

PHILIPPINES INCLUSIVE NGO NETWORK

Strategic Framework for 2025-2029

Introduction

The Philippine International NGO Network (PINGON) was established in 2007 as a venue to coordinate the provision and delivery of humanitarian aid by international NGOs (INGOs) during times of major disasters and emergencies in the Philippines. Membership was initially limited to INGOs working in close coordination with the relevant agencies of the United Nations, the Philippine Government, affected communities, and other stakeholders.

In November 2023, the Members of PINGON decided to pursue a broader approach to membership, recognizing local capacities and driven by strengthened commitments to inclusiveness, empowerment, collaboration, accountability to affected populations, and localization. To help communicate this transformation, the name was changed to Philippine Inclusive NGO Network, retaining the widely-recognized acronym PINGON.

The Strategic Framework for 2025-2029 was formulated through an iterative, participatory process involving the Membership as a whole beginning in January 2024 and including a full-day Strategic Planning Activity held on 8 November in Makati City and a two-day Strategic Planning Workshop held on 29-30 May 2025 in Tagaytay City.

Context

The current humanitarian landscape is marked by disturbing trends and significant shifts. Compounding crises, including escalating armed conflicts, climate-related disasters, persecution, and widening inequalities have resulted in annually increasing numbers of uprooted persons and longer periods of protracted displacement. Humanitarian needs continue to far exceed the available resources, with various states announcing cuts in humanitarian and development budgets. The abrupt decision in January 2025 of the US Government—the largest single donor of humanitarian assistance—to immediately freeze all foreign aid, cancel existing contracts including reimbursement obligations, issue “stop-work orders”, and set about closing USAID—had devastating consequences for crisis-affected and vulnerable populations as well as those who serve them, including many members of PINGON.

Rising authoritarianism, nationalism, and racism throughout many parts of the world have contributed to a dramatic erosion in respect for human rights, international humanitarian law, multilateralism, and efforts to resolve conflict, support peacekeeping initiatives, protect the environment, and adapt to climate change. Global military spending is surging, increasing the likelihood of more, rather than less, people affected by crisis and displacement. The risks for humanitarians have also increased each and every year with hundreds of aid workers killed, attacked, imprisoned, and/or declared missing. In the Philippine context, “red-tagging” has led to surveillance, threats, imprisonment, and even deaths within the human rights, humanitarian, and social development communities.

On the positive side, some nation states, including the Philippines, have demonstrated substantially increased understanding that they have the primary responsibility for providing humanitarian assistance, addressing hazards, and preventing both disasters and displacement. The greater sense of responsibility ownership and continuously increasing capacity has likewise been observed at the local level. Communities, including some in geographically isolated and disadvantaged areas, are engaging with government at various levels, local CSOs, the private sector, and members of PINGON to prevent disasters, anticipate as well as proactively address the impact of profound shocks, and make sure no one is left behind. Some of these positive developments, including increasingly capable local CSOs, are early outcomes of localization, which PINGON fully supports. Others are the results of calls for innovation and enhanced efficiency, including greater use of evolving technologies, such as artificial intelligence.

This context, challenging though it may be, includes significant opportunity, including enhanced and expanded collaboration with, and by, local CSOs. It has led PINGON to redefine its roles and responsibilities as a platform and catalyst for locally-led, coordinated humanitarian action and advocacy in the Philippines. Likewise, to think anew about how PINGON might more effectively engage with policy-makers, help shape reform initiatives including the

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PINGON serves as a platform to coordinate the provision and delivery of humanitarian aid by international, national, and local NGOs during times of major disasters and emergencies in the Philippines, ensuring that basic humanitarian principles are firmly upheld and minimum standards are observed.

"humanitarian reset", and interact with other networks in the Philippines, the Asia-Pacific Region, and globally for greater impact. Clearly, the call of the hour is for a stronger, bolder, and more strategic PINGON with a firm commitment to supporting local actors and fostering solidarity with affected and vulnerable populations.

