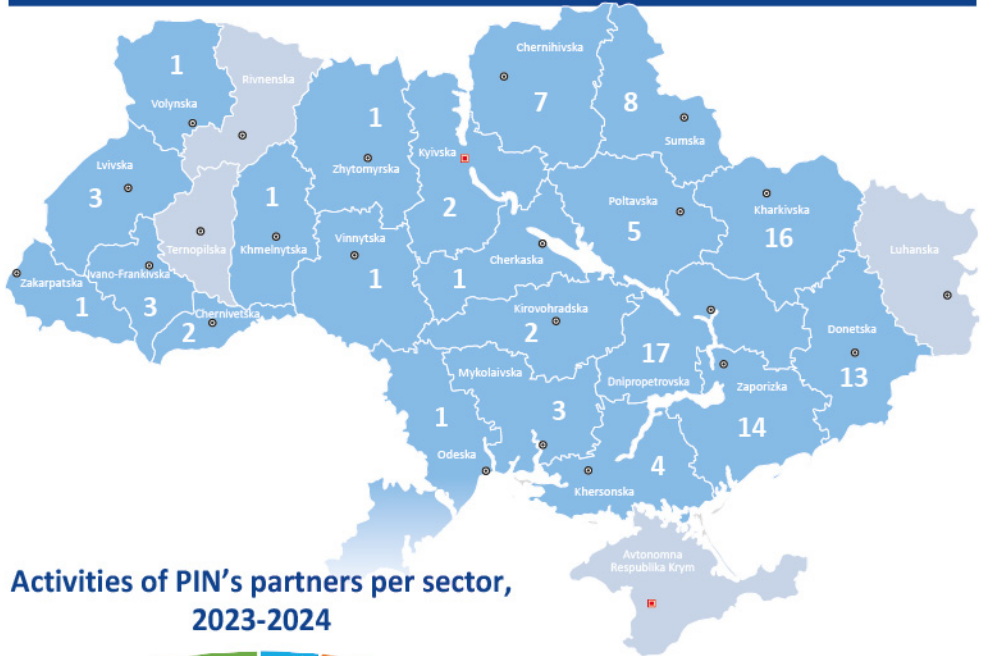




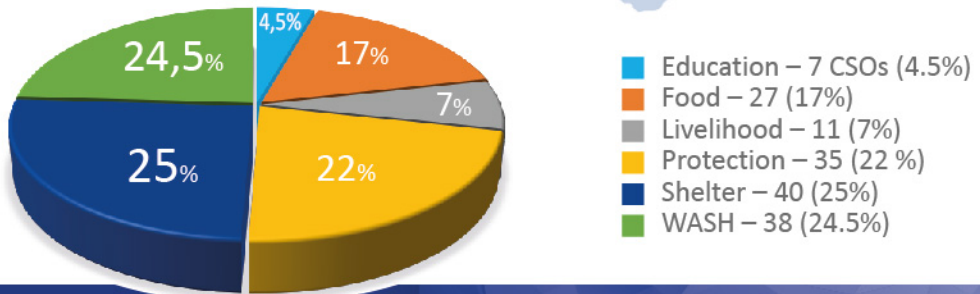
PIN's contribution to Locally-led response in Ukraine

After the start of Russia's invasion of Ukraine, PIN was among the first responders in the country addressing the large-scale humanitarian crisis caused by military action and displacement. PIN's rapid response to the escalation of the conflict was due to the organisation's existing capacity and experience working in Donetsk and Luhansk oblasts as early as August 2014. At the same time, **previous cooperation with civil society** was another powerful factor that helped PIN rapidly expand its humanitarian activities throughout Ukraine's regions, enabling us to access people affected by the war.

Activities of PIN's partners per Ukrainian regions, 2023-2024



Activities of PIN's partners per sector, 2023-2024



In conjunction with PIN's mandate and our Ukraine country strategy for 2023-2025, **locally-led response plays a central role when it comes to empowering communities**. This is done by reinforcing them as actors of change and putting people at the centre of decision-making regarding humanitarian response, recovery, and development.

