

CCCM Cluster Strategy - Ukraine



1. Key information

Country	Ukraine
Cluster Lead Agency	UNHCR
Strategic Advisory Group (SAG) - Agencies	ACTED, IOM, NRC, Right to Protection, Rokada, UNHCR
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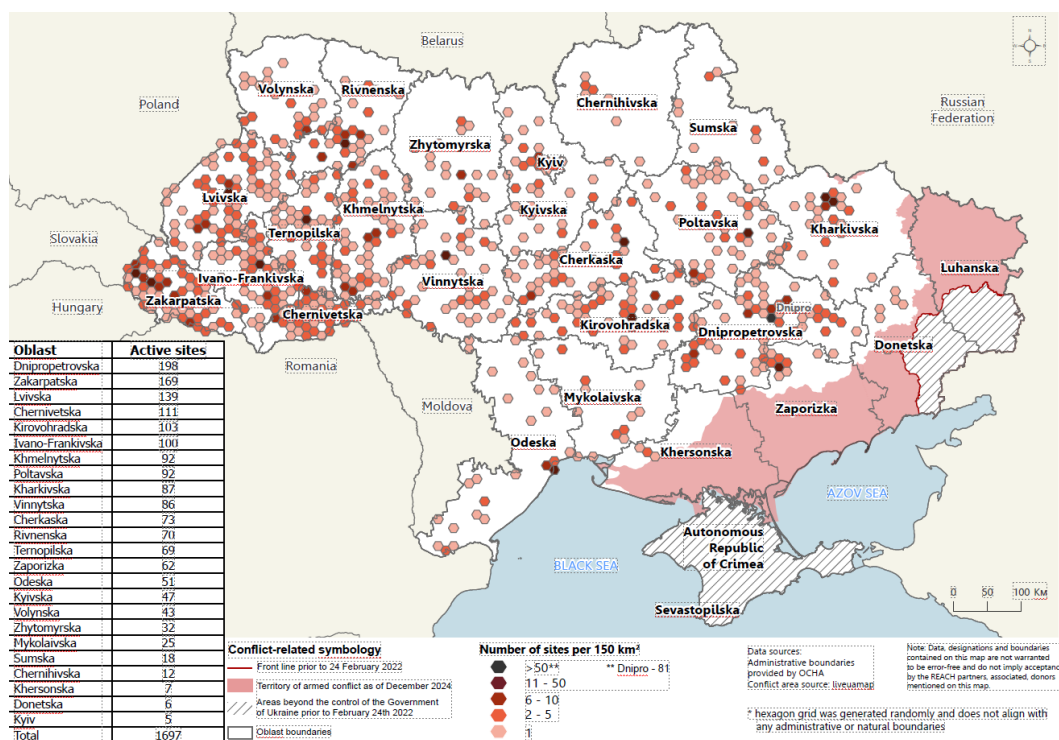
Cover Photo: Tamara, 67, pictured with her grandchildren Bogdan, 10, and Victoria, 7, in their accommodation at a collective site in Kharkiv. Tamara comes from Kopinsky. In October 2022, her daughter-in-law, Tatiana, mother of Bogdan and Victoria, decided to evacuate to safety in Kharkiv. Tamara stayed behind. Soon after their arrival, Tatiana fell ill having contracted COVID19, and after 6 weeks in hospital, sadly passed away. This left Bogdan and Victoria without any parents. Tamara packed a few belongings and travelled to Kharkiv to care for the children. (Photo credit: © UNHCR/Andrew McConnell)

