



SUNGO

**The Samoa Umbrella for Non
Governmental Organisations Inc.**

Strategic Plan 2020-24

SUNGO
Atone Rd Junction, Vaitele
Box 1858, Apia, Samoa
Ph: 24322
Email: info@sungo.ws
Website: www.sungo.ws

Purpose of SUNGO

SUNGO is the umbrella organisation for civil society in Samoa. The key role of SUNGO is to act as an independent voice on behalf of civil society and to advocate to government or other bodies on issues of concern – acting as a “voice for the voiceless”. However, SUNGO has also always played a strong role in supporting its members to build their own capacity through training and other support services. SUNGO’s purpose is summarised as follows:

- To provide support services for members and society at large
- To provide a unified voice on behalf of civil society
- To be a voice of the voiceless
- To bridge the gap between National Development and people at the grass roots
- To advocate/represent CSO’s nationally and internationally on issues impacting the well-being of Society

SUNGO is a Not-for-Profit Organisation and Incorporated Society with a Constitution approved by its membership. It is a nationally registered NGO (Non-Government Organisation).

History and Achievements

SUNGO was established in 1997, as part of a region wide initiative to develop a network of NGOs to assist in implementing regional assistance and projects.

Since being established SUNGO has grown to be a viable and well recognised organisation both locally and internationally, actively contributing/advocating public issues and reforms.

Some of the significant achievements of SUNGO since its establishment include:

- Growing to a membership of more than 200 organisations.
- Being recognised as a Development partner of Government.
- Seeing establishment of a harmonised funding mechanism for Civil Society (CSSP)
- Establishing its own independent headquarters.
- Developing regional and international affiliations and partners.
- Being able to deliver independent reports on implementation of international conventions.

SUNGOs Membership

SUNGO is a network consisting of Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) which operate at a local or community level and Faith Based Organisations (FBOs). Membership includes village-based organisations, sporting bodies, and church organisations.

NGOs are either governed by Board and usually employ staff or may be run by a committee and legally registered as an Incorporated Society. NGOs are generally focussed on national issues such as the environment, poverty alleviation, women’s issues, or issues for people with disabilities.

CBOs are generally run by local committees and follow traditional structures. These include church and women’s groups which focus largely on community development issues such as income generation and community well-being. Members of SUNGO are expected to abide by the Code of Conduct for members.

The Specific Roles of SUNGO

SUNGO has a direct community focus with a membership based on both urban and rural civil society CSO organisations across Samoa.

Our specific roles are to:

- Develop and enhance cooperation and networking amongst CSOs within Samoa.
- Develop strong links between national, regional, and international CSOs.
- Receive and disseminate relevant information and materials to CSO members.
- Support and endorse the development efforts of member CSOs relevant to achieving their goals.
- Liaise with Government and overseas agencies on statutes, policies and issues affecting member CSOs and the public.
- Initiate and propose policies and advocate on crossing cutting issues such as human rights, gender, the environment, sustainable economic development, and HIV/AIDS.
- Provide advocacy support for persons with disabilities and other marginalised groups.
- Protect the interests of member CSOs and promote the sharing of information and resources amongst members.
- Plan and implement programmes to enhance the development of member CSOs.
- Promote research to support the development of the civil society sector.

SUNGO and Advocacy for Civil Society

A key role of SUNGO is to advocate to government on behalf of civil society on issues of concerns to the community, such as land, poverty, or human rights issues. To seek the views of the community on such issues, SUNGO conducts forums across Samoa to solicit feedback, makes use of Thematic Groups composed of members, or engages Thematic experts to provide input to government on issues linked to government development including the Samoa Development Strategy.

SUNGO Thematic Groups

Economic Sectors	Social Sectors	Infrastructure Sectors
Finance	Health	Water
Agriculture	Religious – NCC, churches,	Transport
Trade, Commerce and Manufacturing	Education	Communication and Information
Tourism	Law and Justice	Energy
Public Administration	Community- village, women, youth	Environment

SUNGO is actively engaged in consultation processes conducted by government where a voice on behalf of civil society is needed. Through these processes, members can make their voice heard at government level through submissions or through input via Government Committees

How SUNGO Operates

SUNGO is governed by an 11-member Executive Council (EC) elected at the Annual General Meeting attended by financial members. The President and other office bearers of the Council are elected for 2 years and the 7 remaining members are elected annually.

