UKRAINE OPERATION LOCALIZATION FACTSHEET

The NGO 'The Age of Happiness' aims to empower older people, including internally displaced or from the local community, to embrace active, fulfilling and happy lives regardless of their age. It is one of the many community-based organizations supported by UNHCR across Ukraine. © UNHCR

KEY FIGURES

In 2026: 12 of 13 partner organizations of UNHCR Ukraine are local, employing over **2,600** staff.

In 2026: 99.5% of partner funding is going directly to national organizations (compared to 90% in 2024).

Two-year partnership agreements provide increased **predictability**, with **core funding** to 12 local partners covering essential running costs & better enabling them to pursue additional funding opportunities.

In 2025: 99% of UNHCR's procurement was done through Ukrainian suppliers. Over **$123 million** was channelled through local suppliers from 2023-2025.

As of 2026, UNHCR has **five active Memoranda of Understanding** with Government ministries, as well as with the Pension Fund of Ukraine, the Ukrainian Parliament Commissioner for Human Rights, the Olena Zelenska Foundation, and **20** regional oblast authorities.

From the onset of the humanitarian emergency in Ukraine, UNHCR's approach has been to design and deliver programmes that meet urgent needs while simultaneously complementing and strengthening national and local capacities, to support sustainability, national leadership and community ownership. Localization entails prioritizing a protection and solutions strategy centred around partnerships with Government authorities, national NGOs and community-based organizations led by affected communities. By doing so, UNHCR builds on and harnesses local expertise, experience, outreach capacity and fosters community participation, whilst also increasing cost effectiveness.

WORKING WITH THE GOVERNMENT

To underpin this **sustainability** and **national and local-ownership** approach and ensure that UNHCR's programmes complement and reinforce national priorities and programmes, UNHCR has five active Memoranda of Understanding (MoU) with Government ministries, the Pension Fund of Ukraine, the Ukrainian Parliament Commissioner for Human Rights, and the Olena Zelenska Foundation. In addition, UNHCR has signed MoUs with 20 regional oblast administrations, which outline the areas in which UNHCR provides humanitarian assistance, protection services and supports durable solutions for internally displaced people (IDPs), returnees and war-affected communities in close cooperation with the oblast and hromada authorities. At national level, UNHCR contributes to several national programmes and initiatives benefitting IDPs and other war-affected people, including:

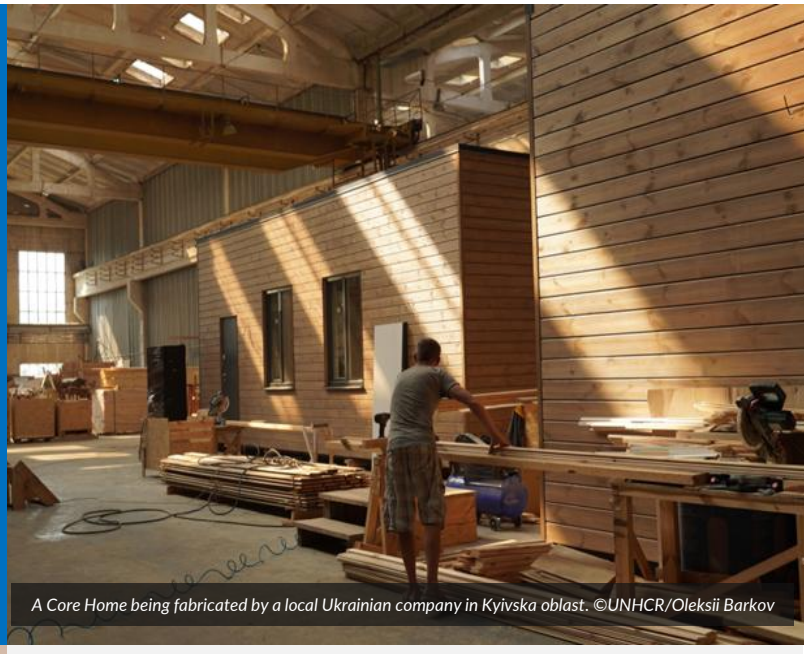
- Working closely with the Ministry of Social Policy, Family and Unity to strengthen and expand social services to support at-risk IDPs from evacuation to integration into local communities, through initiatives such as social adaptation and social facilitation, as well as the development of the 'IDP Pathway' digital tool to provide support at every stage – from evacuation to integration.
- The winter cash assistance programmes implemented together with the central Government and oblast authorities to help some of the most war-affected people, all living in frontline areas, cover winter-specific needs such as solid fuel.
- Supporting the Ministry of Communities and Territories Development and local authorities to conceptualize and develop response tools such as the Unified Information and Housing Analytical System (UIHAS) for identifying, rehabilitating and allocating resources to IDP housing and assisting with the development of a national housing policy to address the needs of vulnerable IDPs.
- Strengthening protection-sensitive border management by conducting capacity building trainings with the State Border Guard Service of Ukraine to identify and refer vulnerable individuals and ensure access to protection.
- Addressing the durable housing needs of households that face barriers in accessing the state compensation under the "E-Vidnovlennia" programme, as part of efforts to complement Government initiatives.

