

CCCM Cluster Transition Strategy June – December 2025

Summary

CCCM interventions in collective sites and transit centers remain essential to the humanitarian response in Ukraine, contributing to the HCT Strategic Priority 2 (evacuations support) and 4 (support for vulnerable IDPs). While site numbers and residents have decreased significantly since 2022 – from up to 500,000 people in about 7,000 sites to 70,000 people in 1,500 sites – humanitarian needs persist, especially with ongoing evacuations and the vulnerability profiles of many IDPs living in the sites.

The CCCM Cluster is classified as ‘directly supportive of and needed for the humanitarian response operation’ in the Cluster Fit for Purpose Analysis (May 2025), indicating that deactivation is premature as of mid-2025. However, proactive steps can be taken to gain efficiencies and initiate an accelerated transition process aimed at a handover and merger of coordination functions, while maintaining critical assistance and services for displaced people living in collective sites, who are among the most vulnerable IDPs in Ukraine.

The transition phase begins in June 2025, aiming to complete handover of key CCCM Cluster functions by the end of the year to 1) government and local actors where willingness and capacity exists, and 2) merger with Protection and Shelter Clusters for responsibilities that cannot yet be localized, with Protection Cluster taking the lead for coordination of collective sites and transit centers within the Cluster system. This transition will also require the support from recovery and development actors to support the capacity of local actors and to link IDPs in collective sites to more sustainable solutions.

The transition strategy has been developed in consultation with CCCM partners through the CCCM Cluster national meeting and the Strategic Advisory Group (SAG), as well as Protection and Shelter Clusters and the Inter-Cluster Coordination Group (ICCG). It is guided by IASC guidance, the Ukraine Humanitarian Country Team, and UNHCR as the Cluster Lead Agency.

For an overview of CCCM in Ukraine, including context, needs and gaps, partner activities, and Cluster coordination role, please consult the 2025 [CCCM Cluster Strategy](#) and [Terms of Reference](#). Further reference files can also be found here: [Ukraine | CCCM Cluster](#).

Current coordination structure and stakeholders

The CCCM Cluster coordination structure was updated in 2025 to increase focus on the east ‘crescent’ while scaling down ongoing activities in the west and centre of Ukraine. This includes a national coordination team in Kyiv, with restructured sub-national coordination hubs to provide a strengthened response coordination in the east and south and facilitate scale-down in the west and centre while maintaining emergency response capacity, especially for evacuations.



- East Hub is based in Dnipro with sub-hubs in Kharkiv and Odesa. Dnipropetrovska, Donetsk, Kirovohradska, and Zaporizka oblasts are covered from Dnipro; Kharkivska, Poltavska, and Sumska are covered from Kharkiv; and Khersonska, Mykolaivska, and Odeska oblasts are covered from Odesa.
- West and Centre Hub is based in Kyiv, covering the other oblasts. With a view toward localization, the Cluster has rolled out a ‘CCCM area-based approach’ (ABA) with a system of National NGO Lead Partners for each oblast supporting coordination and promoting responsible scale-down ([see Terms of Reference](#)).

The central stakeholders for CCCM Cluster partners are IDPs in collective sites and transit centers. To address their critical needs and promote safe and dignified living conditions, Cluster coordination teams engage a wide range of humanitarian partners and government entities.

- UN, INGO, and NNGOs implementing CCCM activities in collective sites and transit centers.
- Civil society, including IDP councils.
- Multi-sectoral Clusters and partners operating in sites (Shelter, Protection (Inc. of GBV, CP), WASH, etc.).
- National government for coordination, advocacy, and capacity support, including the Ministry of Development (MinDev), the Ministry of Social Policy (MoSP), and the Ombudsman Office of Ukraine.
- Sub-national authorities for operational coordination and preparedness, including Deputy Governors, Departments of Social Protection, Civil Defense, and Education, municipalities, and hromadas.
- Donors for advocacy and resource mobilization in support of partners’ programmes.
- OCHA in its overall coordination role and as ICCG and HOCG chair.
- Recovery and development actors for linkages to more sustainable solutions.

