



Humanitarian NGO Platform in Ukraine

STATUTES

February 2026 (version 5)

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1. Introduction

1.1. Background

Following the escalation of the international armed conflict on 24 February 2022 which led to a full-scale war between Ukraine and Russia it was decided to establish a new NGO coordination structure to support and bring together the growing community of international, national and local humanitarian NGOs. In September 2022, a Coordination Focal Point was recruited to initiate the formalizing of the coordination structure with the first set of Statutes being approved early 2023. These Statutes serve as the basis for the NGO Platform cooperation between the members and will replace earlier versions of the Statutes.

1.2. Role of NGO coordination bodies

Globally, NGO coordination fora are often established to support and coordinate NGOs undertaking humanitarian action through, among other, (i) facilitating NGO engagement in the humanitarian response system; (ii) ensuring an effective, inclusive and contextualised response; and (iii) promoting collective NGO advocacy. By working together, NGOs can have a stronger collective voice on issues of concern and contribute to the effective and principled delivery of humanitarian assistance.

1.3. NGO Platform in Ukraine – Mandate

The Humanitarian NGO Platform in Ukraine (hereinafter ‘the NGO Platform’) is an independent coordination body composed of international, national and local humanitarian NGOs operating in Ukraine. The NGO Platform does not have its own organisational registration or independent legal status. The NGO Platform is dedicated to serving and facilitating the work of its members to efficiently and effectively address the humanitarian needs of conflict affected people. The NGO Platform provides a coordinated approach through which INGOs, national and local NGOs operating in Ukraine, can exchange information, share expertise, and facilitate dialogue and constructive engagement. In doing so it supports an enabling environment for NGOs to better fulfil their mandates.

This is done through advocacy, coordination, information sharing, representation, and external stakeholder engagement.

1.4. Code of Conduct

The Code of Conduct (CoC) is a set of shared norms and principles that aims to guide the conduct of the members of the NGO Platform. The CoC is signed by each member. Below are the general principles of the NGO Platform as promoted by the CoC:

- We are committed to upholding the international humanitarian principles.
- Our work is based on principle of Do No Harm.
- We are transparent in our dealings with the government and community partners, the public, donors and other interested parties.
- We will not discriminate against any individual or group on the grounds of gender, political affiliation, ethnic origin, religious belief or sexual orientation.

The full Code of Conduct can be found in **Annex A**.

2. Core Functions and Structure

2.1 Core Functions

The NGO Platform's core function is to support members in the following areas:

- Identifying strategic issues of common concern and common positions
- Advocating with a unified and consistent voice to influence strategy, policy, and decision making
- Information sharing and coordination
- Engaging and representing the NGO Platform and its members towards external stakeholders
- Promoting and supporting a locally-led response

In addition to the above, the NGO Platform facilitates representation of NGOs in response leadership bodies and works to enhance engagement of NGOs in response planning and coordination mechanisms. The NGO Platform also supports members to address common administrative challenges to NGO operations. At the initiative and under the leadership of members, the NGO Platform may also spearhead joint initiatives to better meet response needs.

2.2 Structure

The NGO Platform comprises of the following bodies:

- General Assembly
- Steering Committee
- Secretariat
- Working Groups (as agreed upon)

The General Assembly is the strategic internal decision-making body of the NGO Platform.

The General Assembly consists of all the members of the NGO Platform represented by their Country Directors/Country Representatives/Heads of Mission or their formal alternates and who are each individually authorised to make decisions on behalf of their organisation. The General Assembly shall, due to the non-legal character of the NGO Platform, not be able to legally bind the members to any of its strategic recommendations nor to legally bind the NGO Platform to third party agreements.

The General Assembly elects the Steering Committee (see section 4 below for voting procedures).

