



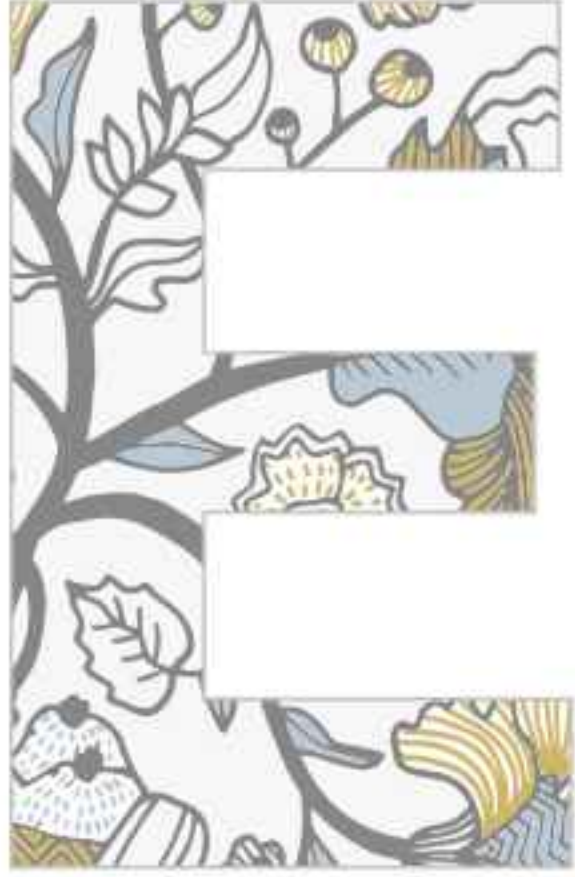
Alliance of Ukrainian Civil
Society Organizations

2024 – 2029

Locally led response strategy in Ukraine

Ensuring local leadership in responding to humanitarian crises and
setting the foundation for recovery processes in Ukraine





Empowering local leadership in crisis response

The leadership of local actors is key to ensuring that humanitarian responses are effective, equitable, and sustainable, with international actors playing a supporting role

Our strategy represents the collective views of Ukrainian CSOs on what a locally led humanitarian response means.

Developed with input from the Ukrainian Government, private sector, and international organizations, it outlines how national authorities, CSOs, and businesses will lead crisis response and recovery in Ukraine, with international actors providing support where needed.

We aim to build a resilient, inclusive, and sustainable system that is led and implemented by “local actors, as much as possible, and international actors, as necessary.”



Principles of Our Locally Led Response

The principles of inclusivity, resilience, and shared leadership form the foundation of what we see as a locally led response, ensuring that leadership is equitable and that diverse voices are included

The principles of our strategy reflect the priorities of Ukrainian CSOs:

- **Inclusivity:**
Participation from all sectors of society, especially people and communities in situations of crisis and vulnerability.
- **Resilience:**
Building local communities' and organizations' capacity to prevent, prepare for, and respond to current and future emergencies.
- **Shared leadership:**
Local actors are seen as equal partners with international actors.
- **Gender-Responsive approaches:**
Emphasizing needs and vulnerabilities of women, men, and gender-diverse individuals during crises.



Strategic Objectives and Actions

The strategy is focused on fostering partnerships, capacity sharing, ensuring coordination, and providing direct access to funding, with local actors leading at every level

After we successfully implement our strategy, Ukrainian local actors will have more capacity and support to lead humanitarian responses:

- **Partnerships:**
Equal partnerships between international and local organizations are prioritized. Risks and decisions are shared.
- **Coordination:**
Coordination systems integrate local actors and align with Ukraine's legal and governance frameworks.
- **Funding:**
Local actors have direct access to international funds with simplified processes, and funding that covers operational, security, and overhead costs.
- **Participation:**
Communities, particularly people and communities in situations of crisis and vulnerability, are part of decision making.
- **Capacity Sharing:**
Local organizations lead crisis response and recovery independently, with long-term mentorship, training, and institutional support.
- **Leadership and Policy influence:**
The role of local Ukrainian NGOs and their inclusion in the decision-making process are to be strengthened. Localization should look beyond funding being the main metric for success, and should be seen as enabling Ukrainian local leadership.




ur Long-Term Goals and Immediate Targets

Our strategy provides a roadmap for immediate actions, and a long-term goal to achieve sustainable, locally driven leadership

After we successfully implement our strategy, Ukrainian local actors will have the capacity and support to lead humanitarian responses.

It will also result in a Ukrainian civil society that is resilient and prepared to meet the needs of the community, especially people and communities in situations of crisis and vulnerability.

We will achieve our strategic goal through short-term targets and long-term goals.