In addition to CCCM Cluster coordination meetings at the national and sub-national levels, the CCCM Cluster coordinators engage with key stakeholders bilaterally and in established coordination forums. At the national level, this includes the Inter-Cluster Coordination Group (ICCG), Information Management Working Group (IMWG), Assessment and Analysis Working Group (AAWG), Accountability to Affected People Working Group (AAP WG), and the government Coordination *Shtab* forum for IDPs and evacuations. At the sub-national level, relevant forums include the Inter-Cluster Working Group (ICWG – discontinued from June 2025), the new Humanitarian Operations Coordination Group (HOCG), oblast-level Area-Based Coordination (ABC), and the government-chaired General Coordination Meeting (GCM).

Transition approach

While the reduced number of collective sites and IDP residents has prompted this transition process, it will be critical to ensure a ‘leave no one behind’ approach so that vulnerable residents of collective sites – with high proportions of older people and people with disabilities – do not fall through the cracks. Maintaining a focused multi-sectoral coordination approach for collective sites, transit centers, and evacuations within the ‘[Humanitarian Reset](#)’ will be an important consideration to address the protection and assistance needs of this highly vulnerable group.



The CCCM Cluster will continue to function until the end of 2025, with a transition period beginning in June 2025. Since the Humanitarian Programme Cycle (HPC) works on the calendar year, the CCCM Cluster strategy, HNRP plans, technical guidance, Information Management tools, monitoring, and reporting mechanisms will remain in place to avoid unnecessary inconvenience or confusion for partners. The 2026 HNRP planning cycle will integrate collective site, transit center, and related evacuation and solutions activities under Protection and Shelter Clusters (see below).

In line with IASC standards, the primary aim of the CCCM Cluster transition is handover to the Government. With a shift in responsibility for the IDP portfolio (and oversight of evacuations and collective sites) from the Ministry of Reintegration to the Ministry for Development, a gradual phased approach to the transition will be adopted. Portfolio changes are also foreseen with the Ministry of Social Policy (MoSP) taking on more roles on collective sites. Strategic engagement and capacity support will be needed (Plan of Action developed separately), and while handover by the end of 2025 is the objective, this may take additional time, hence some adjustment may be required throughout the transition processes. **The CCCM Cluster is therefore pursuing additional avenues to support the transition process and ensure it continues to move ahead:**

- **Partnering with a national NGO in a Co-Coordination function**, with the capacity to take forward coordination support functions such as monitoring, tracking, and referral in collaboration with/in support of the Ministry for Development. The Relief Coordination Centre (RCC) has been selected because of its experience coordinating local actors in Kharkivska and Zaporizska in evacuations, transit center management, and collective site allocation. RCC has expanded its monitoring and data management capacity in 2024-2025 and has established good relations with local authorities and the Ministry for Development – factors considered enablers of the transition.
- **Handover and merging with Protection and Shelter Clusters**, to take on functions that are not yet handed over to local actors, including oversight and monitoring of relevant HNRP activities. Functions linked to CCCM ‘hard components’, such as provision of essential items, care and maintenance, and winterization, will be handed over to Shelter Cluster, while CCCM ‘soft components’, including site management, site monitoring and multi-sectoral coordination, community engagement, and support for solutions, will be merged with Protection Cluster. Protection Cluster will take the lead for coordinating multi-sectoral response in collective sites and transit centers within the Cluster system and will lead related engagement with national-level Government and donors. This is due to the vulnerability profiles and needs of IDPs in collective sites, the shared focus on Strategic Priorities 2 and 4, and the common relationship with key Government entities, including the Ministry for Development, the Ministry of Social Policy, and the Ombudsman Office of Ukraine.

At the sub-national level, different approaches will be taken between the West and Centre and the East Hubs. Under the West-Centre Hub, the CCCM Cluster began rolling out a transition plan for humanitarian scale-down in early 2025 and will continue to move this forward within the CCCM ABA, with national NGO partners taking the lead at the oblast level to strengthen linkages with authorities for eventual handover. In the East Hub, the ongoing reform of coordination architecture under the



‘humanitarian reset’ will impact roles and responsibilities of the Clusters in relation to the new Humanitarian Operational Coordination Hubs (HOCGs), and transition plans in these areas will therefore remain flexible and subject to change based on this evolving context.

