Prioritizing Partnerships
Modelling an alternative international humanitarian response in the Ukraine crisis
Introduction

The February 2022 invasion of Ukraine by the Russian Federation caused the largest humanitarian crisis in Europe since the Second World War. Millions were displaced within Ukraine and in the surrounding region, and humanitarian needs soared. As an organization with experience responding to humanitarian crises around the world, Oxfam decided to join the response efforts to reach those most in need of emergency assistance.

With no existing presence in the region and recognizing the strong civil society that had already begun responding to the needs of affected communities, Oxfam decided to implement a partner-led humanitarian response model. This prioritized partnerships with local and national actors, especially women’s rights organizations (WROs), those working with lesbian, gay, bisexual, transgender, non-binary, queer, intersex and asexual people (LGBTQIA+) and Roma communities, and organizations focused on the needs of some of the most marginalized communities.

By June 2022, four months after the invasion, Oxfam had established 28 partnerships (referred to as partners throughout this report) across Ukraine, Poland, Romania and Moldova. Oxfam also directly implemented a limited number of activities, supporting refugees arriving in Poland by providing information, food and cash assistance, tailored services for vulnerable populations, as well as water, sanitation and hygiene (WASH) services for both refugees and internally displaced persons (IDPs) in Ukraine.

The decision to implement a humanitarian response that prioritizes support for local partners is aligned with Oxfam’s commitments to strengthen civil society and local humanitarian leadership and feminist principles, all of which are premised on addressing power inequalities in the humanitarian system. Oxfam is dedicated to ensuring that it has a comprehensive feedback mechanism from its partners and embracing bidirectional learning to ensure stronger implementation of these commitments.

In 2023, Oxfam commissioned a learning review of partnership approaches in Oxfam’s Ukraine response to gain a comprehensive understanding and assess the experiences of its partners across the four countries. The review was designed to document achievements, challenges and changes made throughout the response, focusing on the partner-led approach and how this was implemented, accountability mechanisms, areas of risk, organizational learning and Oxfam’s strategic initiatives on local humanitarian leadership.

The results, outlined in this report, provide insights into not only lessons learned for Oxfam’s partnership approaches in the humanitarian response in Ukraine, but also for the wider humanitarian community and its collective commitments to strengthening local humanitarian leadership in response to the crisis. The findings should encourage open, shared learning on partnership approaches for all actors in the Ukraine crisis response in order to inform collective progress on addressing harmful power dynamics and strengthened local leadership in Ukraine and the wider region. The report can also contribute to wider learning on progress towards localization commitments globally.
Local leadership and partnerships in the Ukraine response

In line with global localization commitments, Oxfam’s partnership approach to a humanitarian crisis is determined by its ability to shift power to local and national actors in a way that enables them to lead in providing aid to the most affected groups and individuals – to ensure that their humanitarian needs are prioritized, rights protected and voices heard. Partnering with local and national actors in the Ukraine response has enabled an ambition to prioritize the balance of power and local leadership as both outcomes and also instruments to address the needs and rights of the most vulnerable populations.

Oxfam’s work on local humanitarian leadership is guided by the following principles:

• **Principled and effective partnerships**: Recognizing and increasing the power of local and national actors contributes to addressing power imbalances inherent to the humanitarian system.

• **Increased quantity and quality of funding for locally led humanitarian work**: This includes Oxfam’s efforts to increase local actors’ access to flexible humanitarian funds, as well as brokering direct contact between local actors and donors and avoiding additional compliance conditions imposed by donors.

• **Strengthening local humanitarian response capacities**: Building on and complementing existing local and national capacity.

• **Participation of crisis-affected people**: Oxfam follows the lead of crisis-affected people, ensuring their participation in decision-making and working together as partners in humanitarian programming.

• **Inclusive and diverse coordination and collaborative platforms**: Promoting the leadership of local and national actors through humanitarian coordination.

• **Visibility of local actors**: Recognizing and promoting the role and work of local actors in emergencies in a way that contributes to their visibility, brand and capacity for fundraising, communications and advocacy.

• **Influencing and shaping the humanitarian system**: This includes local to global efforts to develop strong policy and advocacy strategies to influence the policies and practices of donors, the UN, governments and international non-governmental organizations (INGOs) that undermine the roles of national and local actors.

In the early stages of the crisis, commentators speculated on whether the Ukraine response could be transformative for the realization of global commitments to strengthen local humanitarian leadership, given the strength and number of local and national actors in Ukraine and the rare availability of significant resources for the humanitarian response. In a statement for the 2022 Grand Bargain Annual Review Meeting, over 60 NGOs suggested “collectively agreeing to making the Ukraine response a context in which all signatories commit to demonstrating how the Grand Bargain vision can work in practice”.

However, while there are certainly examples of good practice and positive initiatives, the ambition for the response to be locally led and a turning point for ‘localization’ is at risk of failing.
According to the UN Office for the Coordination of Humanitarian Affairs’ Financial Tracking Service, less than 1.9% of humanitarian funding in Ukraine went directly to local actors in 2022 and this only marginally improved in 2023, to 3%. This is despite wide recognition that Ukrainian civil society and NGOs were the first to respond to humanitarian needs and continue to be vital responders to the crisis. There is very limited data on how much of the funding for international organizations is being passed to Ukrainian organizations (i.e., funding for local organizations via one intermediary), so tracking progress towards the Grand Bargain commitment of 25% of funding going to local actors is almost impossible in Ukraine.

“As humanitarians, we tend to focus outward on the response, the situation and the context. Things are a bit different now because we’re increasingly realizing we are part of the problem. This is hard for the organization to deal with. It’s both an organizational and personal journey.”

Oxfam staff member, Ukraine response

A joint statement issued by NGOs acknowledged that some INGOs that would typically focus on direct project implementation have instead centred their response on local partnerships and piloted more proportionate and flexible approaches to due diligence. A humanitarian localization baseline study conducted in 2023 found some evidence of localization in partnership approaches, but critical aspects were being missed. While there was some progress on partnership approaches focused on the goals of local and national partners, and some evidence of a shift of power and decision-making towards local and national actors, the study found limited evidence that partnerships in Ukraine were based on equitable and ethical practices. In the wider region responding to the crisis, local humanitarian actors in neighboring countries have reported a combination of positive progress towards Grant Bargain commitments but with persistent barriers remaining. The NGO Forum “Razem” in Poland identified relatively high levels of direct funding and a high share of overhead costs covered by INGOs, but gaps in partnership approaches and capacity sharing prevented the localization agenda being realized in Poland’s Ukraine response.