2. Context and needs

2.1 Overview

Collective sites in Ukraine are places of high vulnerability, hosting displaced people with complex needs and without alternative temporary accommodation and support networks. People-centred and nuanced management approaches that consider age, gender and diversity are therefore necessary to ensure safety, well-being, and equitable access to critical services. By December 2024, around 79,000 internally displaced people (IDPs) resided in nearly 1,700 collective sites across 24 oblasts of Ukraine. Most collective sites host long-term residents, with 81 per cent of IDPs staying for over 17 months. However, with intensified fighting in frontline areas leading to an increase in new displacement and evacuations, a growing number of sites (46 per cent) report receiving new arrivals, particularly evacuees from conflict-affected areas. In addition, the demand for assistance in transit centers, which serve as hubs for multi-sectoral assistance and temporary accommodation for evacuees before onward travel to final destinations, increased in the second half of 2024, with more than 28,000 evacuees passing through and seeking services between June and December. This situation points to a **need for an ongoing emergency response to meet immediate needs and critical gaps in collective sites and transit centers, alongside actions to support more appropriate and longer-term accommodation and solutions**. Special attention is also required for vulnerable groups, including older women and men, persons with disabilities, LGBTIQ individuals, and marginalized people, have equitable access to services that meet their specific needs.

Density map of collective sites in Ukraine (as of December 2024)



2.2 Demographics and vulnerabilities

While collective site residents are a small proportion of the overall displaced population in Ukraine – about 2 per cent of all IDPs – they are a highly vulnerable group as compared to the wider IDP population, with complex needs resulting high dependency on both humanitarian and social assistance. The IDP population in collective sites consists of 20 per cent children (0-17 years) divided equally between girls and boys. There is a significantly higher number of women in collective sites as compared to men, with 21 per cent adult women (18-59 years) and 8 per cent adult men. Older people (60+ years) account for more than half of the collective site population, with older women the largest demographic at 33 per cent, and older men accounting for 18 per cent of the overall collective site population.



Data from the July 2024 [Vulnerability Assessment](#), conducted by the CCCM and Protection Clusters in partnership with REACH, reveals **intersecting and layered age, disability, mental health and economic needs among collective site residents, compounded by notable gender disparities**. Country-wide, 45 per cent of households in collective sites include at least one older person (60+ years), and 31 per cent of households are exclusively older people, among whom 72 per cent have additional vulnerabilities, mainly disabilities and chronic illnesses. Furthermore, 36 per cent of households that include a person with a disability face higher rates of anxiety or depression and greater economic hardship. Notably, 38 per cent of households that include a person with a disability reported not being able to afford needed medicines, while 9 per cent reported needing and not being able to access home-based care. Overall, 64 per cent of collective site residents are female, who report facing a higher incidence of poverty and mental health challenges compared to male residents. They are more frequently responsible for caregiving, including for older relatives and those with disabilities. Women are also most often the heads of single-parent households (97 per cent of cases), which comprise 12 per cent of overall households, with significant impacts on employability and income – negatively impacting possibilities to move out of collective sites.

2.3 Living conditions

Most collective sites—originally designed as dormitories, schools, or health centers—are unintended and unsuitable for long-term multi-person residence and often ill-equipped to meet the complex needs of vulnerable IDPs. Since the full-scale invasion, CCCM partners have worked with the Government of Ukraine and other sectoral partners to improve living conditions in the collective sites, including in support of minimum standards legislated under the Resolution 930 that was adopted in September 2023. As of December 2024, [Collective Site Monitoring](#) (CSM) (conducted quarterly with REACH and CCCM Cluster partners) reveals that collective sites on average met 70 per cent of the minimum standards criteria. The most notable gaps remain in accessible infrastructure for people with disabilities and people with limited mobility, with 70 per cent of sites lacking accessible WASH facilities and 65 per cent of bomb shelters not accessible for people with limited mobility. Conditions in sites also amplify risk of gender-based violence (GBV), with Safety Audits revealing 66 per cent of audited sites not having gender segregated WASH facilities, and 14 per cent lack sufficient lighting in common areas. **Material assistance needs are especially high in sites receiving newly displaced or evacuated people, highlighting the need in 2025 for flexible rapid response to deliver essential items (beds and bedding, kitchen equipment, etc.) and conduct basic repairs and maintenance to ensure safety and dignity in the sites.** Winterization remains an important need, which has increased alongside attacks on the energy grid and heating systems, amplifying the critical need for winter-related repairs, heating appliances, fuel and generators in about one-quarter of sites ahead of the 2024-2025 winter season.²

3. CCCM response

In 2025, CCCM Cluster and partners will continue to support the Government of Ukraine, local authorities, and site managers to ensure critical assistance and minimum living standards are maintained in collective sites and transit centres, with a focus on the high proportion of vulnerable displaced people in the sites. CCCM partners aim to reach nearly 79,000 IDPs across 1,600 prioritized collective sites, including 64 per cent women, 20 per cent children, 29 per cent older people and 39 per cent people with disabilities.