Timelines

Some transition measures will take effect at the beginning of the transition period, while others will be introduced progressively by the end of the year. **The following measures will be in place beginning in June 2025:**

- Introduction of National NGO Co-Coordinator – Relief Coordination Centre (RCC)
- Reduction of CCCM Cluster coordination team staffing at the national level
- Merger of Information Management functions with the Protection Cluster
- Handover Winter Plan 2025-2026 to Shelter Cluster
- Handover donor engagement to the Protection Cluster
- HNRP 2026 planning under Protection and Shelter Clusters
- To be developed in June 2025 onwards: Plan of Action for engagement with the government on Cluster transition and Stakeholder Communications.

A comprehensive overview of the parts and transition process, including responsibilities and timelines, is presented in the tables below.



Transition of CCCM Cluster coordination functions

The responsibilities and accountabilities of the CCCM Cluster coordination team are outlined in the [2025 CCCM Cluster Terms of Reference](#), framed within the cluster core functions as per the IASC Reference Module for cluster coordination. The following table summarizes these responsibilities and accountabilities at the national and sub-national levels and outlines how they will be transitioned.

Responsibilities and accountabilities	National level	Sub-national	Transition measures and enablers	Anticipated Timeframe
Cluster Coordination Forums	<ul style="list-style-type: none"> National Cluster Meeting (Monthly) and Strategic Advisory Group (SAG) (Monthly and ad hoc) 	<ul style="list-style-type: none"> East Hub coordination meetings quarterly (online), Oblast-level coordination meetings monthly (in-person) covering 10 oblasts. West-Centre Hub coordination meeting monthly (online for 13 oblasts); with ad-hoc in-person oblast-level operational meetings. Monthly Community of Practice for Lead Partner (Area-Based CCCM approach for West-Centre with 7 NNGOs). 	<ul style="list-style-type: none"> RCC begins as national Co-Coordinator in June 2025 Coordination of CS and TC must be considered under the humanitarian “reset” TBD sub-national Clusters coordination role in new HOCG structure. 	June-Dec 2025
Coordination with the Government	<ul style="list-style-type: none"> Ministry of Development <i>Shtab</i> meeting on IDPs and evacuations. Ombudsman Office collaboration on monitoring Resolution 930 and living conditions. Ministry of Social Policy collaboration on vulnerable people in collective sites and 	<ul style="list-style-type: none"> Day-to-day coordination with local authorities in areas hosting collective sites and transit centers. Ad hoc meeting and engagement with Oblast administrations (Social Department, Civil Defense, Education, etc.) General Coordination Meetings (GCM) at the oblast level. 	<ul style="list-style-type: none"> Plan of action/roadmap to be developed for handover of coordination functions with relevant Ministries (MinDev/MoSP). 	June-Dec 2025



	support for evacuees with disabilities and limited mobility.			
Coordination Tools	<ul style="list-style-type: none"> • Master List of collective sites (2000+ updated quarterly) in Excel and dashboard. • Dashboard of Collective Site Monitoring with site-level data of multi-sectoral needs and gaps. • Referral and escalation system for inter-cluster referrals. • Evacuation tracker in collective sites. • Transit center tracker (also inputs to DTM for frontline movement tracking). 	N/A	<ul style="list-style-type: none"> • Tools handed over to relevant counterparts – capacity as a determining factor and ownership. • Explore handover with MinDev, MoSP, RCC, and or merger with PC where relevant. 	June – Dec 2025
Collective Site Monitoring	<ul style="list-style-type: none"> • Quarterly with REACH and CCCM partners, multi-sectoral data used for Master List, CSM dashboard, Resolution 930 monitoring, evacuation tracker, activity planning and prioritization, inter-sector referrals, advocacy and fundraising. • Data shared with government (MinDev and MoSP) to support operational response. • ‘Accessibility audit’ CSM17 with MoSP and NSS to support evacuations and solutions. 	<ul style="list-style-type: none"> • Quarterly review of CSM data, identification of critical gaps and priority response areas, follow-up with CCCM partners and multi-sectoral / Clusters. 	<ul style="list-style-type: none"> • Explore merger with PC where relevant and or handover to MinDev/MoSP 	June – Dec 2025