The Executive Council is committed to furthering the work of SUNGO, and to both more widely promoting its activities and providing more effective support and services for its members and through them, to Samoa. The governance responsibilities of the Council include the setting of SUNGO policies, ensuring the financial viability of the organisation, the appointment of the Chief Executive Officer to manage day to day operations, and ensuring that the organisation meets the expectations of its members and partners.

The Executive Council recognizes that to maximise the potential of the organization, it is vital to have a well-reasoned and clearly documented future strategy direction, reflected in a sound Strategic Plan responsive to changing needs. From this Strategic Plan, the Annual Plan which follows then sets out the annual targets to be achieved.

To carry out the activities of SUNGO as projected in the Annual Workplan, the day-to-day operations of SUNGO are managed by the CEO and the appointed staff. Their duties are defined by targets set in the Annual Workplan and the requirements set out in their Position Descriptions.

Each year the activities of SUNGO and progress towards its goals are outlined in the Annual Report along with the Annual Financial Statement which meets international NGO audit standards.

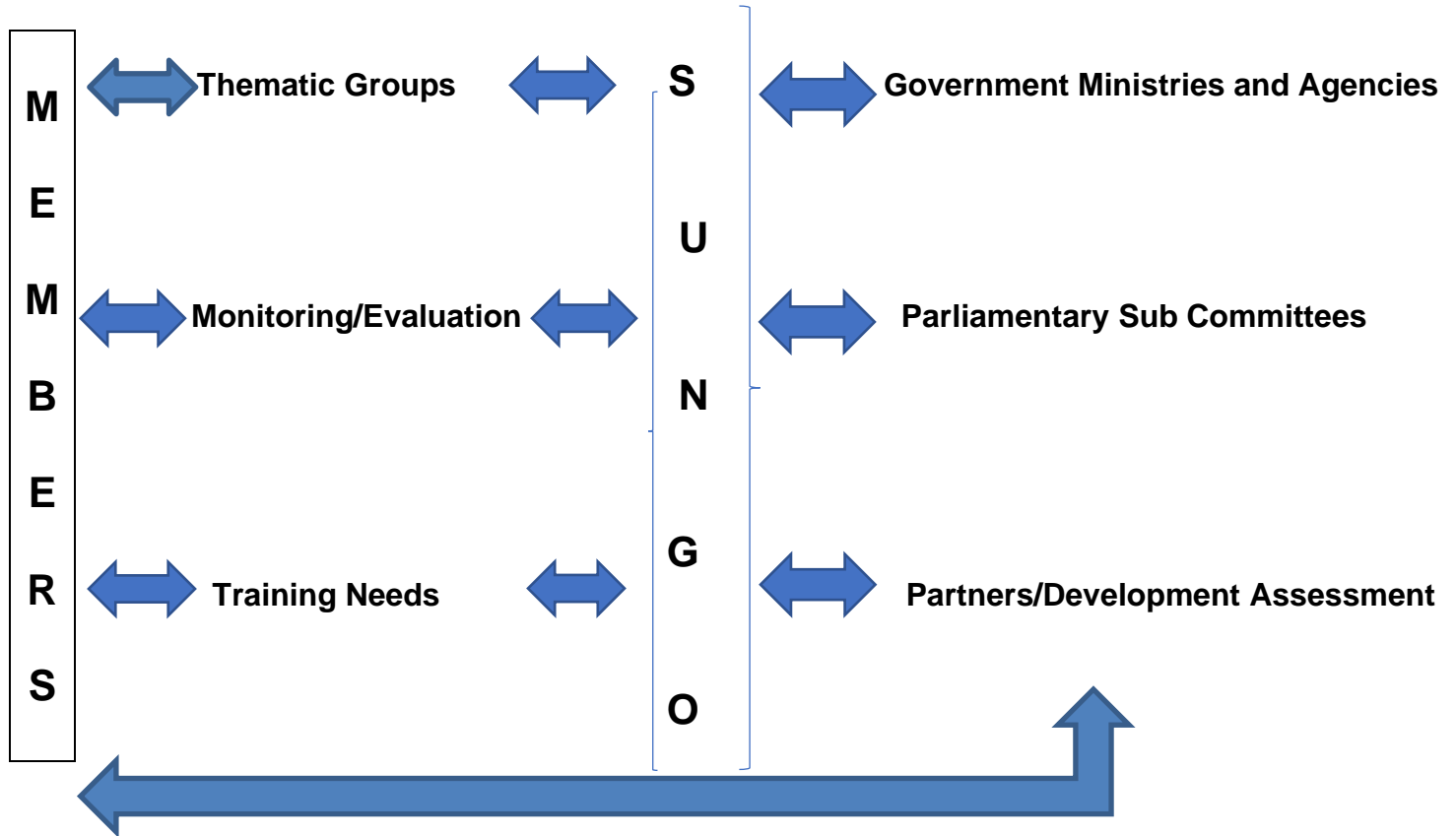
SUNGOs Partners

As well as working with its members, SUNGO works with a range of partners both nationally and internationally. Nationally these partners include the Government of Samoa through appropriate Ministries such as MWCSD and MNRE, MOF, and with donor agencies such as USAID, EU, NZAID, DFAT, UNDP, Oxfam, Canada Fund and Samoa Civil Society Support Programme (CSSP).

These relationships include joint project ventures with Government Ministries and funding arrangements with donors most notably the European Union. These funding arrangements enable SUNGO to operate its office facilities at Vaitele, to employ the staff needed to run its programmes and to run outreach services to members.

SUNGO also has responsibilities regionally, internationally, and globally to provide input into developmental issues that affect its member organizations. SUNGO is an active member of Pacific Islands Association of Non-Governmental Organisations (PIANGO) and other regional organisations.

How SUNGO and its members effectively contribute to making laws and policies that affect the lives of our people.



The Strategic Plan

This is SUNGO's fifth strategic plan. The changes made in the review of the plan reflect both the evolution of SUNGO as a mature organisation that has taken place since the last plan, the changes that have taken place in Samoa, and the likely challenges that SUNGO will face in the future to remain as the major voice of civil society.