Purpose

PINGON serves as a platform for humanitarian coordination, advocacy, information dissemination, capacity sharing, and promoting localization by international, national, and local NGOs. The Members of the Network are committed to delivering and advocating for assistance provided in accordance with humanitarian principles as well as minimum standards, including accountability to affected populations. Members seek to protect vulnerable populations by working directly with communities in, or at risk of, crisis in close cooperation with other key stakeholders such as government, civil society, the private sector, and the international community. While the Network is focused largely on humanitarian action, it also devotes significant attention to engaging with a range of actors on development, peacebuilding, climate action, safeguards, local leadership, and resilience building.

Values and Principles

The values of PINGON include respect for human dignity, empowerment, collective effort, integrity, transparency, and solidarity. The Network is committed to the Principles of Partnership—equality, transparency, a results-oriented approach, and complementarity. PINGON is guided by the Core Humanitarian Principles—humanity, impartiality, neutrality, and independence—as well as the principle of Do No Harm. It is fully committed to child protection and upholds a zero-tolerance approach to the prevention of sexual exploitation, abuse, and harassment, thereby ensuring safe, respectful, and dignified engagement with all stakeholders, especially affected populations. PINGON integrates environmental safeguards and responsibilities, as well as climate resilience into humanitarian action to reduce risk and protect future generations. It is committed to the Core Humanitarian Standard on Quality and Accountability.

Vision

The vision of PINGON is resilient and empowered communities across the Philippines supported by a united, sustainable network of humanitarian organizations promoting principled, inclusive, collaborative, and locally-led humanitarian action.

Mission

The primary mission of PINGON is to ensure timely, collaborative, effective, and accountable humanitarian action. PINGON also aims to prevent humanitarian crises by promoting risk reduction, preparedness, and resiliency.

Goals

PINGON has three strategic goals.

1. PINGON Members strengthen their collective capacity to deliver and advocate for people-centered, locally-led humanitarian assistance that is coordinated, principled, and responsive to the priorities and strengths of communities in need.
2. PINGON Members collectively engage in humanitarian coordination, information sharing, and advocacy efforts to influence policy, resource partners, public opinion, and the practice of humanitarian action.
3. PINGON Members put into practice their shared commitment to localization by fostering common understanding, aligning with global standards, building solidarity with networks, and promoting direct support for national and local civil society organizations.

Objectives

The objectives of PINGON are aligned with the three goals of the Network and are overlapping by design.

Goal 1: Capacity and Coordination

- Objective 1.1 Establish and operationalize a functional governance structure to guide PINGON's collective efforts.
- Objective 1.2 Promote capacity sharing amongst PINGON Members and local CSOs through sustained learning, resource sharing, and institutional support.
- Objective 1.3 Foster closer collaboration between PINGON, the private sector, and other key humanitarian and development stakeholders to enhance resource mobilization, innovation, and the continuity of humanitarian operations.
- Objective 1.4 Improve humanitarian coordination and information sharing among Members and with external partners.
- Objective 1.5 Promote PINGON's identity, visibility, and contributions in the humanitarian sector.
- Objective 1.6 Ensure the financial and operational sustainability of PINGON.

Goal 2: Policy and Advocacy

- Objective 2.1 Identify key humanitarian issues and develop a cohesive, Network-wide, advocacy and communications agenda.
- Objective 2.2 Establish and operationalize a Policy and Advocacy Working Group to lead the coordination and implementation of the Network's advocacy and influence agenda.
- Objective 2.3 Collect and synthesize supporting evidence, including research findings, data, and human-interest stories to inform advocacy messaging.
- Objective 2.4 Develop a comprehensive advocacy plan with clear objectives, key messages, target audiences, communication strategies, risk analysis, resource needs, and timeline.
- Objective 2.5 Implement the advocacy plan in collaboration with identified allies, using appropriate outreach and engagement channels.
- Objective 2.6 Monitor and evaluate the effectiveness of advocacy effort, capturing lessons learned and refining strategies accordingly.
- Objective 2.7 Identify and map opportunities for PINGON engagement in relevant mechanisms.