While maintaining an emergency response capacity country-wide, the cluster will prioritize ‘full package’ site management activities (under Cluster Objectives 1, 2 and 3, see below) in the front-line oblasts in the east and south ‘crescent’ – focusing on areas receiving evacuees and newly displaced people – while scaling down programming in the west and centre during the year, prioritizing solutions and time-bound emergency response (see section 3.5). Site Management Support (SMS) teams and monitoring systems will promote community engagement and enable inter-sectoral referrals and response, with a focus on inclusive access to critical services and linking site residents with more appropriate accommodation options where possible.

CCCM partner activities in 2025 fall under three Cluster Objectives, which contribute to the overall Strategic Objectives of the [2025 Humanitarian Needs and Response Plan](#) (HNRP) in Ukraine. **Detailed information about activities under each Cluster Objective – including description and indicators – can be found in the [2025 CCCM Cluster Monitoring Matrix](#).**

² For purposes of target-setting, budgeting, and reporting, the 2024-25 winterization plan for CCCM, which straddles two years, is fully incorporated under the 2025 HNRP.



3.1 Cluster Objective 1: Provide emergency response and coordinate multi-sectoral assistance in collective sites, ensuring critical needs are addressed and minimum standards are met.

Cluster Objective 1 (CO1) focuses on providing emergency response (see section 4.1) and coordinating multisectoral assistance in collective sites and transit centres to address critical needs and uphold minimum standards for safety and dignity. Building on the roll-out of the [CCCM Referral and Escalation Tool](#) and with an updated approach to Collective Site Monitoring (CSM), the Cluster and partners will carry out monitoring, needs analysis and referral, ensuring that interventions address the intersecting vulnerabilities of diverse resident groups in priority sites. The cluster will collaborate, in particular with Shelter, WASH and Protection Clusters, as well as Child Protection and Gender-Based Violence (GBV) Area of Responsibilities (AoRs), to meet multi-sectoral needs in the collective sites and transit centres. Essential items, both in-kind and cash, will be provided where critical needs are identified, while care and maintenance, including small repairs and minor upgrades, will be facilitated in collaboration with site managers and residents. Winterization activities as per the [2024-25 Winter Response Plan](#) will continue to be implemented in the beginning of 2025, while planning for the 2025-26 winter season will begin by mid-year. In 2025, interventions aimed at improving accessibility for people with disabilities and promoting GBV risk mitigation will be prioritized in site infrastructure improvements (see sections 4.2 and 4.3)

3.2 Cluster Objective 2: Support people-centred site management with a focus on the most vulnerable groups, promoting safety and dignity and enhancing participation and community engagement.

Cluster Objective 2 (CO2) aims to support people-centred site management that prioritizes the needs of vulnerable groups in collective sites, promotes equitable access to critical services, and enhances community engagement to support inclusion. SMS teams will also support capacity building and meaningful participation of diverse resident groups, taking into consideration the large proportion of women and older people residing in the sites, as well as the high number of people with disabilities (see section 4.2 and 4.3), as well as other marginalized populations. Community-led activities, information dissemination and the establishment of inclusive site management committees will be promoted. Complaint and feedback mechanisms will be maintained, with a focus on accountability addressing protection issues, and enhancing tailored messages and mechanisms. Training will continue where gaps exist, with a focus on site management, protection mainstreaming, GBV risk mitigation (including safe disclosure and referrals), Accountability to Affected Populations (AAP) and Prevention of Sexual Exploitation and Abuse (PSEA).

3.3 Cluster Objective 3: Promote linkages to more sustainable solutions, including appropriate accommodation and critical services for vulnerable residents of collective sites.