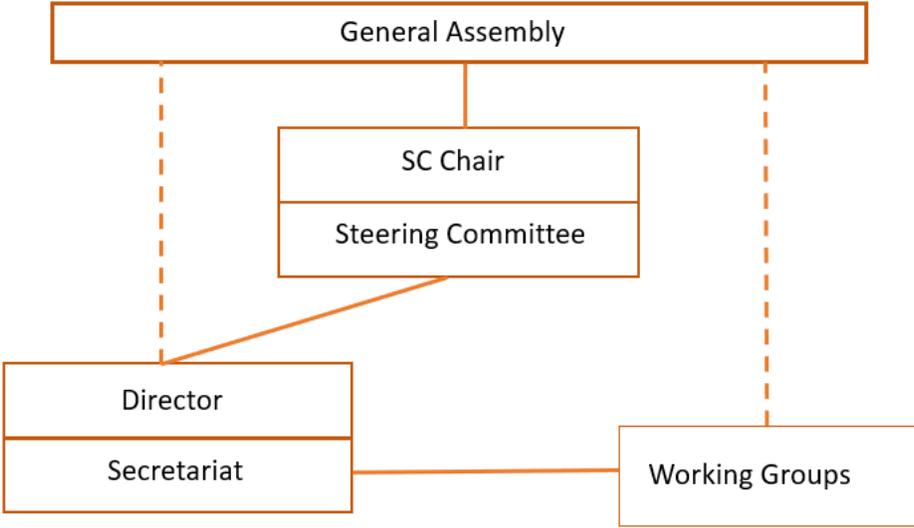
An extra-ordinary **General Assembly** meeting can be requested by at least ¼ of the members with the agreement of the Steering Committee or it can be called by the Secretariat with agreement of the Steering Committee. Members must be notified at least one (1) week in advance by e-mail.

The Steering Committee (SC) is empowered with tactical and operational decision-making authority to move forward strategic decisions made by the General Assembly.

The SC will monitor, inform, guide and assist in the work of the Secretariat.

The SC can together with the Secretariat represent the NGO Platform, but will not be able to legally bind the NGO Platform due to its non-legal status

The Secretariat, under the leadership of the Director, supports the fulfilment of the NGO Platform's mission and core functions.



Working Groups (WG)

Thematic working groups can be established by a group of minimum five (5) members, with the approval of the General Assembly.

A WG is formed based on thematic issues relevant to the NGO Platform's strategic direction, advocacy strategy, or emerging issues as tasked by the General Assembly. A short Terms of Reference will be developed for any WG.

A WG is co-chaired by at least one NGO member and the Secretariat or another NGO member, who is responsible to provide updates to the General Assembly. The NGO co-chair(s) will be elected unless otherwise agreed by the Director and the Steering Committee.

A WG is dissolved through voting at the yearly General Assembly meeting when the issue is resolved, handed over to another mechanism, or no longer an NGO Platform priority.

The **Advocacy Working Group (AWG)** is a permanent working group comprised of dedicated advocacy staff and/or individuals with strong advocacy background/experience from within the NGO Platform member and observer organisations. The AWG develops and carries forward the NGO Platform advocacy strategy which is approved by the General Assembly. The AWG may also address emerging issues as tasked by the General Assembly or the Director/Advocacy and Policy Advisor and highlight emerging issues for potential NGO Platform action to the General Assembly, Steering Committee or the Director/Advocacy and Policy Advisor. The AWG is chaired by the NGO Platform Advocacy and Policy Advisor together with NGO co-chairs.

See the AWG Terms of Reference for further details.

3. Membership

The NGO Platform shall be composed of members and observers who are willing to abide by and follow the Code of Conduct, the Statutes and any additional membership criteria as decided by the General Assembly.

The mandatory criteria to join the NGO Platform are:

- a. Members must be non-governmental, not-for-profit, non-partisan, non-political organisations, providing principled humanitarian assistance¹ to conflict affected civilians in Ukraine and/or territories of Ukraine under the control of the Russian Federation forces.
- b. Members must be registered as an NGO in Ukraine or in process of registration.
- c. Members must be operational and currently implementing humanitarian programmes in Ukraine.
- d. Members must have at least one senior representative staff member present full time in Ukraine.
- e. Members must sign and uphold the Code of Conduct.
- f. Members must send a representative to at least 50% of Country Director meetings and respond to 80% of [For Action] requests.
- g. Members must submit two recommendation/reference letters at the time of application, one from a current NGO Platform member and one from any humanitarian international or Ukrainian NGO (can also be from another current NGO Platform member).
- h. Members must pass screening through YouControl (or similar mechanism).
- i. Members must submit a short narrative description of the organisation including total annual budget, geographical presence, sectors, funding sources, number of international and national staff, number and names of implementing partners and fill out the contact detail form. Membership becomes effective only if the required information is submitted within fourteen (14) calendar days of receiving written notification of Steering Committee endorsement. If not submitted within this period, the endorsement automatically lapses.

3.1 Membership registration process

Prospective members must submit an electronic application form which can be obtained from the Secretariat. The Secretariat will review the application form and the host agency will screen the NGO through YouControl (or similar). If the application is complete and the screening is clear it will be forwarded to the Steering Committee for endorsement. The Secretariat will inform the prospective member of the decision of the SC.