In this context, the lessons learned from Oxfam’s partnership response can contribute to wider efforts in the humanitarian community, particularly in the Ukraine response, to build quality partnerships based on equality and mutual accountability, and to strengthen local leadership and sustainability.

“True, genuine, and equal partnership remains one of the possible solutions [to promote localization of responses], but it can be argued that the current Ukrainian response has been shaped by the power dynamics inherent in the humanitarian sector and the rigid systems of support and coordination … True partnership means long-term engagement, acceptance of strength and weaknesses, and a transfer of knowledge in both directions. All made possible through trust.”

Fred Larsson at the first Ukrainian Aid Leadership Conference, 2023
Establishing a partner-led response

**Guiding principles**

As an international organization providing humanitarian assistance in crises all over the world, Oxfam recognizes that traditional humanitarian approaches have often failed to provide dignified, inclusive assistance to all those who are affected by crisis. These approaches can also undermine the leadership of local actors, who are most often the first and most effective responders to a crisis and who will likely be there to support communities in the different phases of the crisis, including recovery and reconstruction. Internationally driven humanitarian approaches risk reinforcing power imbalances and must address the full needs and uphold the rights of all those affected by crisis, especially women, girls and gender minorities.

Several ongoing initiatives aim to reform the international humanitarian system and put the rights and needs of affected communities at the centre of all crisis responses. Oxfam has signed commitments to contribute towards transforming the international aid system to recognize, respect and strengthen the leadership and capacity of local and national actors in order to better address the needs of affected populations in humanitarian responses. International frameworks such as the Grand Bargain, Charter for Change and Pledge for Change provide an opportunity for collective efforts and progress on system reforms. Oxfam is also committed to becoming a feminist organization and has outlined 11 principles to guide how it should approach all aspects of its work, including humanitarian responses, and established a gender in emergencies strategy.

Oxfam’s Ukraine response was driven by these commitments and principles from the outset. The ambition of the partner-led approach was to enable and strengthen greater local leadership in the crisis; to reinforce rather than to replace local and national capacities. Oxfam has partnered with some community-based organizations working with vulnerable communities, including WROs, women-led organizations (WLOs) and organizations supporting Roma and LGBTQIA+ communities, who were at risk of being left behind by the large-scale humanitarian response due to their limited ability to meet strict donor funding requirements and existing discrimination and exclusion in society which was exacerbated by the crisis.
Key elements of Oxfam’s partner-led approach

1. Partners and Oxfam take joint responsibility in setting the priorities of intervention based on humanitarian needs and having mutual accountability. Risks are proportionally shared (not just transferred), treated as opportunities between Oxfam and partners and managed through safe programming and equitable risk management.

2. Co-creation is practiced at all levels. This includes partners playing a leading role in designing and prioritizing interventions based on humanitarian needs, implementing and adapting interventions, as well as learning. Oxfam’s role changes from leading (with power and decision-making mainly residing with Oxfam) to supporting, encouraging and accompanying to ensure programme quality and accountability.

3. Flexible and adaptive: Linked to adaptive partnerships, as partners lead the implementation of programs, they have the freedom to adjust targets, budgets and timelines, while Oxfam provides guidance on standards.

4. Recognizing and nurturing local capacities: CSOs in this region have strong capacities. Should they lack humanitarian experience, Oxfam supports and nurtures core capacities, which may include technical (sectors of Oxfam or beyond), funding (including core costs) and proposal development, humanitarian programme and project cycle management, humanitarian principles and global standards (e.g. Sphere humanitarian standards and Core Humanitarian Standards) Oxfam teams mainly play advisory or mentoring roles and help build capacity when needed without infringing on the space for partners to strengthen their own capacities. Oxfam promotes capacity sharing among partners through cross-learning.

5. Equitable partnerships: Oxfam’s behaviours and practices shift from a contractual partnership premised on transactional ways of working, to an enabling way of working that is built on trust, upholds partnership principles and maintains healthy partnerships. The focus is on relations as much as (or even more than) contractual obligations. Oxfam also seeks to transform its systems and procedures to encourage equity and quality of partnerships while creating space for partners to lead.

6. Joint review of programmes: Oxfam and partners undertake joint reviews, including on issues of monitoring, evaluation and learning. Both should also be able to constructively assess the other’s performance and propose improvements.

Funding Oxfam’s Ukraine response

Oxfam decided to fund its response in Ukraine entirely through pooled humanitarian appeal funds from sources such as the Disasters Emergency Committee (DEC) in the UK, Giro555 in the Netherlands, 1212 in Belgium and Bündnis Entwicklung Hilft in Germany, in addition to its own public fundraising. This strategic choice, made possible only because of the significant public support for Ukraine, has afforded Oxfam greater flexibility compared to more conventional or restricted funding methods.

As of March 2024, 49% of Oxfam’s Ukraine response funds have gone directly to local and national actors, meeting commitments under the Grand Bargain. In order to be accountable to affected populations, Oxfam’s ambition is that most funds are spent on programmatic costs, but recognizing that organizations also require funding for overheads, salaries and running costs. Over the duration of the response, Oxfam has provided an average of 73% programme costs to 27% support costs across all its partners.
Much of the progress Oxfam has made to advance the localization agenda in the Ukraine response has been enabled by this large amount of flexible funding not tied to priorities or restrictions from back donors. Oxfam staff interviewed for the partnership review process recognized the opportunities this creates.

“We’ve done a huge amount to move away from standardized ways of working partly because we used flexible funding and also because of the effort the team put in.”

Oxfam staff member, Ukraine response

This presents important evidence for institutional donors who are also committed to the Grand Bargain: donors need to have flexible funding and more flexible compliance arrangements to make progress on these commitments. Institutional donors have their own restrictions and compliance requirements that are barriers to providing more direct, flexible funding to local actors, but more can be done to invest in opportunities that provide more funding support for local actors. This can be achieved by utilizing consortia funding mechanisms that streamline and standardize practices across a response, directly providing flexible funding arrangements, or through pooled funding models, preferably locally led pooled funds.
A rapid onset emergency response

A partner-led response to a rapid onset humanitarian crisis can only occur if relationships with trusted and due-diligence-cleared partners are in place. With no prior presence in Ukraine or the surrounding countries, it was a major challenge for Oxfam to rapidly identify partners and establish and maintain these relationships. Oxfam started to identify partners from the outset, but took a hybrid approach to allow it to start immediately responding to the crisis through direct WASH programming, while attempting to find partners with interest and expertise in this area. Ultimately, no partners were identified for WASH programming at the scale required so Oxfam directly implemented its WASH response. This involved working with the local water authority, Vodokanal, including providing supplementary power supply and solar panels for water pumping during power shortages and installing chlorine treatment kits for sewage.