Goal 3: Localization and Solidarity

- Objective 3.1 Develop a clear, shared understanding and working definition of localization within PINGON's context, anchored in agreed standards and principles.
- Objective 3.2 Promote alignment with key global commitments on localization.
- Objective 3.3 Engage with relevant networks and platforms advocating for localization.
- Objective 3.4 Advocate for increased direct humanitarian financing for national and local CSOs.
- Objective 3.5 Revisit and update the Localization Roadmap developed through the Humanitarian Country Team (HCT) to ensure its relevance and alignment with PINGON's priorities.
- Objective 3.6 Enable the inclusion in the Network of interested, qualified national and local CSOs that align with PINGON's values and principles, guided by clear eligibility criteria, including minimum standards on financial systems, monitoring mechanisms, organizational structure, and compliance protocols.

Implementation

The achievement of the vision, mission, goals, and objectives, as well as the further development of PINGON, is the responsibility of the General Membership, which serves as the governing body of the Network. In lieu of the Convenor/Co-Convenor leadership model applied by PINGON from 2007 through 2025, the seven-person Executive Committee, headed by the Chairperson and Vice-Chairperson, is responsible for leading and managing PINGON, including meetings, and promoting the sustainability of PINGON. The Executive Committee is also responsible for Risk Management, including the development and regular updating of the PINGON Risk Register, and installing effective processes for monitoring, evaluation, accountability and learning (MEAL) at the Network level.

Three Working Groups—Humanitarian Coordination, Policy and Advocacy, and Localization—will be established, each crafting its own ToR. Each Working Group will be responsible for formulating the key results and progress indicators for its respective goal and objectives, as well as the mechanisms for monitoring and evaluation. Each Working Group will also prepare an annual action plan for review by the Executive Committee and approval of the Members. The Secretariat, hosted by a Member, will be guided by the Executive Committee and is tasked with supporting the General Membership and properly accounting for Member contributions.

The structure of the Network is informed by the PINGON Charter, approved by the General Membership. The Charter will be reviewed annually and can be modified by at least a 2/3 majority vote of the Members participating in the General Assembly to be held each November. The General Membership is the highest decision-making body of PINGON. It is responsible for approving, during Annual General Assemblies: (a) the vision, mission, and goals of the Network; (b) amendments to the Charter; (c) multi-year Strategic Frameworks; (d) annual Strategic Priorities and Directions; (e) the ToRs of the governing Executive Committee, Working Groups, Secretariat, and any Committees; (f) the policies of the Network; and (g) the Membership contributions structure. In addition, the Members participating in the General Assembly elect the members of the Executive Committee as well as the PINGON representatives to the Humanitarian Country Team.

Membership Matters

The Membership of PINGON is expected to continuously and strategically grow through 2029. Meeting at least monthly, alternating between Quezon City and Makati, it is envisaged to include international NGOs, localized INGOs, national NGOs, and local NGOs. Applicants for membership will be vetted by the Secretariat, recommended by the Executive Committee, and approved by the General Membership. New Members will be required to sign—like all other Members—the Memorandum of Commitment to comply with the values and expectations of the Network, including annual Member contributions.

With the aim of promoting knowledge sharing and synergies in support of the Strategic Framework for 2025-2029, select persons and organizations, such as national/local NGOs, UN agencies, international development partners, specialized service agencies, and the private sector, will be invited, when appropriate, to PINGON Meetings as resource persons, guests, or prospective partners. While their input will be invaluable and certainly appreciated, they will not have the right to participate in the decision-making processes of the Network.

Closing

This Strategic Framework was produced over several months by, and for, the Members of PINGON. It was transmitted to the Membership as a final draft in late August 2025 and then discussed and approved, in principle, by the Members present at the Ninth Meeting for 2025, held on **12 September** in Makati City. After allowing 30 days for Member consultations with their respective Headquarters, if any, the Strategic Framework for 2025-2029 was approved by a majority vote of the Members present at the Tenth Meeting for 2025, held on **10 October 2025** in Quezon City.