PIN understands **locally-led action** as headed by local responders and their meaningful inclusion in coordinating activities, defining the needs of the affected people, as well as in designing, providing and evaluating the response. **Under local responders**, we include civil society organisations (CSOs), volunteers, grassroots movements, authorities, businesses, academia, and think tanks that can work at the community, oblast, or national level.



Already during the first months of Russia's full-scale invasion of Ukraine, PIN started to **mainstream locally-led approaches** in its programmes **while popularising them among other INGOs**. During 2022-2023, PIN has liberalised its internal procedures and introduced several crucial policies, in particular **the policy on locally-led response** with the objective to ease the access for Ukrainian CSOs to international humanitarian and development resources.

The policy gives an overview of spheres and approaches where PIN has progressed in terms of locally-led action:

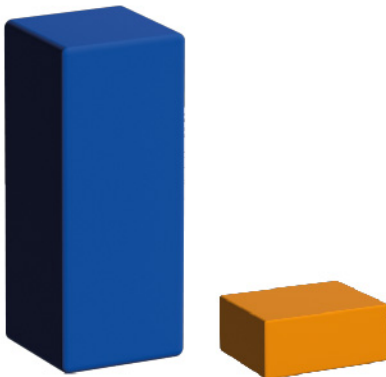
Equal partnerships

According to the Partnership Strategy of PIN's Relief and Development Department for 2022-2026, Participation, Power balance, Equality and Fair negotiation are among the key principles for building and developing partnerships for our organisation. In our Country Programme in Ukraine, we mainstream these principles across all our programmes and to all our partners. We strive for the complementary co-construction of visions and the co-creation of joint programmatic frameworks. In particular, we are committed to conducting regular consultations with local responders to inform our operations on the ground and advocate for necessary changes as well as involve our partners in the design of programmes and strategies, consider their suggestions in the project proposals, strategic revisions, etc.

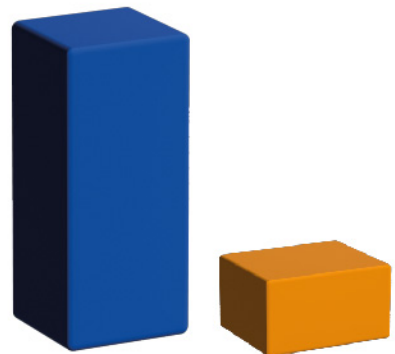
Funds allocated from PIN's budget to partners, 2022-2023, USD

PIN's budget in 2022, 61.2 million

PIN's budget in 2023, 98 million

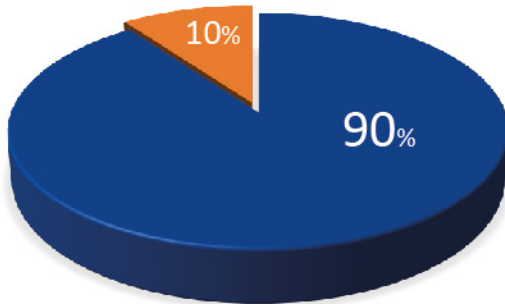


- PIN's direct implementation (54.3 million/89%)
- Funds allocated to partners (6.9 million/11%)



- PIN's direct implementation (82 million/84%)
- Funds allocated to partners (16 million/16%)

Structure of PIN's partnership portfolio, as of 2024



- Project-based partnerships: 96 CSOs (90%)
- Strategic partnerships: 11 CSOs (10%)

● Simplified assessment

PIN has considerably simplified the process to assess its partners before the start of a formal partnership by introducing E-PAT (an emergency partners' assessment tool). When compared with the normal (PAT) assessment, E-PAT is less time-consuming and can be conducted within several working days. At the same time, it also ensures a sufficient level of good governance. Thanks to E-PAT, PIN managed to expand and diversify its partnership portfolio and demonstrate its genuine commitment to locally-led response. After assessment, PIN can share with partners the certificate of assessment that can be demonstrated to other INGOs and occasionally allow CSOs to avoid undergoing another assessment, or at least make the new assessment easier. PIN advocates to members of the international community in Ukraine for the results of PIN's and other donors' assessments to be fully or partly accepted by other INGOs.