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>FEBRUARY 2022</td>
<td>Escalation of the war in Ukraine</td>
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<tr>
<td>MARCH 2022</td>
<td>Direct programming starts in Poland; Oxfam office established in Rzeszow, Poland</td>
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<tr>
<td>MARCH–MAY 2022</td>
<td>Partnerships established and partner projects start in Poland (5 partners, total funding 1.9m EUR); Romania (five partners, total funding 2m EUR); Moldova (4 partners, total funding 800K EUR)</td>
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<tr>
<td>MAY 2022</td>
<td>First response strategy developed</td>
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<td>MAY 2022</td>
<td>Oxfam office established in Odesa and Chisinau</td>
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<td>JUNE 2022</td>
<td>Direct programming starts in Ukraine; Oxfam office established in Kyiv</td>
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<td>JULY 2022</td>
<td>First partnership and partner project starts in Ukraine,</td>
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<td>AUGUST–DECEMBER 2022</td>
<td>Nine more partnerships established and projects begin in Ukraine</td>
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<tr>
<td>JULY–AUGUST 2023</td>
<td>Romania and Moldova partner projects finish</td>
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<tr>
<td>JUNE 2024</td>
<td>Ukraine response strategy updated focused on LHL, feminist approaches, responsible phase out and supporting sustainability of partners beyond Oxfam’s presence in Ukraine</td>
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<tr>
<td>FEBRUARY 2023</td>
<td>Phase out strategy for Romania; discussions on phase out of Moldova</td>
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<tr>
<td>DECEMBER 2023</td>
<td>Phase out strategy for Poland planned for October 2024 and shared with partners</td>
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Ukraine response strategy updated focused on LHL, feminist approaches, responsible phase out and supporting sustainability of partners beyond Oxfam’s presence in Ukraine.
The humanitarian imperative and the response model

Oxfam’s humanitarian mandate directs it to save lives and alleviate suffering. Where there are local partners able to support this in a specific sector and location, Oxfam will support them to respond. However, where local capacities are overwhelmed or not able to respond at the required scale, the humanitarian mandate requires Oxfam to respond. A hybrid delivery model that included both direct implementation and partner-led response efforts sought to optimize the complementarity of the two approaches.

In the first two years of the response, Oxfam established partnerships with 39 local and national organizations across four countries. These organizations operate in diverse contexts with diverse focus, expertise and experience. Their proximity to marginalized groups among affected communities and their in-depth and often lived experiences supported greater relevance, inclusiveness, effectiveness and timeliness of the response. For example, partners were able to respond to changing needs in Kherson and Kharkiv much faster than Oxfam could have done on its own. This was facilitated by Oxfam’s flexibility in processing contractual amendments and meeting subsequent financial obligations quickly.

Oxfam prioritized partnerships with WLOs and WROs to align with its feminist approach, and placed impartiality, non-discrimination and inclusion at the heart of its response by choosing to work with partner organizations that support marginalized and at-risk groups such as LGBTQIA+, Roma people and displaced or refugee women and children. This deliberate action raised some concerns internally that these organizations are often smaller or focused on targeted communities and therefore Oxfam may not have reached the scale it might have done through direct implementation. This raised the familiar question of the relative merits of depth versus breadth. However, this tension was offset by the impressive work that was done by those organizations, providing appropriate, timely and safe assistance to some of the most marginalized communities. The only drawback was that the set-up phase took a relatively long time, primarily due to internal operational requirements, contextual understanding, identifying partners and due diligence processes.

In the learning review, several partners noted that Oxfam was one of few organizations in the response that supports groups that represent LGBTQIA+ and Roma people. Partner organizations acknowledged and appreciated the clear and intentional demonstration of inclusion and non-discrimination, as well as the value that a diversity of organizations brings to their own networking and peer learning.

Oxfam’s partner organizations across the four countries had a common focus on protection (including supporting survivors of gender-based violence) and inclusion (of women, youth and marginalized groups). This shaped Oxfam’s technical support and capacity-strengthening initiatives.
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Striving for flexible approaches

The global commitments to which Oxfam is a signatory acknowledge that reform of the humanitarian system is needed, and by signing these commitments and participating in these efforts, Oxfam acknowledges that change in the organization and its operations is required to contribute to the collective system. In its Ukraine response, Oxfam aimed to develop partnerships that offer flexibility to the partner in order to best respond to the changing needs of affected communities. This was possible in large part due to the way the response was funded.

While noting areas for improvement, partners in all four countries often commented on the high degree of flexibility and pragmatism Oxfam has been able to demonstrate. This included in finance and adjusting budget lines, adaptive programming and shifting activities and timelines (e.g. no-cost extensions), and being flexible to evolving needs and priorities, as well as day-to-day administrative matters.

Both partners and Oxfam staff described a flexible, collaborative design process that enabled agile and responsive programs. For example, Oxfam worked with a partner to reorient assistance to conflict-affected people when the partner had suggested activities that were outside of Oxfam’s humanitarian mandate (a shift from house reconstruction to winterization support).

“We felt we were real partners. We were able to support [Oxfam] with our recommendations and advice.”
Partner staff member in Moldova

In another example, on 6 June 2023, an emergency arose in Kherson Oblast after the Kakhovka Dam was hit, causing severe flooding downstream. This severely affected IDPs, returnees and host communities, leading to urgent needs such as hot meals, dry rations, potable water, hygiene kits, blankets, flashlights and cash. Several partners immediately contacted Oxfam for support and requests for additional funding to respond. Partners submitted a two-page proposal outlining the needs in affected areas and new activities required. Oxfam was able to process and approve these requests swiftly, transferring funds to partners within 48 hours and back-dating where necessary so that projects could start immediately.