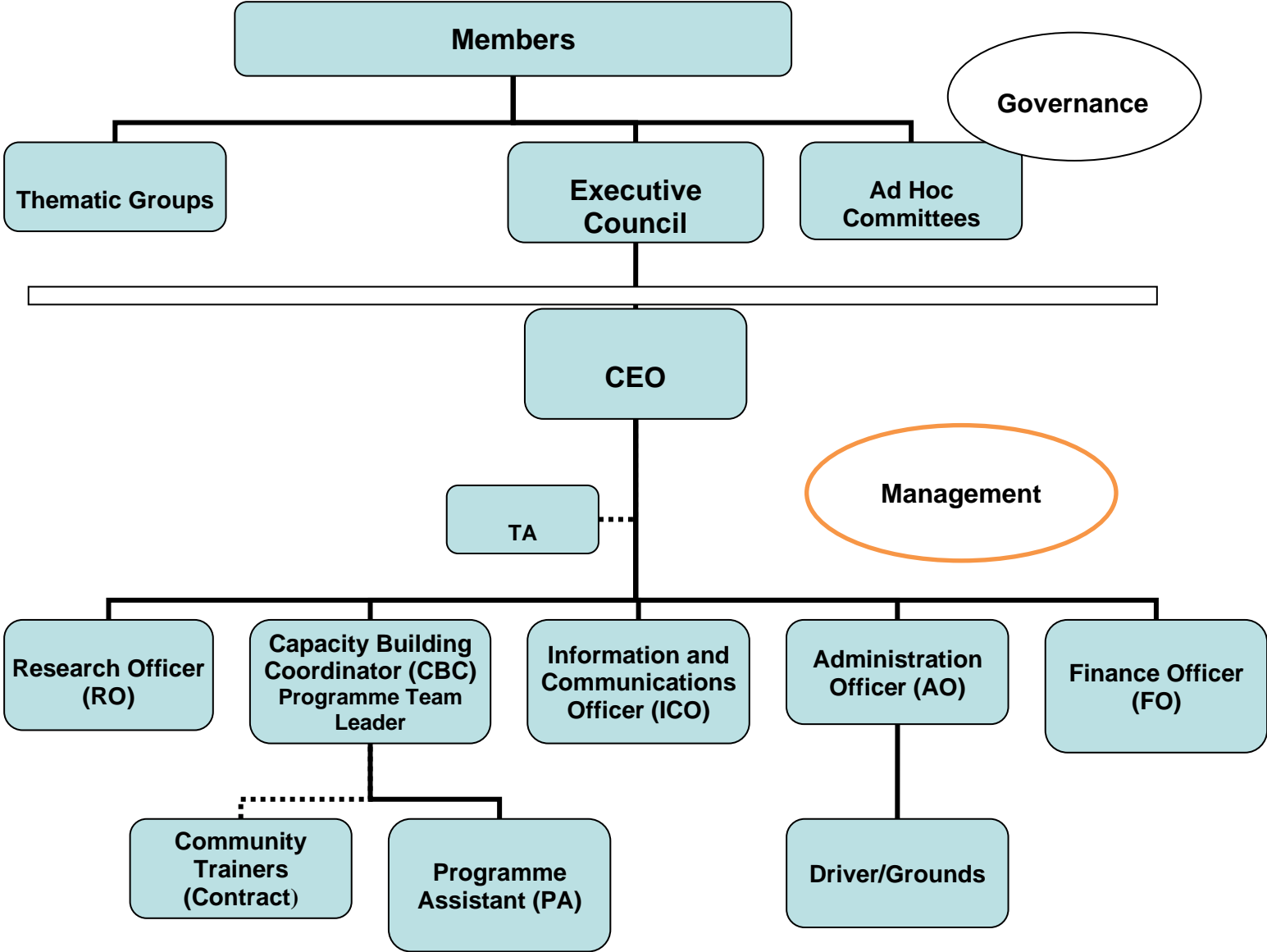
The Strategic Plan is based around the stated Mission, Vision and Values of the organisation and implemented through the five key goals which cover Governance and Management, Communications, Institutional Strengthening, Policy and Advocacy and Research. These goals provide scope for the full range of SUNGO activities and each goal is supported by more specific objectives which provide an ongoing framework for the Annual Workplan.

Every four years, this Plan is reviewed to assess that the goals and objectives remain valid and relevant. Based on assessing the environment, changes to the Plan are proposed to and endorsed by the Executive Council after appropriate consultation with members. Mid way through the term of each Plan,

the Plan is re-assessed, and minor changes made if required. Associated with the plan is a Risk Analysis which identifies the key challenges which can affect the ability of SUNGO to achieve its goals.

SUNGO has been well supported by sponsors, from both the public and private sectors, but has faced challenges as funding becomes more difficult to attract. This strategic plan recognises that the organisation needs to continue to improve its relationship with all its stakeholders including the Government and donors by working to meet the community expectations of its contribution to the development of Civil Society and Samoa. Having a clear direction and focus will help ensure ongoing support, commitment, and ownership by the membership of SUNGO.

SUNGO ORGANISATION STRUCTURE 2021



Our Strategic Plan

Vision

Samoa has a competent and confident Civil Society sector that promotes sustainable development and improved quality of life for the people of Samoa.

Mission

To deliver capacity building, research, opportunities, information sharing, advocacy and support for Civil Society in Samoa

Values:

- Accountability and Transparency
- Equal opportunities for all
- Mutual respect, acceptance, and tolerance of the diversity of members and views
- Commitment to a strong sense of community and community economic wellbeing
- Acknowledgement of the worth of volunteers and stakeholders
- Professionalism
- Integrity and dignity of individuals and member organisations
- Gender equality and equity
- Inclusive support for persons with disabilities and other marginalized groups
- Promotion of peace and harmony
- Encouragement and promotion of environmentally friendly practices

SUNGO Goals 2020-2024

Goal 1: Governance and Management

SUNGO is recognised as a well governed and managed umbrella organisation leading the civil society sector through best practice.