Cluster Objective 3 (CO3) promotes pathways to more sustainable solutions, including appropriate accommodation and critical services for the diverse needs of vulnerable residents of collective sites. Profiling of IDPs in collective sites and referrals to appropriate service providers will aim to better address specific needs and link residents to more appropriate accommodation and longer-term solutions and inclusion. This initiative will focus on people already residing in collective sites, as well as through solutions-from-the-start approaches integrated into emergency response. Support for responsible site closure and consolidation will continue in 2025, acknowledging that while some sites will close, others will remain operational ('sites with longevity') or receive evacuees (see section 4.4). For these sites, steps will be taken to support greater involvement of residents in the day-to-day running of the sites, alongside transition from humanitarian support to the responsible authorities and social services.

3.4 Prioritization

The CCCM Cluster takes a people-centered approach to prioritization that considers the safety and dignity of living conditions alongside the level of vulnerability of residents in the sites. This is informed by the CCCM Cluster [Collective Site Monitoring](#) conducted quarterly, and the [Vulnerability Assessment](#) conducted in July 2024, which highlights high proportions of women, older people and people with disabilities living in collective sites, along with intersecting mental health and economic needs. Sites are further prioritized for humanitarian intervention under CO1 and CO2 based on the status of the site (official vs unofficial), actively receiving new arrivals and their specific needs, number of people hosted, location and access to services, and likelihood to remain operational, among other considerations (see [CCCM, Shelter and WASH Cluster Joint Guidance Note on Prioritization](#)). Sites that are identified to be closing soon are not considered for CO1 and CO2. However, they are prioritized under CO3 to support alternative solutions and responsible site closure.



3.5 Scale down and transition

In 2025, humanitarian programming in the west and center oblasts of Ukraine will scale down, reflecting a shift in operational and geographic prioritization of the humanitarian response toward the most severe multisectoral needs in frontline ‘crescent’ regions. This shift is also in recognition of the role of government-led basic services and social assistance, especially in west and center regions, and the role of recovery and development actors in supporting and reinforcing these capacities. In line with HNRP 2025 prioritization criteria, some humanitarian Clusters will implement this shift with immediate effect. However, the high number of collective sites in the west and centre of Ukraine, along with the vulnerabilities and aid dependence of residents, means that the CCCM Cluster aims to avoid an abrupt cessation of assistance. Rather, the CCCM Cluster and partners will facilitate a **transition period in 2025 that allows for a responsible scale down of humanitarian programming that ultimately links with government services and prevents the most vulnerable of collective site residents from ‘falling through the cracks’**.

Therefore, 2025 will be a transition year for CCCM programming in the west and center. Partners implementing ‘full package’ support to collective sites and site managers in these areas will see through their projects to completion, however during this time exit strategies will be developed and steps will be taken to systematically phase out the support role of CCCM actors in sites reliant on ongoing humanitarian support. Overall, this scale down will focus on two areas:

- 1) **Support for site management:** CCCM partners phasing out of collective sites will on the one hand promote greater involvement and participation of collective site residents in the day-to-day running and maintenance of the sites, while on the other hand engaging local authorities and oblast administration to include collective site management support under their budgets and programming. This transition will also rely on recovery and development actors to support authorities with resources and capacity to sustain operations in ‘sites with longevity’ where the need continues to exist. This includes engaging authorities and relevant stakeholders to ensure viable continuation of sites that received support in the consolidation process.
- 2) **Solutions for residents:** CCCM partners will enhance focus toward activities that promote pathways for IDPs in collective sites to access longer-term and more sustainable solutions, keeping in mind the specific needs associated with their vulnerabilities. Support for responsible site closure and consolidation will ensure that affected IDPs will be prioritized for solutions support (see section 4.4).

Considering the vulnerability profiles of collective site residents, CCCM Cluster will strengthen collaboration with the Ministry of Social Policy at the national level and engage as a member of the Sector Working Group on Social Protection to bridge the ‘nexus gap’ and ensure IDPs in collective sites are included in programmes aimed at supporting the most vulnerable. Continued CCCM Cluster cooperation with the Office of the Ombudsman will also be critical for keeping the needs of IDPs in collective sites visible and at the top of the recovery and development agenda. Considering the infrastructure and site management needs, collaboration and advocacy with the new Ministry of Community Development – which takes on some key IDP coordination functions of the former Ministry of Reintegration – will also be an important priority.