Bureaucratic due diligence is consistently raised as a significant barrier to greater local leadership in the Ukraine crisis response, placing a particular burden on volunteer-based or smaller organizations who are often the ones supporting some of the most marginalized communities. Ukrainian partners noted that Oxfam’s due diligence and compliance processes were ‘neither lengthy nor unnecessarily scrupulous’, but rather ‘standard’ or ‘necessary’, especially because ‘there are so many new organizations that only emerged after the invasion ... big sums of money are involved, and the partners need to be sure that these organizations are up to task’. Oxfam had revised its usual partnership and due diligence assessment approach for the Ukraine response, making it lighter, more agile and partner-centric. This was positively received by partners. We are now using these experiences to further develop a new partnership approach which takes a more collaborative and adaptive approach to establishing and managing partnerships, in line with our feminist and decolonising commitments.

Oxfam has also contributed to due diligence harmonization and passporting efforts through participating in initiatives such as that championed by DEC, and by providing another INGO with its evidence so that one Oxfam partner did not need to go through its due diligence process. Oxfam supports such processes where they exist and when possible. Most partnerships in Ukraine were established in the early phase of the crisis and so very few organizations had been through due diligence processes with other INGOs.
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Many aspects of INGO systems, processes and procedures – including finance, compliance, reporting, monitoring, evaluation, accountability and learning (MEAL), business support, due diligence and partnership agreements – are often reported as misaligned with locally led partnership approaches, the fluidity of the crisis and the pace of the response. This often has a disproportionate impact on smaller partners with short contracts. Oxfam is no different, and **Oxfam’s systems often struggle to keep up with its ambitions**. The review findings demonstrated a high level of commitment from the Oxfam response team to shift power to local organizations, offering as much flexibility and support as possible, and to implement the humanitarian response through feminist and local humanitarian leadership approaches. However, the review highlighted that despite these ambitions and commitments, many of the systems, frameworks and ways of working could be better suited for a partner-led response.

The response team have often felt constrained by the standardized systems they are required to use – systems primarily designed and refined around the requirements of institutional donors.

Partners in all four response countries commended Oxfam’s commitment to equitable partnerships by being flexible and responsive to changing contexts, but there were many exceptions to this, primarily around reporting requirements and what are seen as lengthy and complicated project approval processes, which some partners stated created operational difficulties for them.

“
They have many demands and operate with huge bureaucratic procedures. With this system, we had to work and do many more things we wanted to, or we expected to do.
Partner staff member in Romania
“

Reform in compliance procedures are urgently needed to meet localization commitments such as the Grand Bargain. Institutional donors’ demands need to better respect the capacities and resources of local actors. These requirements have a knock-on effect for intermediaries, such as INGOs like Oxfam, that also have a responsibility to challenge their own contributions to lengthy and bureaucratic compliance mechanisms. Changes to compliance procedures should be centred around shared risk management processes that are fair and jointly developed with local actors. In addition, the widespread adoption of due diligence passporting or harmonization for local organizations would enable faster responses that better support partners.

In quality partnerships, there is no one size fits all. Oxfam’s partners in the Ukraine response are mostly community and voluntary organizations and local WROs and WLOs, and vary significantly in size, experience and capacity to deliver humanitarian aid. Some partners, for example, are very small community-based organizations run by volunteers, others are national-level organizations. Oxfam is committed to working with partners to deliver programs but also, at the same time, to supporting organizations to develop and take on more leadership roles in the partnership. The learning review suggested that partners generally recognized and appreciated this. However, for some organizations, limited time and capacity had an impact on their ability to take on a leadership role, for some it was not part of their organizations’ ambitions, and some found the number of consultations and requests for feedback from Oxfam overly cumbersome. The range of opinions among partners and staff makes this kind of model very challenging – there are no blueprints for local humanitarian leadership and what works for one partner may not work for another.
One key lesson from the Ukraine response is that every partner has its own unique goals, ways of working, capacity and needs. As such, partners need flexible, tailored collaboration and support in order for local humanitarian leadership to thrive and to build partnerships that advance local organizations’ goals and ambitions. Oxfam’s Ukraine response is working with partners to understand their ambitions and to strengthen our partnership on that basis.

**Adaptive management**

The act of designing the Ukraine response in a partner-led way was in itself an important achievement for Oxfam. It demonstrated Oxfam’s intention to uphold its commitments to local humanitarian leadership. It was also both a strategic and pragmatic decision: with no previous presence in the region and with significant flexible funding, it was an appropriate response to trial these approaches and one that would demand a high degree of adaptive management.

As the conflict and response has evolved, Oxfam has had to constantly adapt. This included making the difficult decision between supporting partners in Romania and Moldova with longer-term funding or expanding lifesaving and humanitarian operations in Ukraine. Consequently, Oxfam decided to exit Romania and Moldova and developed a responsible phase-out strategy. While the Oxfam response team still believe that this was the right decision, the review found some criticism around the communication of the decision. This was one of many examples where the need for clear and timely communications with partners was shown to be a critical element of adaptive management in a partner-led response.

Olena Mironova, pictured left, and her son found safety and support in the Carusel shelter, Romania. Photo: Pablo Tosco/Oxfam
Phasing out of Oxfam’s humanitarian response in Romania and Moldova

From the outset, Oxfam’s response in Ukraine and neighboring countries had been designed to be time-bound responding to the spike in humanitarian needs following the Russian invasion of Ukraine in February 2022. By March 2023, Oxfam had decided to phase out its humanitarian responses in Romania and Moldova. Considerations included Oxfam’s humanitarian mandate and the shift in needs to more long-term support for integration and social cohesion, the high number of INGOs involved in the responses and the duplication of services (specifically for Moldova), and an analysis of Oxfam’s added value.

As part of the decision-making process, Oxfam, supported by a consultant, held discussions with partners to develop a responsible exit plan. In Romania, particularly, the timing for exiting the country and concluding partnerships proved difficult. While it aligned well with some partners’ objectives and aspirations, it posed significant challenges for others who were not prepared or did not share a similar view. This discrepancy emphasized the importance of tailored transition plans based on partners’ capacities and intentions.

The exit plan in Romania was finalized in February 2023. This included a gradual phase-out starting in spring 2023, with all programs to close by August 2023 at the latest. In Moldova, Oxfam started the assessment process in January 2023, including a performance review, context analysis, and conversations with stakeholders, affected communities and partners, and had fully exited by August 2023.

In both countries, in alignment with the exit plans, the capacity needs of Oxfam-funded partners were taken into account and budgeted for within the partnership agreement. In Romania, meetings were also held with non-funded partners to co-design a capacity strengthening plan to support them in building up their humanitarian, social and institutional capacities. This proved extremely challenging, with most resources and budget tied to project implementation. During the phase-out period Oxfam also facilitated learning opportunities for organizations whose financial partnerships with Oxfam had ended prior to the phase-out strategy. This was paired with promoting peer-to-peer support and learning among partners, exchanging knowledge and experiences, collectively developing best practise, and sharing common resources. The partnership review highlighted the importance of clear, transparent communication with partners as early as possible.