Goal 2: Communications

SUNGO fosters a well-informed civil society sector through providing effective communications and services.

Goal 3: Institutional Strengthening

SUNGO member organisations are supported through capacity building to effectively manage their organisations and services to their communities.

Goal 4: Policy and advocacy

The needs and concerns of civil society are adequately addressed, contributing to achievement of National Development Priorities through genuine partnerships.

Thematic Groups

- 1. Economic**
- 2. Social**
- 3. Infrastructure**
- 4. Environment**

Goal 5: Research

SUNGO facilitates effective research, investigation, and data collection to better inform civil society initiatives and support advocacy.

Vision: <i>Samoa has a competent and confident Civil Society sector that promotes sustainable development and improved quality of life for the people of Samoa.</i>		
Goal	Objectives	Outcome Measures
Goal 1: Governance and Management		
<i>SUNGO is recognised as a well governed and managed umbrella organisation leading the civil society sector through best practice</i>	1.1. Sound governance provided through an effective board with regular reviews.	<ul style="list-style-type: none"> • Effective committed Board that meets regularly • Regular Board induction and training provided. • Effective Board staff communications maintained. • Constitution regularly reviewed and endorsed. • Governance Policies reviewed and endorsed
	1.2 Sustained quality planning through regular monitoring and review of SUNGO strategy, vision, goals and workplan	<ul style="list-style-type: none"> • SUNGO Strategic Plan regularly reviewed. • Workplan developed and implemented annually. • Effective monitoring and evaluation in place
	1.3 Effective and efficient administrative, communications, financial and reporting systems developed and maintained which meet best practice and SQA quality standards.	<ul style="list-style-type: none"> • Operational policies reviewed and implemented • Annual budgets approved and implemented • Financial policies and procedures complied with • Annual Reports and Accounts approved • Internal staff communications maintained • Schedules and meetings effectively managed
	1.4 Performance management system developed and maintained to ensure performance is acknowledged and key staff retained	<ul style="list-style-type: none"> • Competent staff recruited and retained • All new staff suitably inducted into SUNGO • Relevant staff training provided • Regular performance review process in place

Vision:
Samoa has a competent and confident Civil Society sector that promotes sustainable development and improved quality of life for the people of Samoa.

Goal	Objectives	Outcome Measures
	<p>1.5 Adequate financial resources obtained through contracts to ensure long term viability and provision of secure infrastructure (buildings, equipment) for SUNGO activities.</p>	<ul style="list-style-type: none"> • Long term financial viability plan in place • Funds for umbrella & contract services secured • Revenue generated from fundraising • Vaitele campus properly secured and developed

Goal	Objectives	Outcome Measures
<p>Goal 2: Communication and Promotion</p>		
<p><i>SUNGO fosters a well-informed civil society sector through providing effective communications and services.</i></p>	<p>2.1 Awareness of CSO organisations raised by sharing and disseminating information through regular forums, newsletters, email, social media, and the website.</p>	<ul style="list-style-type: none"> • Communications and marketing strategy implemented. • Up to date and relevant website maintained. • Regular newsletter and email communications with members • Regular Facebook communications with members
	<p>2.2 Steady increase in active SUNGO membership achieved through building relationships with CSO organisations especially in rural communities</p>	<ul style="list-style-type: none"> • Regular communications with members through visits, meetings, and Thematic Group activity • Measurable and regular increase in active membership especially rural members

Goal	Objectives	Outcome Measures
	<p>2.3 Membership increased through member satisfaction with services provided</p>	<ul style="list-style-type: none"> • Existing members retained and new members recruited. • Members satisfied as evidenced from members interviews and surveys. • Criteria for membership reviewed and a Code of Conduct developed for members.
	<p>2.4 Comprehensive CSO and member database developed and maintained.</p>	<ul style="list-style-type: none"> • Up to date database of membership maintained. • Improved knowledge of member activities and assessment of needs
	<p>2.5 Strengthened public profile through regular media presence</p>	<ul style="list-style-type: none"> • Regular press releases well covered by local media. • Regular distribution of newsletters to local media • Regular interview coverage in radio media