Notably, in line with the 2025 HNRP strategy, CCCM partners will maintain capacity for emergency response that supports site managers to address immediate needs of newly displaced and evacuated people arriving to collective sites in these regions. However, especially in the west and centre of the country, these interventions will be time-bound, limited to meeting the most critical needs, and not carrying expectation of long-term support in affected sites.

3.6 Coordination structure

The CCCM Cluster coordination structure is updated in 2025 to reflect the increased focus on the east ‘crescent’ while scaling down ongoing activities in the west and centre. For 2025, the CCCM Cluster maintains a national coordination team in Kyiv, with restructured sub-national coordination hubs that aim to provide a strengthened response coordination in the east and south, and facilitate scale-down and transition in the west and centre while maintaining emergency response capacity.

East Hub is based in Dnipro with sub-hubs in Kharkiv and Odesa to provide a more robust engagement with partners, authorities and OCHA coordination mechanisms. Dnipro Hub leads engagement with the Inter-Cluster Coordination Group (ICWG) East, oversees operation of sub-hubs (including ICWG-South), and coordinates CCCM response in Dnipropetrovska, Donetska, Kirovogradska and Zaporizka oblasts. The Kharkiv Sub-Hub reports to the Dnipro Hub and coordinates CCCM response in Kharkivska, Poltavska and Sumska oblasts. The Odesa Sub-Hub reports to the Dnipro Hub, represents the CCCM Cluster in the ICWG-South and coordinates CCCM response in Khersonska, Mykolaivska and Odeska oblasts.

West and Centre Hub is based in Kyiv covering Cherkaska, Chernihivska, Chernivetska, Ivano-Frankivska, Khmelnytska, Kyivska, Lvivska, Rivnentska, Ternopilka, Vinnytska, Volynska, Zakarpatska, Zhytomyrska oblasts. Given the broad



geographic coverage of the West Hub, the CCCM Cluster will roll out a CCCM area-based approach (ABA) adapted and contextualized based on the guidance of the Global CCCM Cluster ABA Working Group. For Ukraine context, a system of Lead Partner focal points will be introduced for each oblast supporting coordination and cohesion of the CCCM response, with a focus on responsible scale-down, longer-term solutions and emergency response when needed (see [Terms of Reference](#)).

CCCM Cluster 2025 Coordination Hub Coverage



3.7 Accountability to affected people (AAP)

In line with the HCT Centrality of Protection Strategy in Ukraine, CCCM partners engage in two-way communication with affected men, women, boys and girls, older people and people with disabilities to uphold a people-centred approach and ensure that humanitarian planning and implementation integrate the views and expectations of the affected people regarding response strategies and modalities. This includes improving the dissemination of information in collective sites and transit centres on rights and available government and humanitarian assistance and services; awareness-raising on the evacuation and collective site allocation process; and the effective use of complaints and feedback mechanisms (CFMs) at site level. Inclusive programming will be further reinforced through engagement with local civil society organizations, IDP Councils, organizations of people with disabilities, women's rights organizations, LGBTIQ+ organizations, and other forms of community-based platforms. The CCCM Cluster will ensure ongoing representation in the Ukraine Accountability to Affected Populations Working Group (AAP WG), which works across all sectors to coordinate information and messaging shared by humanitarian actors with people affected by the war, including displaced people in collective sites and transit centres.

4. Strategic priorities

4.1 Emergency preparedness and response

In 2024, the CCCM Cluster and partners significantly expanded emergency preparedness and response for evacuations, with scaled up support for collective sites and transit centres receiving evacuees and other newly displaced people. This was guided by the Cluster's national level "[Preparedness plan for evacuations and new displacement](#)" (April 2024) followed by a contextualized sub-national "[Preparedness and Response Guidance and SOP for Western and Central regions of Ukraine](#)" (October 2024). The CCCM Cluster strengthened its collaboration with the Ministry of Social Policy (MoSP) to support the accommodation of people with limited mobility evacuated from frontline areas and rolled out tools for tracking [IDPs in transit centres](#) and [evacuees arriving to collective sites](#) both through organized and self-evacuations.