The cycle of responding, learning and adapting in a complex crisis has demonstrated that the exercise has a tendency to become reactive. There is little room for proactivity and allocating time for reflection, planning and strategizing is difficult to prioritize. Notwithstanding this challenge, partners and Oxfam staff highlighted several examples where Oxfam used partner feedback to inform changes. This included adapting the due diligence process to lower the burden on partners without decreasing the value of the process for Oxfam. Once partnerships were established, Oxfam moved to a communication model with partners that channelled information through a single focal point in Oxfam – a partnership coordinator – rather than multiple staff members from different levels and departments (in order to better moderate information demands and reduce burdens on partners), and ‘learning logs’, a feedback loop that is part of Oxfam’s adaptive learning approach and processes.
Oxfam’s partner-led response in Ukraine continues to move the boundaries of what is possible within and by Oxfam. The lessons learned from the response continue to shape changes within the organization and its operations. For example, challenges and delays in decision-making at the beginning of the response prompted a recognition of the need for clarity in organizational guidelines and decision-making, which were acted upon: the response made significant and important decisions quickly, such as closing two countries’ operations and establishing partnerships with organizations working on the crisis at the Poland–Belarus border.

Balancing speed with appropriateness

A consistent question for learning that arises is whether a partner-led response is faster than direct implementation. This was a key part of the partnership learning review, with the findings showing that from the second phase of the response, once established, partners clearly added a level of speed that an organization of Oxfam’s size could not achieve on its own in this context.

However, establishing the partner-led response took time. It took time to get the right team in place to start the process of identifying and developing partnerships, which had an impact on when the first partner projects could start. In the meantime, Oxfam was able to quite quickly establish direct implementation of WASH programming in Poland and Ukraine. While this meant that it was able to respond to some community needs from the outset, the pace did not match Oxfam’s ambitions to both respond to the rapid onset emergency and support local humanitarian leadership. This tension between the pressure of responding and spending funds quickly versus the time-consuming process of developing equitable partners has not been unique to Oxfam.13

Once partnerships were established, the response became more flexible and timely. This was a direct result of the strength of local partners and their work, robust preparations and ongoing capacity sharing, joint planning and relationship-building with partners. The review found that this partner-led model, once built, enabled a fast and effective response that was able to adapt to the changing needs of affected communities.

While responding quickly and effectively to the immediate needs of affected communities must be a core objective of humanitarian responses, local humanitarian leadership and feminist principles dictate that speed cannot be the sole marker for success. Oxfam recognises that in all crises, organizations that work to support some of the most marginalized communities are often under-resourced and under-supported by the international humanitarian response. Through choosing to work with partners that had proximity to, and understanding of, some of the most marginalized groups and communities, the review found that Oxfam’s Ukraine response demonstrated its value for targeted action.
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Shifting power

Capacity sharing and networking

Capacity sharing is a fundamental component of any humanitarian partnership and a key part of the Grand Bargain commitments on localization. However, how this commitment is implemented in a way that supports local leadership is still a major challenge for the humanitarian community. There is evidence of progress in the Ukraine crisis response. For example, 73% of local and national actors interviewed for the baseline study identified that international capacity-strengthening efforts have focused on areas requested by Ukrainian organizations. However, capacity strengthening is still too often seen as one-sided, with international organizations failing to recognize their own capacity gaps – such as contextual knowledge – that could be strengthened with support from local and national actors. Ukrainian CSOs identified this as a major frustration of working with international organizations, who are often concerned with the capacity building of local and national actors rather than building their own capacity through learning from Ukrainian organizations. While capacity strengthening was listed as a top priority in the DEC scoping study, the findings reinforced that what local and national actors in Ukraine need is tailored training and mentoring, given the huge differences in their experiences and capacities.

The learning review found that Oxfam’s teams in both the Ukraine response and the wider organization have a high degree of self-awareness and self-criticism about local humanitarian leadership challenges in the Ukraine response. They have regularly invited partners to highlight gaps and weaknesses in Oxfam’s systems, which the teams then attempt to resolve. This reflected the team’s general orientation as facilitators, catalysts, convenors and overall service providers to the partner organizations that work with and in affected communities. This approach underscores the focus on mutual capacity exchange rather than top-down capacity building. Much has been said about strengthening the capacity of local and national organizations to operate effectively and efficiently in the humanitarian space, adhering to humanitarian standards and principles, and the review demonstrated that Oxfam’s team upholds those values and is inspired by the skills and experience partner organizations bring. Having had no previous presence in the region, Oxfam has learned much from partners on the context, dynamics and needs of communities in Ukraine, and the approaches to utilize to address those needs. One example is a partner providing training for Oxfam staff on LGBTQIA+ issues in the context of Poland and the refugee response.

Many partners emphasized the value of networking and collaboration opportunities with peer organizations that partnership with Oxfam enabled. Respondents from both the Oxfam team and partners noted that partner organizations in each country – established organizations that were pivoting to humanitarian assistance and protection and new organizations that were constituted for this response – were initially disconnected from each other, but with increased time and in-person and virtual contact facilitated by Oxfam, they forged relationships and informal networks based on solidarity and sharing information and good practice. These networks are important for strengthening local leadership. By supporting them proactively, Oxfam acknowledged that local organizations with greater proximity and personal investment in the crisis and response have much to gain through peer-to-peer exchange.

Opportunities for peer-to-peer learning and networking emerged as a key issue for partners across the four countries. To facilitate these, Oxfam has created both formal networking spaces and some informal (e.g. on the margins of a workshop or meeting), and prioritized time and space for networking among partners within meeting and workshop agendas. Other opportunities include facilitating peer-to-peer exchanges and joint engagement at external events. As part of the learning review, partners
acknowledged Oxfam’s work on networking, resulting in a group of partners who often collaborate and support each other to strengthen their leadership. Partners valued these spaces for networking with their peers in terms of both capacity development and diversifying funding sources. This should be an important legacy when Oxfam is no longer present in Ukraine, and a key component of enabling local humanitarian leadership.