Goal	Objectives	Outcome Measures
Goal 3: Institutional Strengthening		
<p><i>SUNGO member organisations are given assistance to effectively manage their organisations and services to their communities</i></p>	<p>3.1 Processes strengthened to identify and assess the capacity and training needs of CSO organisations including SUNGO members</p>	<ul style="list-style-type: none"> • Annual timely TNA completed for NGOs and CBOs • Regular CSO (NGO and CBO) Assessment programme implemented to identify CSO capacity strengths and weaknesses
	<p>3.2 Pool of skilled trainers developed to assist SUNGO in responding to training initiatives and CSO needs</p>	<ul style="list-style-type: none"> • Up to date trainer database in place • At least 75% of registered trainers to have completed CAT training or have been upskilled through in-course training • Pool of qualified trainers increased
	<p>3.3 Funding sources secured to facilitate appropriate training and capacity building and outcomes reported to donors</p>	<ul style="list-style-type: none"> • Training contracts regularly secured from CSSP, ICTP, UNDP, EU and other sources to deliver training required by CSO organisations • Donor requirements met through timely and accurate contract reports
	<p>3.4 Quality training programmes developed and delivered to strengthen the capacity of communities to respond to national developments</p>	<ul style="list-style-type: none"> • Courses delivered at times and venues to meet needs • High course participation achieved through effective marketing of courses • 60% of training needs identified through TNA process met • Targeted course days delivered annually • Acceptable level of participant satisfaction • Acceptable level of participants skills improvement • Regular review of training resources undertaken including online resources • Intellectual Property Rights of materials secured and protected ie Copyright. •
	<p>3.5 Secure Recognised training modules through the Samoa Qualifications Authority (SQA) for all Non Formal Learning training offered through SUNGO</p>	<ul style="list-style-type: none"> • SQA recognition secured • Courses meet SQA standards on ongoing basis

Goal	Objectives	Outcome Measures
	<p>3.6 Training, mentoring and assistance to CSO organisations provided to encourage best practice and enhance their capacity for self management</p>	<ul style="list-style-type: none"> • Number of CSOs receiving CSSP mentoring (if applicable) • Proportion of mentored CSOs successful with CSSP applications(if applicable) • Number of CSOs undertaking Assessment on a voluntary basis for self improvement • Number of CSOs receiving ongoing assistance or individualised training • Level of satisfaction by members with support services provided
	<p>3.7 An effective Monitoring and Evaluation system developed to assess the impact of SUNGO capacity building activities.</p>	<ul style="list-style-type: none"> • Appropriate and regular M&E process (eg Tracer Studies) to assess impact of training developed and implemented

Goal	Objectives	Outcome Measures
Goal 4: Policy and advocacy		
<i>The needs and concerns of civil society are addressed at national level</i>	4.1 Capacity and knowledge of SUNGO and CSO organisations developed to better advocate on behalf of the civil society sector.	<ul style="list-style-type: none"> • Improved CSO advocacy skills as a result of advocacy training provided • Properly skilled and briefed meeting representatives with access to Information resources filed and available from SUNGO • Up to date database developed and maintained of a database of key experts on all CS issues • Number of Policy changes due to advocacy undertaken to request recognition or compensation for representation commitments
	4.2 Work undertaken with member organisations to develop common policies and support on key issues for rural and urban members	<ul style="list-style-type: none"> • Number of Issues based Civil Society Forums conducted to collect information and number of policies influenced as a result • Thematic group meetings held regularly to identify strategy on improving policies and services to rural and urban members • Positions or policies that reflect both rural and urban civil society developed and promoted by SUNGO
	4.3 Participation in agreed national and international initiatives through active engagement with development partners, government and other bodies.	<ul style="list-style-type: none"> • Donor and government partnerships developed or enhanced • SUNGO actively involved or consulted on key development initiatives, on agreed national, regional and international initiatives • Increased number of forums or partnerships where SUNGO participates at national, regional and international level including ECOSOC • Regular reporting back by SUNGO representatives in a common written format
	4.4 Relevant SUNGO and civil society information made available through all forms of media	<ul style="list-style-type: none"> • SUNGO/civil society positions on issues available and promoted through newsletter, email communication and website updated monthly