In 2025, the CCCM Cluster and partners will continue to respond to new waves of displacement and evacuations, supporting relevant authorities and site managers, and coordinating among other Clusters and stakeholders to ensure



safe and dignified conditions in collective sites and transit centers receiving newly displaced people. The plans developed in 2024 will remain in place and will be updated if needed to reflect changes to the context and displacement dynamics. A new Standard Operating Procedure on Transit Centers will be rolled out for the East Hub, clarifying roles and responsibilities among different Clusters and stakeholders, and advising on issues such as humanitarian character of these facilities.

Noting the high number of older people and people with disabilities among evacuees, the CCCM Cluster will continue to collaborate with relevant authorities and Clusters to ensure a ‘leave no-one behind’ approach. In line with the 2025 HNRP strategy, the CCCM Cluster will focus resources on acute needs in the most affected east and south ‘crescent’ areas, while maintaining a flexible approach to support evacuees country-wide. To this end, the CCCM Cluster will lead the roll-out of the [“Multi-sectoral response to reception of evacuees in collective sites in Western and Central Ukraine”](#) which was developed in the Inter-Cluster Coordination Group (ICCG) as a mechanism to address the critical needs of vulnerable evacuees newly arrived in collective sites in western and central Ukraine. This mechanism, which consists of a pre-defined package of immediate assistance for the first two weeks of displacement, seeks to ensure flexible emergency response capacity is maintained while overall scale-down of humanitarian programming takes place in these areas, improving coordination and managing expectations with stakeholders.

4.2 Disability inclusion and accessibility

There is a high proportion of people with disabilities living in collective sites, including newly evacuated people from frontline areas. Yet, in many cases the infrastructure in collective sites does not meet accessibility standards, negatively impacting the safety and dignity of people’s daily lives. The impacts of lacking accessibility in sites can be far-reaching, including more time required of family members, most often women, to care for and assist older or disabled family members, exacerbating economic inequities and perpetuating dependence on humanitarian assistance and social grants. In 2024, the Cluster aimed to improve accessibility in collective sites to meet the Resolution 930 minimum standards, while addressing the growing demand for space in collective sites to accommodate people with disabilities as well as older people with limited mobility. Newly refurbished collective sites often have basic infrastructure and a certain number of rooms that meet accessibility standards. However, most of these spaces are occupied, and more accessible accommodation is urgently needed.

In 2025, and partners will continue efforts to increase the number of accessible spaces for people with disabilities and older people with limited mobility in collective sites. This will complement the ongoing work under CO2 to enhance access to critical services to meet their specific needs, and CO3 to support pathways to more appropriate accommodation and solutions. The CCCM Cluster will lead in identifying and prioritizing collective sites for renovations to improve accessibility, guided by the outcomes of the [Vulnerability Assessment](#) and with a focus on sites receiving or able to receive newly displaced and evacuated people. In line with the Cluster’s people-centered approach to site management, partners will promote meaningful participation of people with disabilities in planning and decision-making when it comes to upgrading sites and improving accessibility. Two different approaches will contribute to improving accessibility in sites:

- 1- **Upgrades to standard:** Larger renovations and refurbishments will continue to be coordinated with the Shelter Cluster, ensuring that technical standards on accessibility are included in all such interventions and in line with the [guidance developed by the National Assembly of Persons with Disabilities \(NAPD\)](#). In many cases, these accessibility and universal design standards require significant budgets, therefore strategic prioritization will be needed, guided by the CCCM Cluster and in consultation with stakeholders, to ensure resources are directed most effectively.
- 2- **Minimum actions:** Acknowledging it will not be possible to meet full technical standards in all sites, the CCCM Cluster will roll out guidance on minimum actions to improve accessibility in collective sites on smaller budgets – e.g. actions that can be included under CCCM ‘care and maintenance’ and ‘essential items’ budgets, and which can be supported through community-led initiatives. This guidance is developed in consultation with NAPD and other organizations of persons with disabilities (OPD) to strengthen collaboration in the design and implementation of the guidance, benefitting from local expertise while supporting local solutions.