One of the many areas of expertise that partners bring to the partner-led approach is their intimate understanding of and proximity to the context and lived experiences of women and girls, and people from marginalized and discriminated groups, such as the Roma and LGBTQIA+ communities. In addition, one of their many skills is the support they can offer to conducting context and protection needs analyses. Such co-created analyses are critical to understanding the gender and power dynamics at play and addressing them in a way that ensures a comprehensive and inclusive response.

Oxfam’s Ukraine response has had a dedicated gender adviser to facilitate more focus on and learning from the implementation of feminist principles in the response. This important initiative was enabled by the flexible funding available. Several team members also recognized that many partner organizations, being feminist, women’s rights and LGBTQIA+ groups, are more advanced than Oxfam in their realization of feminist principles and approaches – even if they do not explicitly label them as such – and presented an important opportunity to learn from experts in their field. One partner with significant relevant experience and expertise conducted workshops on LGBTQIA+ rights for the Oxfam team, highlighting the essence of partnership and the need and demand for knowledge and capacity sharing.

“[Oxfam is] learning from partners. Partners speak up. Some of them are quite strong and this forces Oxfam to listen.”
Oxfam staff member, Ukraine response

Collaborative decision-making

Through its partner-led approach, Oxfam has taken significant steps to shifting power and decision-making in its programs, with the flexible approaches enabling more decision-making power to sit with its partners. Examples such as the Kakhovka dam and winterization responses mentioned above, where partners determined a need to shift programmes to respond to changes in context and Oxfam was able to adapt and accommodate these, demonstrate that this approach pays dividends in responding to the real-time and changing needs of affected communities.

In the review, both partners and Oxfam team members described a highly collaborative decision-making process. Partners felt that their proposals were positively received and recognized a collaborative approach which aimed to accept partners’ project proposals that broadly aligned with the response’s strategy and expertise areas.
However, there are still several issues that need to be resolved. Oxfam needs to clearly define different levels of participation in decision-making that may be most appropriate to different partners, ranging from consultation to co-creation. This should be adapted to partners’ needs, aspirations, capacity, time and interest to engage in the decision-making process, and should recognize external conditions and limitations beyond its control, such as funding conditions set by donors. Oxfam also needs to strengthen partners’ meaningful engagement in decision-making around its ambitions and strategy development.

Many partner organizations highlighted the strength of Oxfam’s communications. Partners reported prompt communication and staff who engaged in good faith and expressed appreciation for the team, who listened and responded to their advice and ideas.

**Overcoming deep-rooted power imbalances**

Despite Oxfam’s global commitments and the professional approach and personal dedication of the team to model a humanitarian response that shifts power to affected communities and local and national organizations, the learning review found that despite examples of good practice, unequal power dynamics persist in the Ukraine response. The examples below demonstrate how international organizations such as Oxfam can reinforce negative power dynamics, often unintentionally. Consistently assessing and reassessing how approaches may have an impact on power imbalances is a vital component of achieving local humanitarian leadership commitments.

Most partners recognized and praised Oxfam’s efforts and commitment towards local humanitarian leadership. However, the review found examples of how the practical realities of trying to shift power unintentionally reinforce some traditional power dynamics. These were mostly everyday things, such as training sessions that were designed and led by Oxfam, rather than by partners. Another example was that, beyond mechanisms designed for safeguarding or preventing sexual exploitation, abuse or harassment, there were no routine, regular opportunities for partners to anonymously provide feedback to Oxfam on partnership approaches. In these situations, partners have had experiences where Oxfam has done things unconsciously that have reinforced negative power dynamics that are not aligned with their principles. Better articulation of how to apply these principles could lessen such unintentional power dynamics.

This was exacerbated by staff turnover and rotation which, while inevitable in a rapid onset emergency response, created challenges for how power dynamics have been managed between the organizations. While international staff were indispensable in bringing experience on partnership models, operational and technical expertise and familiarity navigating the international humanitarian system, it takes time become familiar with the organization’s approaches in the Ukraine response and to understand the context. This later point has been raised consistently by both Oxfam partners and other local actors in the Ukraine response as a particularly challenging dynamic with international actors.

> Oxfam was open to receive all kinds of new information. We were treated as experts and they listened to us. They agreed with us if they considered our proposals [to be] good. [They are a] young and open team, [leading to] easy collaboration and a positive working approach. They gave us freedom and it was an easy and pleasant partnership.
> 
> Partner staff member in Moldova

"
Ideally, we should be aiming at a situation in which the contextual capacity of the local actors and the technical expertise of working with migration by international actors are both recognized and complement each other. I have seen it work inside truly equitable partnerships and in case management. The change I would like to see is that INGOs reflect on how to share and contextualize their technical expertise sooner, and in a local language. In the first weeks of the Ukraine Response in Poland the L/NNGOs were looking for this knowledge, but most of the international actors were in their assessment stage then. There is still so much we have to learn from each other! L/NNGOs want to know about the humanitarian cycle, preparedness, and protracted crises. Each context is different, but international experience can support local actors in operating in theirs, and there is expertise to be taken from each response further.

Partner staff member in Poland
Articulating and implementing Oxfam’s principles

Oxfam’s commitments to local humanitarian leadership and feminist principles require the shifting of power from international humanitarian organizations to local humanitarian leaders. In practice, this is exceptionally difficult for a single international NGO to achieve at a deep and meaningful level, whether quickly in an emergency humanitarian response or otherwise, as system-wide change is needed for a true shift. Oxfam’s response in Ukraine provides a very valuable learning opportunity on delivering a partner-led response. The review found that Oxfam’s response validates the high-level local humanitarian leadership principles, but lessons can be learned from the practical application of those principles.

The most important lesson identified so far is in translating the ambition for shifting power into a measurable, practical application at different levels and across different areas. For example, this could include how the response strategy is set in collaboration with partners but could also be applied in how Oxfam manages partner reporting. Oxfam needs to better articulate its ambition, which would likely help the team make everyday decisions that are better aligned with both the principles and the reality.

A crucial gap in the Oxfam Ukraine response’s learning agenda and what it can contribute to wider change in the humanitarian sector has been identifying, contextualizing and measuring against a set of metrics to demonstrate progress towards global localization commitments. The review identified a need to not only articulate Oxfam’s ambitions but to also agree a set of metrics by which Oxfam will hold itself accountable. The NEAR Localisation Performance Measurement Framework,19 the Grand Bargain localisation workstream guidance note on partnership practices for localisation,20 and the Pathways to Localisation report21 all provide practical ways to measure progress on localization. By contextualizing and utilizing these tools, lessons learned can then be used to influence the international humanitarian system around how to turn commitments into action.