3.2 Observer status

A prospective member may apply for observer status if:

- a) It is a non-operational NGO i.e. an NGO or sub-entity of an NGO that does not implement humanitarian assistance projects but is present in country and supports and contributes to the humanitarian response through other services/activities; or

¹ [General Assembly Resolution 46/182](#)

- b) Its internal procedures require it to remain independent from formal coordination mechanisms and as long as it fulfils the other criteria for membership set out above (eg. MSF or Red Cross organisations); or
- c) It implements humanitarian assistance projects activities through a fully registered partner NNGO in Ukraine.

Observers are required to fulfil membership criteria a, e and g-j outlined above. Observers may feed in to, but do not have the right to vote, sign-off on, or object to the NGO Platform initiatives or products.

3.3 Termination of membership

- a. When a membership organisation ceases operations in Ukraine.
- b. When a member organisation notifies the Secretariat or Steering Committee in writing of its intention to withdraw.
- c. If a member organisation (including observers) does not attend the yearly General Assembly.

4. The General Assembly

The General Assembly is comprised of all the NGO Platform members (including observers) and is the strategic decision-making and governing body of the NGO Platform. Each member organisation will nominate two staff members to represent their organisation in the General Assembly, a Country Director and an Alternate. These staff members must be vested by the organisation with decision-making and voting authority. Representation is expected to be at the Country Director level.

The General Assembly meets regularly at the Country Director meetings and yearly at the mandatory General Assembly meeting.

General expectations of all the NGO Platform members and observers

- Ensure attendance of the Country Representative or Alternate at regularly scheduled Country Director meetings.
- Respond to the NGO Platform "Action" and internal "Sign-off" requests within the given deadline.
- Provide timely inputs to the NGO Platform member mapping and contact list updates.
- Assign technical-level staff to participate in the NGO Platform working groups as relevant and feasible.
- Contribute to the development, approval, and implementation of the NGO Platform strategic direction, advocacy strategy and agreed initiatives.
- Raise the NGO Platform talking points in bilateral meetings with relevant stakeholders and encourage their use by the organisation at the regional and HQ level (if applicable).

4.1 General Assembly Meeting procedures

- Meetings of the General Assembly are open to all members and observers.
- Meetings of the General Assembly are bi-lingual with simultaneous interpretation (Ukrainian and English). Minutes of the Plenary Assembly are circulated in Ukrainian and English.
- The yearly General Assembly meeting will be chaired by the Steering Committee Chair and the regular Country Director meetings by the NGO Platform Director.

- The agenda of the yearly General Assembly meeting will include, but is not limited to, the following:
 - Report of the NGO Platform activities from the previous year
 - Presentation of the financial accounts of the NGO Platform
 - Presentations on plans for the upcoming year
 - Election of the Steering Committee

4.2 General Assembly Decision-making

- Any member may raise an issue to the General Assembly and request that it be added to the agenda. Such requests must be raised three days prior to a Country Director meeting to the Director and one month before the General Assembly meeting to the Steering Committee who will decide whether to include or not.
- For a General Assembly to be able to make decisions two thirds (2/3) of the membership at the time must be present to ensure quorum. Motions will be carried by a simple majority vote of members present (50% +1) or a two-thirds majority of members present when specified in the Statutes.
- If there is more than one representative from an organisation present, only one may vote. In general, votes will be conducted by a simple count and raising of hands, except for elections which will be conducted by secret ballot or through an online form/survey. However, any member may request that a particular vote be conducted by secret ballot by alerting the chair.
- No proxy votes are permitted.
- Any decision-making done in the General Assembly will have internal effect only.
- The General Assembly does not have the authority to legally bind the NGO Platform nor any of its members to a third-party contract.

5. The Steering Committee

The Steering Committee (SC) is an elected body comprised of five (5) NGO Platform members that oversees the operations of the NGO Platform. Two (2) of the SC seats will be reserved for national or local NGO members. One (1) seat will be reserved for the host NGO. The remaining two (2) SC seats are open to both international and national/local NGO members.

Organisations elected to the Steering Committee are represented in the SC by the Country Director; SC responsibilities shall not be delegated to the Alternate. In the case that the Country Director of a member organisation on the Steering Committee leaves or withdraws, they will be replaced by the organisation's Alternate or the incoming Country Director. If the Alternate or incoming Country Director is not able to take up the position, an ad hoc election will be held at a CD meeting for a new SC member to complete the term.

5.1 Functions

- Provide leadership on the direction and strategy of the NGO Platform, respecting the need for continuity on direction and strategy across subsequent Steering Committees and ensuring that the work of the Secretariat is within the strategy and priorities approved by the General Assembly.
- Accountable to the General Assembly for oversight of the NGO Platform.
- Hold regular monthly meetings.