4.3 Gender-Based Violence risk mitigation

Situations of war and displacement can heighten the risk of gender-based violence (GBV), while living conditions in many collective sites in Ukraine, combined with high proportions of women with intersecting vulnerabilities, increases this risk further. In 2024, the CCCM Cluster, in cooperation with the GBV AoR, worked to improve GBV risk mitigation in collective sites and raise awareness on GBV incident awareness, communication with people at risk of GBV, and safe, confidential and survivor-centered referrals. Safety Audits were conducted by CCCM partners using [standardized tools developed by the GBV AoR](#), and follow-up began on addressing identified issues and gaps in collective sites. Through the Capacity Development Working Group, an updated and contextualized GBV module was rolled out as part of the CCCM induction training, and



partners also carried out dedicated training and awareness-raising for collective site managers, site committees, local organizations, and other stakeholders.

In 2025, the CCCM Cluster and partners will continue to enhance efforts to mitigate GBV risks in collective sites, raise awareness about updated referral pathways, and continue efforts to create safe environments for disclosure. The CCCM Cluster will work with the GBV AoR to promote [Best Practices and Lessons Learned on GBV Mainstreaming in Collective Sites](#), ensuring clear and practical for effective implementation of guidance. An appropriate follow-up to address issues and gaps identified in Safety Audits will be a priority, utilizing available CCCMM budgets to address critical needs such as disaggregated showers, locks, and lighting and collaborating with Shelter Cluster to ensure GBV risk mitigation is factored into refurbishment and renovation plans, including layout and privacy considerations. Community-led initiatives will also be supported to promote collaborative efforts in addressing GBV risks, and engaging in prevention activities when possible, while partners will continue to reach site managers, residents, and other stakeholders with training on GBV risk mitigation, safe disclosure and referral pathways.

Acknowledging that conditions and vulnerabilities in collective sites may also contribute to higher risks of sexual exploitation and abuse (SEA), a renewed emphasis will be placed on awareness-raising about PSEA and accessible reporting mechanisms, as a complementary but distinct activity.

4.4 Pathways to solutions

Originally set up as temporary shelters, collective sites have de facto become long-term accommodations for a small but highly vulnerable group of IDPs who have become largely dependent on humanitarian and other forms of assistance. There is a significant need for proactive engagement to facilitate more appropriate and longer-term accommodation solutions outside of collective sites, as well as access to services that meet the specific needs of vulnerable residents. This can be particularly complex given the high numbers of older people, people with disabilities and single parents with caring responsibilities, for whom livelihood opportunities or temporary rental assistance may not be feasible options. In 2024, the CCCM Cluster introduced a standardized questionnaire for IDP profiling in collective sites, based on lessons learned from pilot initiatives of key partners, with the aim of more systematically identifying needs and opportunities for programming to support pathways to solutions. Engagement on responsible site consolidation and closure also scaled up, including initiatives aimed at preventing or mitigating the impacts of eviction combined with solutions-oriented interventions.

In 2025, CCCM partners will work to promote linkages and pathways to more sustainable solutions, including 1) more appropriate accommodation and 2) critical services for vulnerable residents of collective sites. This work is especially pertinent because humanitarian programming will be scaling down in the west and centre of Ukraine in 2025, requiring a greater emphasis on alternatives for residents of collective sites, as part of a responsible transition and exit strategy. The Cluster will support partners with more detailed guidance and recommendations for facilitating solutions in collective sites, noting that the role of CCCM partners is to help identify, facilitate access to, and advocate for IDPs in collective sites to receive the support they need through government and local service providers or other social service providers (e.g. NGOs registered as social service providers with MoSP).