Immediate Operational Targets (12 Months)

- Implement a unified system to streamline compliance for local organizations.
- Ensure full integration of local actors into coordination platforms.
- Create a Ukrainian-led pooled fund to support long-term recovery efforts.
- Increase representation of people and communities in situations of crisis and vulnerability in leadership and planning roles.

Long-Term Goals (5 Years)

- Local actors are fully integrated into all strategic and operational planning.
- A unified compliance system reduces bureaucratic barriers for local organizations.
- 25–50% of international funding goes directly to local actors.
- Strong, mutually beneficial partnerships between local and international actors, focusing on knowledge-sharing and co-leadership.
- Local actors achieve full operational independence with sustainable funding models.



Accountability and Measurement

Accountability mechanisms will track progress to local leadership and hold all actors responsible

Accountability mechanisms are built into our strategy to ensure progress toward locally led responses is measured.

An operational plan will be developed each year together with key performance indicators (KPIs).

We will adopt global, qualitative and quantitative indicators to measure progress toward a locally led humanitarian response in the areas of:

Partnership

Leadership

Policy influence

Coordination and Complementarity

Funding

Capacity

Participation



All Stakeholders play a role

Our strategy outlines our expectations for the role each stakeholder can play to support a locally led response to be realised in Ukraine.

Essential actors	Essential role to play	Our expectations
Donors	Provide flexible, long-term funding directly to local actors	<ul style="list-style-type: none">• Allocate 25–50% of funding directly to local CSOs.• Simplify application and reporting processes for local organizations.• Ensure funds cover operational, security, and overhead costs.• Encourage gender-responsive budgeting and equitable distribution of funds.
International NGOs (INGOs)	Transition from implementers to partners and mentors	<ul style="list-style-type: none">• Share responsibility and risk with local partners.• Provide long-term capacity-building support through mentoring and training.• Facilitate direct funding to local actors rather than acting as intermediaries.• Develop and execute exit strategies to transfer leadership to local organizations.
United Nations (UN)	Support system-level changes and provide technical expertise	<ul style="list-style-type: none">• Ensure international coordination systems include local actors in decision-making.• Advocate for direct funding to local organizations.• Lead monitoring and evaluation of localization progress.• Provide technical support and training to local actors.

Essential actors	Essential role to play	Our expectations
Local/National Actors (L/NAs)	Lead crisis response and recovery efforts	<ul style="list-style-type: none"> • Build organizational capacity to manage direct funding and project implementation. • Engage in strategic partnerships with international actors. • Participate in coordination forums and decision-making bodies. • Include people and communities in situations of crisis and vulnerability in planning and implementation.
Ukrainian Government	Facilitate the integration of local actors into national and international coordination structures	<ul style="list-style-type: none"> • Create policies that support localization of humanitarian efforts. • Include CSOs in national recovery plans and strategies. • Simplify legal and bureaucratic processes to allow local actors easier access to international funding. • Ensure that civil protection systems integrate local actors.
Private Sector/Business	Support humanitarian efforts through funding, services, and expertise	<ul style="list-style-type: none"> • Collaborate with local NGOs and the government to provide critical resources. • Offer pro bono or subsidized services for capacity building in local organizations. • Foster a culture of corporate social responsibility, especially in crisis response.





Addressing Challenges

Addressing key challenges is critical for creating a functional and sustainable locally led humanitarian response system

Our strategy recognizes there are challenges that need to be overcome to achieve a locally led humanitarian response system:

- **Simplified bureaucracy:**
A unified compliance system will reduce administrative burdens for local actors seeking funding.
- **Capacity building:**
Long-term training, mentorship, and institutional support will build local organizations' capacity to manage crisis responses independently.
- **Direct funding:**
Funding streams need to be simplified, and ensure grassroots organizations can access them.



Global Implications of Ukraine's Locally Led Response

Ukraine's locally led response serves as a replicable model for other countries, demonstrating the effectiveness of empowering local leadership in humanitarian crises

Our strategy not only addresses Ukraine's humanitarian challenges but also contributes to the global discussion on localization.

The Ukrainian model sets a precedent for locally led responses worldwide and aligns with the **Grand Bargain** and the **Charter for Change**.

- **Global Learning:**

Ukrainian CSOs want to contribute to global localisation efforts and share their experience with local humanitarian actors in other countries.

- **Replicable Model:**

Our Ukrainian approach provides a model that can be adapted and replicated in other countries.



Roadmap for Sustainable, Locally Led Humanitarian Response

The success of our strategy depends on the commitment of all stakeholders to support local leadership, and ensure that humanitarian and recovery efforts are effective, inclusive, and sustainable

By empowering local actors, fostering equitable partnerships, ensuring direct access to funding, and prioritizing inclusivity this strategy lays the groundwork for a sustainable, locally led humanitarian response in Ukraine.

It is a transformative shift in how crisis and recovery efforts are managed, placing local leadership at the forefront.



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