Goal	Objectives	Outcome Measures
Goal 5: Research		
<p><i>SUNGO facilitates effective research, investigation, and data collection to better inform civil society initiatives and support evident based advocacy</i></p>	<p>5.1 Capacity developed by SUNGO to undertake research and investigation on civil society issues and needs.</p>	<ul style="list-style-type: none"> • Funds regularly secured to engage appropriate specialist input and deliver results. • Basic training of staff to be able to assist to survey, collate and analyse data. • Database maintained and enhanced to ensure adequate transfer of knowledge and skills are retained. • Contracted research projects successfully completed and reported.
	<p>5.2 Database of research information developed and used to support advocacy positions and other SUNGO activities.</p>	<ul style="list-style-type: none"> • Survey of members to establish database of current issues/ information. • SUNGO policies or positions on civil society issues backed up by well researched data. • Papers developed to support CSO stands from CSO forums. • Position papers/responses developed on key national policy issues or proposed government changes.
	<p>5.3 Relevant information provided to and from outside agencies.</p>	<ul style="list-style-type: none"> • Networks established with government bodies and national and international agencies for information sharing. • Input provided to Disaster Management Plan and other national initiatives
	<p>5.4 Resources properly recorded and archived for future reference.</p>	<ul style="list-style-type: none"> • Research results and data collection archived as part of overall archiving of SUNGO data

Appendix: Risk Analysis

Strategic plan Goal	Risk Factors	Mitigation strategy
Governance and Management	<ol style="list-style-type: none"> 1. Ineffective or dysfunctional Board 2. Governance Management roles not understood. 3. Lack of clear policies and compliance with policies 4. Lack of funding to ensure viability. 5. Misuse or ineffective use of funds 6. Lack of a clear planning strategy 7. High staff turnover – loss of expertise 	<ol style="list-style-type: none"> 1. Board members meet Governing Policy criteria plus Board training. 2. Board training in governance and management 3. Review policies and make EC and staff conversant with policies. 4. Secure longer-term funding through EU and other agencies 5. Strong financial policies in place and compliance enforced. 6. Sound strategic plan and review process. 7. Sound staff recruitment, performance management and recognition
Communications	<ol style="list-style-type: none"> 1. Member dissatisfaction with services provided 2. Member dissatisfaction with communications 3. Low public profile and impact 	<ol style="list-style-type: none"> 1. Services reviewed through regular TNA process and improvements made 2. Regular communications with members through social media, email etc 3. Regular interaction with radio, TV and written media outlets
Institutional Strengthening	<ol style="list-style-type: none"> 1. Lack of funds to provide training 2. Courses provided do not meet required standards 3. Lack of suitably qualified trainers 4. Courses offered not matched to needs 5. Copyright issues over resources developed 	<ol style="list-style-type: none"> 1. Funds secured for training through donor agencies and reporting met 2. Process in place to review course quality and participant satisfaction 3. Process in place to retain current trainers and widen trainer pool 4. Course feedback that courses are meeting needs 5. Copyright secured for resources developed
Policy and Advocacy	<ol style="list-style-type: none"> 1. Lack of personnel to effectively advocate on issues 2. Ineffective Thematic Groups for gaining feedback 3. Lack of a database of information to develop policy 	<ol style="list-style-type: none"> 1. Provide advocacy training for SUNGO representatives 2. Review Thematic Groups to enhance effectiveness/consider other models 3. Ensure effective database of information established by Research Unit
Research	<ol style="list-style-type: none"> 1. Lack of technical capacity to undertake research 2. Lack of access to funds for research projects 	<ol style="list-style-type: none"> 1. Appoint and retain staff with required technical skills for research 2. Apply for and secure funds for relevant short term research contract