- Monitor and review the performance and products of the Secretariat, the Director and Working Groups established by the NGO Platform.
- Participate in strategic planning, programme development and fundraising to benefit the NGO Platform.
- Represent the NGO Platform as required and ensure that information is fed-back in a timely manner to members via the Secretariat and that appropriate action is taken as required.
- When attending external meetings, Steering Committee members are required to attend and advocate as representatives of the NGO Platform and not their individual organisations.
- Review and approve new membership applications.
- Ensure that the Director fulfils the terms of their job description.
- The Director will be line-managed by the Chair of the Steering Committee.
- The host agency Country Director will have permanent seat on the Steering Committee however, they will not be eligible to run for or accept the position of SC chair.
- A Chair is elected by the Steering Committee members.

Additional responsibilities of Steering Committee Chair

- Serve as the team leader of the SC and ensure that SC members understand and fulfil their individual and collective responsibilities, are accountable to the membership.
- Chair the yearly General Assembly meeting and the Steering Committee meetings.
- Act as a sounding board and guide for the Director in management of the NGO Platform communications, activities, and the operations of the Secretariat.
- Serve as the focal point for supervision and performance management of the Director.
- Lead recruitment process for new Director when necessary.

5.2 Election of Steering Committee members

The Steering Committee members are elected at the yearly General Assembly meeting for a twelve (12) month term. An SC member can serve two consecutive terms. Election of the Steering Committee shall endeavour to ensure that the elected members are representative of the overall the NGO Platform membership, in particular with respect to geographical and sectoral coverage and size.

Call for nominations

- Any NGO Platform member may self-nominate or be nominated by another member.
- At least two (2) weeks prior to the election, members are invited to submit nominations. All nominations should include the following information:
 - o (1) Name of the Organisation
 - o (2) Name and title of the Country Director, and the number of years they have been with the Organisation
 - o (3) Organisation's humanitarian sectors of intervention in Ukraine
 - o (4) Organisation's geographic areas of work in Ukraine
 - o (5) Year the organisation's Ukraine program began
 - o (6) Statement of motivation for running for the SC

If an organisation is nominated by another organisation, the NGO Platform Director will confirm with the nominated organisation their willingness to serve on the Steering Committee (if elected) prior to finalizing the nomination.

6. The NGO Platform Secretariat

6.1 Purpose and Composition

The Secretariat provides logistical, technical, and strategic support to the NGO Platform coordination and advocacy work and helps to ensure efficient and effective mobilization of resources and expertise within member agencies to further the NGO Platform's influence on humanitarian practice and policy. Full term staff administers and facilitates NGO Platform affairs, led by the Director who is accountable to the Steering Committee and is managed by the Chair. The NGO Platform may also, from time to time, hire consultants and technical experts to further NGO Platform objectives. The Secretariat facilitates the overall work of the NGO Platform and ensures members are well coordinated and where possible interacting on common priorities. The activities of Secretariat staff shall be governed by job descriptions and work plans/performance plans monitored by the Director.

The NGO Platform Secretariat is composed of the senior salaried staff including the Director. The SC shall employ a full time Secretariat Director who will manage the day-to-day activities of the Secretariat. The Director is responsible for all the staffing within the NGO Platform.

The Secretariat Director or delegate attends all Steering Committee meetings.

The Steering Committee invests authority in the Secretariat Director to take responsibility for all operational aspects of the Secretariat office. The day-to-day operations are delegated to the Secretariat Director.

6.2 Primary Responsibilities

Primary Responsibilities of the Secretariat include:

- Develop and implement the overall strategy and workplan for the NGO Platform as approved by the Plenary Assembly and under the guidance of the Steering Committee and in line with the NGO Platform mandate.
- Facilitate the development of common positions among members and produce common advocacy and coordination documents.
- Facilitate regular General Assembly and WG meetings.
- Facilitate and ensure consistent NGO Platform engagement in response leadership and planning mechanisms, such as the HCT and ICCG.
- Represents the NGO Platform to donors, UN Representatives, Government and other relevant stakeholders.
- Ensure on-going information sharing among the NGO Platform members and from external stakeholders to the NGO Platform members, maintaining updated contact lists and member mapping.
- Develop proposals/budgets and ensure timely reporting, with support from the Host Agency all in accordance with Host Agency policies and procedures.

- Ensure smooth administrative and financial operation of the NGO Platform, in accordance with donor requirements and Host Agency policies and procedures, and in consultation with the SC and/or Host Agency as relevant.