Acknowledging that the needed support and services may be lacking or insufficient in some areas, close cooperation will be needed with oblast social departments to ensure these groups do not fall through the cracks, and with recovery and development actors to catalyse their support for the most needed social services. The CCCM Cluster at national level will engage as a member of the Sector Working Group on Social Protection and enhance cooperation with MoSP to promote inclusion of collective site residents under strategic partnerships and programmes that aim to ensure social services for the most vulnerable (e.g. SPIRIT). While referral to humanitarian programmes may form a steppingstone – e.g. protection case management under the Protection Cluster, rental market initiative under the Shelter Cluster – the objective is to end reliance on humanitarian programming so that IDPs are living in safety and dignity either independently or with support of government-provided social services. Options for collective sites to be converted into IDP Temporary Housing, or other more sustainable structures including social dormitories, social hotels can be explored with development partners and the relevant local authorities upon which decisions can be taken about the scale of investment in each collective site.

As part of this effort, community engagement will be critical for promoting inclusion within host communities and local service provision. IDP profiling in collective sites will continue, focusing on people residing in sites that are closing or at risk of closure, as well as newly displaced or evacuated people arriving to collective sites. The latter importantly will **reinforce ‘solutions from the start’ approaches, aiming at supporting access to more appropriate accommodation and needed social services soon after arrival, to avoid protracted stays in the sites.** Those able and willing to work will be supported to access employment and livelihood opportunities, while those who are unable to work will be referred to the appropriate social services or programmes. CCCM partners will also continue work to ensure that the consolidation and closure of collective sites is aligned with protection and do-no-harm principles, and that government-led **plans for closure and consolidation**



include consultation, information-sharing and adequate support for the residents of affected sites to find alternative accommodation and access needed services. In situations where sites are closing, solutions-oriented approaches will be adopted to support the affected residents, with the aim to avoid onward movement to other collective sites, where possible. Additional analysis on needs and opportunities for solutions in collective sites can be found in the report [“Durable Solutions for People Living in Collective Sites in Ukraine”](#).

5. Monitoring and Information Management

5.1 Response planning and monitoring

At the core of CCCM Cluster activity monitoring is the 5W Tool (Who's doing What, Where, When, by Whom), for which the Cluster uses ActivityInfo. This tool is central to providing data on the activities of various partners across different locations. 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 diverse 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. In 2025, in line with new inter-sectoral standards, CCCM partners will input to the Activity Planning Module (APM) in ActivityInfo, to improve planning and coordination of efforts amidst reduced humanitarian funding, thereby supporting greater prioritization and direction of limited resources.

5.2 Conditions in collective sites

The CCCM Cluster aims to maintain a comprehensive overview of living conditions in collective sites to support its coordination function. This ensures that 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 of diverse IDPs in collective sites. In collaboration with REACH and with contributions from CCCM 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 2025, the CSM will be conducted quarterly, with an updated questionnaire that aims to streamline the data collection process, while allowing for improved analysis around vulnerabilities and solutions, to support planning and programming to address vulnerabilities of diverse groups. Following enhancements in 2024 to make CSM data publicly available at the site level, the CCCM Cluster with REACH will work to both improve and simplify tools such as dashboards in support of operational planning, prioritization and decision-making.

5.3 Multi-sectoral referral and escalation system

The CCCM Cluster rolled out in the first half of 2024 a Referral and Escalation System aimed at facilitating multi-sectoral referrals to address needs and gaps in collective sites, ensuring structure and transparency. In 2025, this tool will continue to be used by partners, including as part of the multisectoral emergency response package, when additional support is needed from the Cluster to mobilize assistance and interventions in collective sites. It aims to enhance efficiency and accountability, including with a public dashboard, 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.

5.4 Information management products and datasets

In 2025, the CCCM Cluster will continue refining and enhancing its information products and datasets to ensure its effective dissemination to facilitate coordination and decision-making. Noting the large number of platforms and dashboards, the Cluster will seek to combine or integrate certain information products to simplify the process of obtaining the necessary information. This includes, as described above:

- [The 5W Achievement Dashboard](#)
- [Collective Site Master List](#)
- [Collective Site Monitoring \(CSM\) Dashboard](#) and Brief
- [Referral and Escalation Tool and Dashboard](#)
- [Evacuation and Transit Center Trackers](#)
- [CCCM Cluster Website](#)