<p>Activity monitoring</p>	<ul style="list-style-type: none"> • Partners trained and reporting into ActivityInfo aligned with OCHA reporting deadlines. • CCCM Cluster 2025 Activity Matrix available online. • 5W dashboard modified for 2025 and updated monthly. 	<ul style="list-style-type: none"> • Day-to-day monitoring of partner performance, review of ActivityInfo reporting, and course correction at the field level. 	<ul style="list-style-type: none"> • CCCM Cluster monitoring matrix and dashboard maintained until the end of 2025, merged with Protection and Shelter for HNRP 2026. 	<p>June – Dec 2025</p>
<p>Support partner implementation</p>	<ul style="list-style-type: none"> • Day-to-day engagement with CCCM partners for strategic and technical guidance, problem-solving and advocacy (including disputes over CS coverage, complementary activities, etc.). • Multi-sectoral engagement with other Clusters to advance strategic and technical collaborations. 	<ul style="list-style-type: none"> • Day-to-day engagement with partners for operational problem-solving, coordination of activities in sites and transit centers. • Multi-sectoral coordination with other clusters and sectoral partners to ensure site-level service provision. 	<ul style="list-style-type: none"> • Functions handed over to Protection Cluster by the end of 2025, with the objective of eventual handover to government and local actors when capacity allows. 	<p>June – Dec 2025</p>
<p>Strategy development</p>	<ul style="list-style-type: none"> • CCCM Cluster Strategy in place for 2025 with defined strategic priorities. • HNRP process completed + Winter Plan 2024-2025 implementation complete. 	<ul style="list-style-type: none"> • 2025 Cluster Strategy outlines scale-down approach for West-Centre. 	<ul style="list-style-type: none"> • HNRP 2026 planning will merge CCCM strategy and activities, mainly with Protection, and some activities with Shelter Cluster. • Continue implementing West-Centre scale-down within the 2025 Cluster strategy framework. 	<p>June-Dec 2025</p>



Preparedness planning	<ul style="list-style-type: none"> National Preparedness Plan for new displacement and evacuations into collective sites and transit centers (Guidance, MPA, and SOPs) in place, to be updated mid-year 2025. 	<ul style="list-style-type: none"> East Hub Transit Centre SOP and checklist in place for multi-sectoral response (developed in ICWG). Preparedness plan in place for Dnipropetrovska evacuations to TC and CS. West-Centre Hub: Preparedness Plan (MPA + SOP) for West and Centre, and Multi-Sectoral Response package agreed with the ICCG and endorsed by HCT. 	<ul style="list-style-type: none"> All plans to be carried through to the end of 2025 (with minor updates at mid-year, if relevant). New plans to be developed under Protection and Shelter Clusters for 2026 in line with the 2026 HNRP response plans. 	June-Dec 2025
Technical guidance	<ul style="list-style-type: none"> In place or being updated (e.g., site prioritization, responsible exit, site management activities, GBV risk reduction, gender mainstreaming, improving accessibility, etc. 	N/A	<ul style="list-style-type: none"> Existing guidance to be carried forward, new CCCM-specific guidance at the national level will be avoided in the second half of 2025. Guiding documents that facilitate transition considered on a case-by-case basis. 	June-Dec 2025
Capacity building	<ul style="list-style-type: none"> Capacity Development Working Group (CDWG), co-chaired with IOM, developed a contextualized CCCM Induction Training package for new partners and staff. 	<ul style="list-style-type: none"> Induction training for new partners and staff, site managers and authorities where needed. Day-to-day hands-on capacity building and guidance for partners operating in collective sites and transit centers (time-intensive). 	<ul style="list-style-type: none"> Future of CDWG to be discussed and agreed with Co-Chair IOM and PC (for 2026 Impl). Sub-national capacity building to continue as needed in 2025, adapted to operational realities and transition. 	June – Dec 2025
Advocacy	<ul style="list-style-type: none"> Engagement with national government, donors, and other stakeholders on key issues, with 	<ul style="list-style-type: none"> Engagement with regional and local authorities, clusters, and other stakeholders on key issues, 	<ul style="list-style-type: none"> Joint Protection Cluster and CCCM on advocacy as of June 2025, supported by RCC in the 	June-Dec 2025