Oxfam has been proactive in several areas that have the potential to influence the wider sector’s learning and action around localization. For example, in terms of external representation, Oxfam has prioritized enabling the participation and representation of partners at forums to which Oxfam is invited, rather than speaking on their behalf. Oxfam is also working with the Global Protection Cluster (GPC) to better enable national organizations to be part of global protection forums, including funding four national organizations to participate in the GPC and other forums, with support from Sida. This funding covers salaries, enhanced internet connection and access, travel and project management and administration costs, including Indirect Cost Recovery (ICR) sharing. Oxfam has also been part of the group of DEC members following up on the findings of the DEC scoping exercise, including co-developing and proposing a new locally led pooled fund for local and national actors in Ukraine, and an online database and verification platform which aims to provide a harmonized due diligence minimum standard for local and national actors.

Within Ukraine, the humanitarian system is more inclusive of national organizations than in some other responses, and Oxfam is supporting this and other interagency work through the Ukraine Protection Cluster and the Ukraine Humanitarian NGO Platform Advocacy Working Group. Oxfam’s Ukraine response advocacy strategy includes objectives on local humanitarian leadership at the national and global levels, using its own experiences, partners’ experiences and evidence collected by the response to contribute towards global advocacy.
An important way to influence the partner-led approach is to model it, something that many comments and observations in the review highlighted. For example, while Oxfam is committed to gender inclusion and a feminist approach as a key pillar of its local humanitarian leadership approach, there are still gaps to realizing this across all areas of its work. The review found, for example, that many Oxfam staff members interviewed did not feel knowledgeable or confident in the theory or practice of how to implement these approaches in their own area of work. Oxfam needs to do more ensure that it is clear on how to measure and be accountable to its local humanitarian leadership and feminist principles in everything it does.

The Ukraine response presents a significant learning environment for localization, with many of the lessons learned informing systemic changes in Oxfam and its ways of working in and beyond the Ukraine response.

In August 2023, the development of a MEAL strategy for Oxfam’s responses in Ukraine, Poland, Romania and Moldova provided space for defining standard and contextualized indicators that align with the partner-led approach, including those related to safe programming and gender equality.

**Piloting a feminist approach to MEAL**

Oxfam’s Frontline Community Protection Capacity project – funded by Sida – aims to improve understanding of what works in community and civilian-led protection work and supports collective protection advocacy and the community-led protection task team under the Global Protection Cluster. As part of the project, Oxfam and partner organization teams have taken part in training on feminist, participatory MEAL; an approach being piloted by Oxfam and two local partners in Ukraine. Feminist MEAL aims to put the affected community at the heart of judgements on what works based on their own experiences, shifting power over and ownership of MEAL processes to national partners and communities. It does this by centring the participation and views of the affected community in all learning, using community perceptions of impact in protection programmes, including marginalized and disadvantaged groups, and focusing on gender equality.

Activities include developing MEAL guidance and tools driven by feminist participatory approaches and creating spaces for national and community-based organizations to present their work, their perspectives on what works and their recommendations to the international humanitarian system, including global protection donors. Oxfam’s Ukraine response has engaged with strategic partners through training, grant management and fostering a collaborative approach to community protection efforts.
The next phase of the crisis response

People affected by the ongoing war in Ukraine continue to need lifesaving humanitarian assistance. But the crisis is changing and the response needs to evolve with it, especially as funding becomes more limited. In areas close to the frontline, relatively small numbers of people have critical emergency needs, with many of the most vulnerable choosing not to displace from frontline areas, and IDPs continue to need humanitarian assistance across the country. The impacts of the war on unemployment and poverty levels are increasing and in some regions the need for inclusive recovery and reconstruction is growing.

Ukrainian civil society also continues to strengthen its leadership in the crisis response. The Alliance for Ukrainian Civil Society Organisations was established in 2023 as a network for collaboration, peer-to-peer learning and coordination, and is developing Ukraine’s first localization strategy.

In this context, as an international organization with a humanitarian mandate in Ukraine, Oxfam needs to assess how it can add value, how it builds on the partnerships that it has established, and how it uses its position to enable greater local humanitarian leadership. The findings from the partnership learning review will inform Oxfam’s approaches moving into this next phase and Oxfam will continue to challenge itself to uphold its feminist and local humanitarian leadership principles.

As the crisis continues to evolve, many of Oxfam’s partners will shift their focus based on the needs in their communities and will likely increase recovery and reconstruction activities. While this extends beyond Oxfam’s humanitarian mandate in Ukraine, local humanitarian leadership approaches promoting partners’ sustainability and leadership will enable their preparedness and capacity for the next phases of the crisis. Actors working across the triple nexus must recognize the role that civil society has played in the humanitarian crisis response and enable their leadership in recovery and reconstruction efforts.

The lessons learned can also support other actors to navigate the same issues in collective efforts to shift power and to ensure more principled, efficient and effective crisis response that responds to the rights and needs of those affected by the war in Ukraine.

Based on Oxfam’s experiences and lessons learned from the partnership review, there are several commitments for its Ukraine humanitarian response team to act upon. But Oxfam cannot achieve these ambitions alone. The recommendations for the wider humanitarian community in Ukraine outlined below will help enable more quality partnerships to strengthen local humanitarian leadership.
Commitments from Oxfam’s Ukraine response team

We will:

• Continuously scrutinize, contextualize and adapt where possible the tools, processes and procedures we use with partners to uphold our commitments towards building and sustaining quality partnerships. We will also bring together colleagues from a range of teams, including partnerships and business support, to identify how we can adapt our ways of working to our partnership model.
• Strengthen our own capacities on feminist and local humanitarian leadership approaches by translating principles into practice for the Ukraine response, including providing guidance and support for our team.
• Work with our partners to identify ways we can support their sustainability and leadership into the future and beyond the partnership with Oxfam.
• Continue to use our voice to advocate for greater local humanitarian leadership and inclusion of marginalized groups across the humanitarian response in Ukraine.
• Design an indicator framework that will enable us to track progress against our ambitions and commitments, based on existing tools, including the NEAR Localisation Performance Measurement Framework and Pathways to Localisation report.22
• Establish an anonymous feedback mechanism for partners to comment on how Oxfam is performing as a partner.