WORKING WITH LOCAL NGO PARTNERS

In alignment with Grand Bargain commitments, UNHCR has increased funding and support for national and local responders across operations globally. In Ukraine, UNHCR prioritizes partnerships with local partners, including national NGOs and community-based organizations led by affected communities. UNHCR implements several of its programmes through a network of 13 partner organizations, of which 12 are Ukrainian NGOs. These partners are key to the effectiveness and reach of UNHCR's programmes, including shelter and housing, legal aid and access to social services, psychosocial support, humanitarian assistance to people living in frontline communities and victims of aerial attacks, and community-based protection.

Duty of care costs are integrated into UNHCR's partnership agreements with local partners, including the provision of protective equipment and security personnel, reflecting UNHCR's commitment to ensuring the safety, security and wellbeing of NGO partner staff. UNHCR shares security, staff welfare, self-care, and PSEA capacities with local partners, including security and safety protocols for frontline staff, support on situational awareness (e.g. drone threats), capacity on mental health and psychosocial support, as well as on the prevention, awareness, and response to sexual exploitation and abuse.

LOCAL PROCUREMENT & SERVICES: Local suppliers and contractors are vital to the work of UNHCR in Ukraine, allowing for timely and cost-efficient supply of assistance and the material delivered by UNHCR in its response, while boosting local economy and businesses negatively impacted by the war. Around 99% of UNHCR's procurement was done through Ukrainian suppliers in 2025. This includes for example the procurement of emergency shelter materials such as plastic sheeting and wooden boards, the supply of Core Homes (prefabricated houses) produced by a Ukrainian family-run business, as well as the local procurement of windows and other materials used for more extensive home repair works. UNHCR also works exclusively with national construction companies and contractors to implement its durable house repair programme, in addition to other housing or infrastructure rehabilitation projects for displaced and war-affected people.



A Core Home being fabricated by a local Ukrainian company in Kyivska oblast. ©UNHCR/Oleksii Barkov

With support from UNHCR's NGO partner Crimea SOS, Valentyna created "Litay" with a mission to support and motivate mothers of children with disabilities to live a full life. © Private photo from Valentyna

SUPPORTING COMMUNITY-BASED ORGANIZATIONS: UNHCR and partners support a growing network of some 350 community-based organizations (CBOs) and local initiative groups, of which 69% are women-led. This engagement aims to strengthen the institutional capacity of displaced and war-affected communities to advocate for their rights and needs, and to facilitate the integration of displaced people in host communities. UNHCR with partners provide material support to CBOs and train them on fundraising and accounting, establishing a social media presence, as well as strategic planning. Mini-grants (direct financial support) and community-based initiatives (in-kind support) are distributed based on priority protection areas, including fostering social cohesion and inclusion, and the protection of persons with disabilities, older people, youth and children.

WORKING WITH IDP COUNCILS: Across Ukraine, more than 800 councils of internally displaced people (IDPs) are working within local authorities to ensure that those who fled the war can take an active part in community life and decision-making. True to the vital concept of 'people protecting people', and supported by UNHCR and its partner Stabilization Support Services (SSS), the councils provide a platform for dialogue between displaced people, communities and local authorities. They help shape solutions on housing, livelihoods, education, and social protection. They play a pivotal role in amplifying the voices of displaced people in local planning and ensuring that recovery and integration efforts reflect their real needs and lived experiences. UNHCR and SSS have so far supported the establishment of and provided capacity development for over 100 IDP councils across Ukraine. Through continuous capacity-sharing initiatives including on leadership, advocacy, community engagement, and project management, UNHCR and its partners help councils enhance their effectiveness and sustainability. Read more here.

The third National Forum of IDP Councils, which took place on 14–15 November 2025, focused on aligning approaches to integrating displaced people into communities, and influence national policy — ensuring that the voices of internally displaced people are heard and their needs meaningfully addressed. © Stabilization Support Services

WORKING WITH PARTNERS:

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