	a focus on strategic and technical issues.	with a focus on operational issues.	national Co-Coordinator role. PC to gradually take full leadership by the year-end 2025.	
Resource mobilization for CCCM Cluster partners	<ul style="list-style-type: none"> • Conducting donor briefings – organized or ad hoc bilateral – to raise awareness on needs in collective sites, progress of evacuations, winter response, etc., and advocate for funds to CCCM Cluster partners. • Coordinate and monitor UHF allocations for collective sites – several active allocation rounds – requiring data-driven prioritization with each partner. 	<ul style="list-style-type: none"> • Supporting donor missions, facilitating delegation visits to collective sites with partners. • Manage UHF details, revised targets, and activities on an ongoing basis, revision on CS level. 	<ul style="list-style-type: none"> • Joint Protection and CCCM Cluster donor engagement on CS, TC, and related evacuation issues as of June 2025, supported by RCC in the national Co-Coordinator role. • UHF projects will remain as CCCM until the end of the year. • Strategy needed with OCHA for projects that continue into 2026. 	June-Dec 2025
Inter-agency forums	<ul style="list-style-type: none"> • Represent CCCM Cluster and partners in coordination meetings – ICCG, AAP WG, Shtab, etc. 	<ul style="list-style-type: none"> • Represent CCCM Cluster and partners in humanitarian coordination meetings – HOCG (ad hoc), ABC, GCM etc. 	<ul style="list-style-type: none"> • CCCM Cluster representation to continue to the end of 2025. 	June- Dec 2025



Transition of CCCM Activities

The CCCM activities being implemented by humanitarian partners, within the coordination structure of the CCCM Cluster, are outlined in the 2025 HNRP and the 2025 [CCCM Cluster Activity Monitoring Matrix](#). The following table summarizes these activities and outlines transition and handover in terms of 1) **coordination capacity** (including technical oversight and monitoring) and responsible actors for implementation.

HNRP activities	Coordination capacity	Implementation responsibility	Comment	Handover Timeframe
Essential items and equipment provision	Handover to Shelter Cluster as of 2026 planning	Humanitarian partners		June-Dec 2025
Winter repairs	Handover to Shelter Cluster as of Winter 2025-26 planning	Humanitarian partners	CCCM Cluster to actively support winter planning	June-Dec 2025
Winter heating and fuel	Handover to Shelter Cluster as of Winter 2025-26 planning	Humanitarian partners + contribution of local authorities	CCCM Cluster to actively support winter planning TBC role of Energy Coordination Group for generators + power stations	June-Dec 2025
Site monitoring & referrals	Handover of day-to-day site monitoring and multi-sectoral referral to government or local partner by the end of 2025, supported by the Protection Cluster.	MinDev, MoSP and/or RCC	Significant engagement and capacity support are needed	June-Dec 2-25
Care and maintenance of collective sites and transit centres, including small repairs and minor upgrades	Handover to the Shelter Cluster until the Government's capacity allows.	Local authorities are taking on more responsibility, especially in W&C, supported by humanitarian actors to fill gaps.	Significant engagement and capacity support	June-Dec 2025
Site management and governance + Community-led activities	Handover to the Protection Cluster until the Government's capacity allows.	Humanitarian partners		June-Dec 2025



IDP profiling and linkages with solutions	Activity to be reviewed for 2026. If retained, handover to the Protection Cluster / Coordinated within the Protection Cluster umbrella.	Increase involvement of local authorities (capacity support needed), complemented by humanitarian partners.	Significant capacity support and involvement of recovery and development actors are needed	June-Dec 2025
Support authorities for principled site consolidation and closure	Activity to be reviewed for 2026. If retained, handover to the Protection Cluster/ Coordinated within the Protection Cluster umbrella.	Humanitarian partners + recovery and development actors	Stronger involvement of recovery and development actors is needed	June-Dec 2025
Capacity building for site managers, multi-sectoral actors, and authorities	Handover to the Protection Cluster/ Coordinated within the Protection Cluster umbrella	Humanitarian partners	Adapt to operational realities and transition	June-Dec 2025

For inquiries about the Cluster transition and overall CCCM Cluster issues in Ukraine, please contact ukrkiccm@unhcr.org and/or reach out to the National Cluster Coordinator, Abdifatah Farah Gure, at gure@unhcr.org.

