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**UKRAINE NGO  
FORUM STRATEGY  
2019 – 2021**

Enhancing NGO  
Effectiveness and Impact  
through Advocacy,  
Coordination, Knowledge  
Management, and Capacity  
Building

## VISION

Transform the lives of the conflict-affected, with a robust civil society as a powerful force for change.

## MISSION

Alleviate human suffering and restore the lives of the conflict-affected, through loyal and sound investment in civil society.

## CORE VALUES

- 1. Integrity**  
We comply with international humanitarian principles and human rights law. Do no Harm!
- 2. Accountability**  
We answer to our members, conflict-affected populations, donors, and legal authorities.
- 3. Transparency**  
We are open and honest with communities, the public, and stakeholders.
- 4. Solidarity**  
We strive to contribute towards the greater good.

## SWOT ANALYSIS

### Strengths:

Established platform; Loyal membership; New leadership; Dedicated staff; Donor relationships; Humanitarian to development portfolio; Buffer for individual NGOs

### Weaknesses:

Few staff members; Inactive membership; Steering Committee overextended; Structures and procedures require revision

### Opportunities:

Connection with global fora; Support from ICVA and InterAction; Access to small diplomatic missions; UN collaboration; Diaspora

### Threats:

Competition for funding; Humanitarian money in decline; Support services not always prioritized

## STRATEGIC PRIORITIES

### ❖ Advocacy

**Goal:** Promote the welfare of conflict-affected populations by influencing policy and legislation as a unified NGO voice.

Objective 1

Address legislative and political obstacles restricting the operational success of the NGO community; VAT reimbursement and personal income taxation, NGCA Access, NGO registration, and the draft law on humanitarian activities in crisis situations.

Objective 2

Champion and support the aid community on issues compromising the health and well-being of conflict-affected populations; rights to pensions and social benefits, IDP registration, freedom of movement, and access to essential services.

❖ **Coordination**

**Goal:** Contribute to building an effective, inclusive, and contextualized response through systematic and complementary collaboration.

Objective 1

Represent the NGO community at the local, national, and regional level to influence policy and process by providing operational perspective.

Objective 2

Facilitate strategic dialogue among NGOs to address operational, programmatic, and advocacy issues.

❖ **Knowledge Management**

**Goal:** Promote the operational and programmatic success of the aid community through the exchange of critical information and messaging with relevant stakeholders.

Objective 1

Highlight the efforts and achievements of Forum Members through strategic communication channels and social media to generate national and global attention.

Objective 2

Distribute critical information and insights between Forum Members and the aid community to encourage transparency and increase access to strategic discussions and executive decisions.

❖ **Capacity Building**

**Goal:** Improve the efficiency and effectiveness of humanitarian and development interventions by increasing the technical and programmatic competencies of NGO staff.

Objective 1

Design and organize training and technical assistance initiatives for NGOs to advance their knowledge, skills, and abilities in managing and implementing humanitarian assistance programs.

Objective 2

Design and organize training and technical assistance initiatives for NGOs to advance their knowledge, skills, and abilities in managing and implementing development assistance programs.