Recommendations for the humanitarian community in Ukraine

Adopt flexible and adaptive approaches to enable effective partnerships with local organizations to respond to the needs of affected communities

• All international humanitarian actors should involve local partners in a flexible, collaborative design process to allow for more agile and responsive programs.
• Donors and organizations who provide the funding in partnerships should be willing to adjust finance and budget lines and shift activities and timelines in response to emergencies and as the context evolves.
• All humanitarian actors should recognize that there is no ‘one size fits all’ approach and be ready to tailor partnerships to the nature, needs and ambitions of each partner organization.
• Donors should adjust policies and approaches around spending targets, especially at the onset of a crisis, to enable the establishment of partnerships with local organizations, recognizing that while it may take time for international actors to set up these partnerships, this represents an investment in the future effectiveness of the response.
• International actors should review their internal systems, processes and templates to ensure they are fit for delivering humanitarian assistance through partnerships with local actors, rather than being primarily suited to the use of direct implementation models. This includes risk management approaches, compliance policies and MEAL frameworks.

Minimize burdens and bureaucratic processes for local partners who are often already under-resourced and overstretched

• Donors and international actors who provide funding to local organizations should develop a lighter and more flexible approach to due diligence, including through due diligence harmonization and passporting with other organizations.
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- Partnerships should have agreed communication approaches and learning approaches which help lower the administrative burden on local partners, such as channeling information through a single focal point and keeping learning logs as part of learning processes.
- International actors should ensure thorough induction and handover processes for new staff to understand the context in Ukraine to prevent this responsibility falling on local partners.

Recognize the unequal power dynamics between international and local actors and challenge approaches that intentionally or unintentionally reinforce these inequalities

- Develop mutual capacity sharing plans in partnerships, seeing not only where INGOs can strengthen the capacities of local partners, but also where INGOs need to build their own capacities or knowledge through the expertise of their local partners.
- Support networking among local partner organizations, encouraging solidarity and peer learning.
- Engage partners in collaborative decision-making in a way that is sensitive to different partners’ needs, aspirations, capacity, time and interest.
- Consistently reassess how your approach might have an impact on power imbalances – even where you are committed to local humanitarian leadership, negative power dynamics can be unintentionally reinforced. This includes providing opportunities for anonymous feedback on your approach from partners.
- Prioritize enabling partners to participate in forums to which you are invited, rather than speaking on their behalf.

Articulate how feminist, decolonial and localization principles translate into practical and tangible approaches to ways of working across the organization and develop implementation plans based on those principles

- Ensure your decision-making and organizational guidelines are clear on your commitments to local humanitarian leadership, including how these should be applied in context. Make sure staff are not only aware of these principles but understand how to implement them in their own area of work.
- Utilize existing tools and mechanisms for measuring progress towards localization commitments, including the NEAR framework and Pathways to Localisation report.
- Endorse the upcoming Ukraine localization strategy developed by the Alliance for Ukrainian Civil Society Organisations and develop an action plan for how your organization will meet its goals and objectives.
- Invest in learning mechanisms to better understand how approaches to local humanitarian leadership can be improved and, where possible and appropriate, share this learning publicly in order to enhance collective progress on localization commitments in the Ukraine crisis response.
Endnotes


4. The original Grand Bargain framework included a commitment to achieve a global aggregated target of at least 25% of humanitarian funding to local and national actors directly or via one intermediary by 2020. The 2020 deadline was not met, and recent Grand Bargain extensions have maintained this target. While direct funding is tracked via the OCHA Financial Tracking Service, sub-granting and partnerships are much harder to track. Neither ECHO or USAID, the two largest humanitarian funders in Ukraine, publish the proportion of their funding that is sub-granted to Ukrainian organizations by international organizations. In an ACAPS report from June 2023, no UN agencies approached for the survey shared precisely how much money they allocated to Ukrainian partners. The Ukraine Humanitarian Fund does report on financial flows in its annual report and reported that net funding received by national NGOs (either directly or indirectly) amounted to 33% in 2022. See ACAPS. (2023). Ukraine: Perceptions of Localisation in the Humanitarian Response. Accessed 25 April 2024. https://www.acaps.org/fileadmin/Data_Product/Main_media/20230616_acaps_thematic_report_ukraine_perceptions_of_localisation_in_the_humanitarian_response.pdf; UNOCHA. (2023). Ukraine Humanitarian Fund Annual Report 2022. Accessed 25 April 2024. https://reliefweb.int/report/ukraine/ukraine-humanitarian-fund-annual-report-2022


Prioritizing Partnerships
Modelling an alternative international humanitarian response in the Ukraine crisis


Oxfam’s partners in the Ukraine response

**Ukraine**
- Women’s Consortium Ukraine
- Rural Women’s Business Network
- Caritas Odesa
- Gay Alliance Ukraine
- The Tenth of April (“Desyate Kvitya”)
- Because We Can
- Anika Foundation
- Rebuild Makariv
- Rokada
- Peaceful Heaven of Kharkiv
- Ecoclub
- SpivDiia
- Eleos
- Shchedryk
- Open Door Ukraine
- Voice of Romni Ukraine
- N-place (Ukraine)

**Poland**
- Fundacja Centrum Badań Migracyjnych (Migrant InfoPoint - MIP)
- Stowarzyszenie Lepszy Świat (The Better World)
- Fundacja w Stronę Dialogu (Foundation Towards Dialogue)
- Fundacja Feminoteka (Feminoteka Foundation)
- Ukrainian House Przemyśl
- Fundacja Aktywizacji i Integracji
- Stowarzyszenie Lambda Warszawa (Lambda Warsaw Association)
- Homo Faber Association
- Stowarzyszenie Interwencji Prawnej (SIP)
- Migration Konsorcjum
- Egała association
- Polish Humanitarian Action (PAH)
- Helsinki Foundation Poland

**Romania**
- eLiberare
- The Peace Action, Training and Research Institute of Romania (PATRIR)
- Carousel
- easyECO
- The Romanian Federation of Community Foundations (FFCR)
- Federation of Romanian NGOs (FONSS)
- FEM Consortium (Centrul Filia, MozaiQ, E-Romnja)
- CLEAR Global

**Moldova**
- Women’s Law Center (WLC)
- Amici dei Bambini (AiBi)
- Centrul de Drept al Avocatilor (CDA - Law Center of Advocates)
- La Strada
- Y-PEER Moldova
This report was developed based on an internal learning review conducting by the Humanitarian Impact Institute.

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This report is dedicated to the memory of a special member of Oxfam’s team who designed and championed this learning review.

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