● Feedback and response channels for partners

Accountability Mechanism for Partners was introduced in 2022. This tool is quite unique since INGOs do not usually establish a separate channel of communication and feedback devoted to partners. The mechanism describes how partners can share their feedback regarding their work with PIN. Separate channels were established to deal with serious (breach of PIN's Code of Conduct, compromise of key policies or compliance procedures that may cause a serious legal, financial or reputational risk or damage) and non-serious complaints (suggestions, ideas and feedback for improving our work with partners: e.g. request for partnership, training, recommendations).

● Capacity exchange

Capacity-strengthening (CS) activities for CSOs aim to meaningfully balance partners' learning needs and PIN's safeguarding principles. For all its partners, PIN regularly conducts CS activities that include online or offline training, individual consultations, and mentoring. Local CSOs also strengthen PIN's capacities by sharing their expertise and knowledge, helping us establish connections with governmental and private sector actors, introducing innovative initiatives and pilot programmes, and conducting feedback sessions devoted to analysing their cooperation with PIN, in addition to daily communication and coordination.

The number of learning modules conducted by PIN Ukraine in 2022- 2023 exceeds 60 sessions in various topics. Such events were visited by more than 300 representatives of partner organisations. For all its partners, PIN regularly conducts capacity-strengthening activities that include online or offline trainings, individual consultations, as well as coaching and mentoring sessions. We conduct pre- and post- training knowledge assessments for all training, with an average knowledge increase of at least 80%.

For CSOs in Ukraine, PIN is launching its learning platform *Civil Society Now*. In January 2024, the platform has been piloted for 5 partner organisations working in different sectors and geographical areas in Ukraine.



● Duty of care for partners

PIN was one of the first INGOs in Ukraine to introduce a dedicated policy on Duty of Care for partners that addresses the following priorities: risk mitigation and prevention of risk transfer from PIN to local responders, support of physical and mental health of partners, popularisation of reporting mechanisms for partners, provision of capacities strengthening for local organisations and initiatives, and conducting joint advocacy on duty of care for partners. PIN recognises its obligation to provide partners with information, psychological, financial, and capacity-strengthening support so that they can be fully aware of and prepared for safety and security concerns arising from their work in Ukraine.

● Administrative costs

PIN was among the few INGOs in Ukraine to share its administrative costs with partners by allocating for partners' budgets 3.5- 5 % of its admins (PIN's admins are normally 7% of the donor's budget). The decision to provide administrative costs should be made on case-by-case basis.

● Support of volunteers

To support volunteers and strengthen the capacity of communities to respond to current and future shocks, PIN introduced a dedicated policy. Since PIN does not have legal entity status in Ukraine, it cannot support volunteers directly, only through CSOs with whom it partners. Costs related to volunteer support are typically included in the grant proposals organisations submit to PIN and other donors.



● Coordination

In its activities, PIN encourages partners to coordinate their work with each other – making use of PIN partners' network, by participating in dedicated coordination meetings and working groups, through UN clusters' system, at regional level, and with humanitarian and development actors working outside Ukraine.

● Ethical recruitment

International humanitarian agencies are occasionally accused of misusing their status and resources by disregarding the interests and needs of local CSOs and INGOs, through aggressive recruitment strategies leading to a depletion of the national labour market. Considering this context, PIN contributed to the development of ethical recruitment rules that were subsequently endorsed at the Ukraine HCT level.

● Advocacy

PIN advocates for a more locally-led response on various forums, inside and outside Ukraine. One of PIN's advocacy priorities includes the harmonisation of CSOs' due diligence conducted by INGOs and donors before they establish partnerships with local actors. The objective of this campaign is mutual recognition of assessments' results in the international community so that CSOs in Ukraine do not repeatedly pass quite similar procedures of due diligence introduced by the INGOs and donors. As part of its commitment to support locally-led response, PIN provides informational support to other INGOs entering or scaling up their activities in Ukraine and looking for partners.

