to promote evidence-based referral and prioritization, country-wide **CSM** will continue on a quarterly basis and complemented by **site-level and area-based monitoring** reports from partners.

Operational dashboards, including the new OPSMAP tool platform, will further support the planning and prioritization of intersectoral interventions in collective sites. The cluster will continue its work with the Ombudsman Office of Ukraine to enhance the reach and impact of monitoring by promoting follow-up and accountability, while **technical support** for government and site managers under the "Resolution 930 on the functioning of the collective sites" will be provided.

CCCM partners will also directly provide **essential items – both in-kind and cash** – for sites, as well as for its residents and conduct **maintenance of the sites** in collaboration with managers, with particular attention on accessibility, safety and dignity highlighted by Safety Audits and other tools rolled out in collective sites. The CSM and Safety Audit tools will be used to identify risks for site residents with an emphasis on women and girls, and to inform the necessary changes or upgrades in the collective site environment to mitigate risks, including GBV risks in close collaboration with the GBV AoR.

As a part of the emergency response and preparedness, with a focus on areas of displacement in the east and south, the cluster will **track accommodation capacity** and support local authorities to identify available and ready-to-host spaces best suited to receive newly displaced populations in critical areas and build their **preparedness capacities** in the event of evacuations or mass displacements.



3.3 Cluster Objective 3: Inform responsible site closure and consolidation, develop exit strategies and support linkages to durable solutions for residents of collective sites.

CCCM partners will engage with collective site residents and the communities hosting them, including local authorities and IDP councils, **supporting linkages toward more suitable and sustainable solutions**, with due consideration for the specific needs of women, people of diverse age groups and people with disabilities. CCCM partners will promote **community-led integration** and skills-building activities, supporting women-led initiatives and promoting children’s enrolment in local schools, and will link people in displacement sites with **local service providers**, humanitarian service centres, as well as integration and resilience hubs. **Profiling** of internally displaced people and **referral for individual case management**, based on diverse and specific needs and in close partnerships with protection, shelter and livelihoods actors, will also serve as important steps toward more durable solutions for collective site residents, alongside **advocacy** for alternative housing solutions.

In consultation with municipal and oblast authorities and supporting the “Resolution 930 on the functioning of Collective Sites”, CCCM partners will engage with stakeholders to promote **responsible and principled closure of sites** when necessary and feasible, ensuring **timely communication and consultation** with site residents on available options, advocating to respect intentions and preference of displaced people and ensure site residents can make informed decisions. When no alternative or sustainable housing solutions are found, partners will support authorities to **consolidate and coordinate upgrades** to collective sites to meet minimum standards and **mitigate the risk of harm**, including GBV. In this regard, the cluster will be guided by a strategy on site closure and consolidation under a Technical Working Group, concentrating on western and central Ukraine, to focus resources, strengthen service provision, mitigate risks and better link with durable solutions. Furthermore, to ensure the full implementation of peaceful coexistence and a comprehensive solutions approach, CCCM partners will support closed sites to resume their original functions as key social institutions, such as schools and kindergartens, that will, in turn, support displaced people and host communities.

4. Monitoring and Information Management

4.1 Response Planning and Monitoring

The CCCM Cluster adopts a multifaceted approach to response monitoring, incorporating both established and innovative practices to ensure comprehensive oversight and assessment of activities. At the core of CCCM Cluster activity monitoring is the **5W (Who’s doing What, Where, When, by Whom) tool, for which the Cluster uses ActivityInfo**. This tool is central to providing real-time data on the activities of various partners across different locations. It allows for enhanced coordination among stakeholders, planning of activities, mapping of the interventions, identification of gaps and overlaps in service delivery, and strategic allocation of resources to areas of high need. Within this tool, the CCCM Cluster requests monthly reporting from all partners. These reports are instrumental in tracking progress against agreed objectives and assessing the impact of interventions for people living in collective sites. Understanding the importance of alignment with broader humanitarian efforts, the CCCM Cluster’s monitoring strategy is intricately linked with the HNRP response monitoring framework.

4.2 Monitoring Conditions in Collective Sites

The CCCM Cluster aims to maintain a comprehensive overview of living conditions in collective sites to support its coordination function. Monitoring conditions in collective sites, the Cluster can identify needs and gaps for follow-up and referral, monitor progress toward meeting legislated minimum standards under Resolution 930; and advocate for resources to promote the safety, dignity, and well-being IDPs in collective sites.

In collaboration with REACH and with contributions from UNCR and other cluster partners, the CCCM Cluster prioritizes **Collective Site Monitoring (CSM) as the cornerstone information source for identifying multi-sectoral needs of IDPs living in collective sites**. In 2024, the CSM will be conducted quarterly, with an updated questionnaire to ensure alignment with minimum standards of Resolutions 930, and integrate questions for insights on solutions, local integration, and GBV risk mitigation. The cluster will also investigate ways of enhancing the interoperability of partner-specific data with the CSM or into shared dashboards and will explore developing a shortened version of the CSM questionnaire with “core questions” so that it could be more easily rolled out thereby including more partners in the CSM process.

Through an interactive online dashboard, the CSM data will be made publicly available, with a focus in 2024 on **enhancing data analysis to the site level**, in support of operational planning, prioritization and decision-making. This enhanced level



of data availability will be accessible for all stakeholders, including other clusters, OCHA and donors. In addition to the dashboard, CSM data will feed into cluster reports, fact sheets, maps and other information products to disseminate the analysis in a user-friendly way that supports the CCCM response. The CSM data will also feed into the OPSMAP platform, an initiative in coordination with CartONG and REACH, which functions as an online repository of collective site profiles.

4.3 Multi-sectoral Referral and Escalation System

Finally, the CCCM Cluster will roll out in the first half of 2024 a Referral and Escalation System. The system is aimed at facilitating multi-sectoral referrals to address needs and gaps in collective sites, ensuring structure and transparency. This tool is used by partners when additional support is needed from the Cluster coordinators to refer and mobilize CCCM or inter-sectoral interventions in sites. It aims to enhance efficiency and accountability, as well as guide prioritization of resources. The system is based on the ActivityInfo platform and complemented by a public dashboard providing an overview of referrals and their status.

4.4 Information Management Products and Datasets

In 2024, the CCCM Cluster will continue refining and enhancing its information products and datasets to ensure its effective dissemination to facilitate coordination and decision-making. Products will include:

- The 5W Achievement Dashboard
- IDP Collective Site Monitoring (CSM)
- Collective Site Monitoring (CSM) Brief (UKR & ENG)
- CCCM Cluster Master List
- CCCM Cluster OPS Map
- CCCM Cluster Website
- Static and dynamic maps