6.3 Purpose of the Secretariat

The NGO Platform is an informal group of independent, international, national and local humanitarian NGOs and does not have its own organisational registration or independent legal status. The Secretariat as such implements the day-to-day activities of the NGO Platform. The Secretariat is hosted by a member NGO which provides for the operational (legal, logistical, financial, human resource) support and administrative need of the Secretariat (the “Host Agency”).

The Secretariat shall not make any decisions that increases the Host Agency reputational, financial or legal risk of liability. It shall not make any decisions that may increase these risks of liability, without the Host Agency’s prior knowledge and written agreement. The Host Agency is entitled to be recompensated for the operational management of the Secretariat by allocation of a percentage of the overall NGO Platform budget as further set out in the Host Agency Terms of Reference (ToR).

6.4 Host Agency Role

Specific and detailed responsibilities of the Host Agency are developed in the Host Agency Terms of Reference (ToR). In general, the Host Agency is responsible for:

- Ensuring the NGO Platform and Secretariat staff are able to do their day-to-day activities.
- Acts as a pass-through fund for the NGO Platform and in close collaboration with the Secretariat Director who manages the budget and ensures full donor compliance and accountability.
- The host agency is accountable to donors and to the NGO Platform members.
- Responsibility for oversight of grants, budget, personnel and contracts (with right to overhead on the NGO Platform grants).
- Ensure financial, administration and logistics support to the Secretariat.
- Responsible for financial monitoring and oversight; final approval of all budgets and expenditures in accordance with organisational policies and procedures, based on requests from the Director and confirmation from the Steering Committee as required.
- Responsible for administrative/contractual management of Secretariat personnel in accordance with organisational policies and procedures (visas, benefits, leave, office space, equipment etc.); hiring and termination of the NGO Platform staff may not be undertaken independently by host agency (only in cooperation with the decisions of the Steering Committee for the Director, and the Director for other Secretariat staff).
- Responsible for supporting the Secretariat with proposal/budget development, submission, monitoring and reporting and for jointly managing donor relationships of the grants through which the NGO Platform is funded with the Director.

7. Adoption and Effective Date

A qualified majority of the NGO Platform Members accept these Statutes and agree that they will come into effect on 10 June 2024 and that they will replace earlier versions of the Statutes.

The Statutes will be reviewed at the yearly General Assembly meeting with any changes approved by the General Assembly. Any proposed changes to the Statutes must be submitted to the Secretariat and Steering Committee minimum two (2) weeks prior to the General Assembly meeting.

Changes to the Statutes can be made by a two-thirds majority vote of the members attending a General Assembly meeting if the quorum is met.

To dissolve the NGO Platform, the General Assembly is required to take this decision by a two-thirds majority vote at two consecutive General Assembly meetings, of which the second will be extraordinary and must take place not later than two weeks after the first meeting.

8. Annex A - Code of Conduct

The Code of Conduct is a set of shared norms, principles and values that aims to guide the conduct of humanitarian NGOs that are members of Humanitarian NGO Platform in Ukraine. Any humanitarian NGO wishing to join the Platform must sign the CoC.

We, the members of the Humanitarian NGO Platform in Ukraine, hereby commit our organizations to upholding the principles outlined in this Code of Conduct.

- We are committed to upholding the international humanitarian principles.
- We are neutral as we do not further any of the political or military agendas of the parties to the conflict, we provide humanitarian assistance based on need alone, and we push for independent access to conflict-affected people wherever they are.
- We do not provide aid directly or through partner organisations to any military or armed actors.
- Our work is based on the principle of Do No Harm.
- We are transparent in our dealings with the government and community partners, the public, donors and other relevant stakeholders.
- We are independent and we strive to maintain our autonomy according to Ukrainian and international law, and to resist the imposition of conditionality that may compromise our missions and principles.
- We will not discriminate against any individual or group on the grounds of gender, political affiliation, ethnic origin, religious belief, disability or sexual orientation.
- We are committed to creating and maintaining an environment in which sexual exploitation and abuse is not tolerated and prohibited and to protecting affected populations from sexual exploitation and abuse within all the humanitarian response operations.
- We are committed to the Core Humanitarian Standards and Sphere standards and any nationally adapted operational humanitarian standards and joint operating principles.
- We are committed to ethical recruitment practices that strengthen the humanitarian response.
- We are committed to coordinate with NGOs, UN and government to ensure effective and efficient use of aid and minimize the risks of duplication and gaps.
- We are committed to promoting a locally-led response that puts national and local actors at the forefront and that ensures inclusiveness and principled partnerships based on Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity².

Name:

Title:

Organisation:

Date:

² See [“Guidance note on partnership practices for localisation”](#) for further details.