

# **STRATEGIC PLAN**

## **ON CLIMATE CHANGE | 2018 -2022**



**TUVALU ASSOCIATION OF NON-  
GOVERNMENTAL ORGANIZATIONS  
(TANGO) | TOGETHER FORWARD**

# 1. ACKNOWLEDGEMENT

TANGO wishes to acknowledge the following institutions and individuals for the important contributions, at different levels, they rendered towards the development of this Strategic Plan. These include:

1. Our key donor, the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) through their in-country based project called the Pacific Climate Change and Migration (PCCM) Project, for generously funding (an amount of US\$5,000) the development of this Strategic Plan on Climate Change;
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8. The current management staff of TANGO for taking the initiative to start this process for the development of the Strategic Plan;

It is very easy to miss anyone who may have had contributed, in one-way or another, to the development of this important document: be assured that TANGO is indebted to all those who have contributed.



## 2. FOREWORD

I am honoured and humbled to be writing the foreword to this important document that had been the dream of this prestigious organisation for a very long time – the dream to have a strategic plan on climate change. This dream was born after the leaders of Tuvalu, especially the Prime Minister of Tuvalu, Rt. Hon. Enele Sosene Sopoanga, strongly and publicly declared that the Government of Tuvalu shall fight, whatever the cost, to keep the Tuvaluan population from moving off-shore despite the threats of climate change.

It would be dishonorable for us as the umbrella organisation of NGOs to stand by the sideline and watch the government singlehandedly attempting to save the lives and culture of the people of Tuvalu. Therefore, this strategic plan would be the first tangible committed action made by the Tuvalu Association of Non-Governmental Organisations (TANGO) towards this commitment.

The National Advisory Council on Climate Change (NACCC) has been the advisory committee to the Cabinet on matters related to climate change in Tuvalu for more than two years. Since its inception, NACCC had kindly included the TANGO Coordinator, among others, to be one of the active members. This positively indicates how the Government of Tuvalu values TANGO contribution towards alleviating the lives of the Tuvaluan citizens from the adverse impacts of climate change. This strategic plan is TANGO's response to such a respectable gesture.

The effects of Climate Change in Tuvalu have been clearly evident in the recent past. In 2015, Tropical Cyclone Pam, for example, brought huge damaging waves destroying, not only most of the crops and livestock in especially the outer islands, but also dented the trust of the people in their long held religious-beliefs about the impossibility of such severe inundation in Tuvalu. Fortunately, it created a wake-up call to our leaders about the real impacts of climate change in Tuvalu.

However, still two paramount responses could arise from such life-threatening events. One is to remain ignorant and face the negative consequences, and the other is to be proactive by starting at this point in time to prepare to become stronger, and therefore safer, to face any similar threats in the future. The former is surely the last thing that TANGO would like to go through. Therefore, this strategic plan aims to lay the platform for a stronger and safer Civil Society Organization sector, not to mention the whole population of Tuvalu, in terms of responding to the adverse impacts of climate change.

I am grateful and proudly look forward to seeing this TANGO Strategic Plan on Climate Change mobilizing all of TANGO's constituencies, and relevant stakeholders, to organize themselves towards stronger and safer preparedness against both the immediate and long term impacts of climate change.

Fakafetai lasi,



Rev. Tafue Lusama  
**TANGO President**

### 3. BACKGROUND AND CONTEXT

The Tuvalu Association of Non-Governmental Organisations (TANGO) was established in 1986 with 7 members. The key aim for its establishment was to assist NGOs in accessing information and attracting resources for development into the country. Through consensus among the 7 members, TANGO immediately assumes the role of an “umbrella body” for NGOs/CBOs in Tuvalu and to operate as a not-for-profit organisation.



From 1986 to 1997, TANGO received sporadic financial assistance, which included funding from the Commonwealth Foundation, the Pacific Concern Resource Centre, New Zealand ODA, AusAID and the Government of Tuvalu. This funding assistance was for disaster preparedness, gardening projects, sexual health training and attendance at overseas meetings related to the projects.

As demand on TANGO’s assistance towards member organisations increases, it was immediately apparent to the same member organisations that an office and a full-time staff should be recruited to manage its affairs. This obvious need was finally achieved in 1998 with funding from the Australian Foundation for Asia and the Pacific. This funding enabled TANGO to employ a Coordinator, rented an office space and purchased a computer.

From then on, membership increased to 21 and by the end of December 2008 TANGO’s total members stood at 48 with a noticeable increase coming from the outer islands. TANGO management staff also increased in 2008 from one Coordinator to 8 specialized staff (including expatriates) and renting a bigger office space. Also, in the same year, TANGO and its members are working on more than 250 community projects with approved project funds ranging from AU\$1,000 to as much as AU\$1 million.

Within this large basket of financial assistance towards TANGO, most contributions came from the 4 year (2002 – 2006) VSO/EU funded NGO Capacity Building “Pacific Skills Link (PSL)” Programme. It was also this programme that contributed major funding and technical assistance, providing much needed trainings and general capacity for Tuvaluan NGOs and CBOs, with overflowing benefits to the Tuvalu community. The increased cooperation, coordination and networking between donors, the Government of Tuvalu and NGOs at the national, regional and international level throughout 2008 can be said to have marked the peak of TANGO’s activities.



In 2008, TANGO lost its 2 VSO (expatriates) volunteers when they returned to their home country at the end of their extension year under the PSL programme. TANGO was also unprepared for the exit of three of their local staff – a Coastal Programme Officer of one of the very short-term projects in TANGO, who left with the end of their particular project; TANGO's local Training Officer, who left for further studies in New Zealand; and TANGO's local Project Development Officer, who migrated to Australia.



## SUSTAINABLE DEVELOPMENT GOALS



## 4. HOW OUR STRATEGIC PLAN ON CLIMATE CHANGE WAS FORMULATED?

The decision to integrate climate change and disaster risk reduction into TANGO's *Strategic Plan on Climate Change: 2018 – 2022* was influenced by several factors, including the conviction held by the people and Government of Tuvalu that climate change poses the greatest threat to the future of the country.

TANGO's new approach and emphasis is aligned with the emphasis that the Government of Tuvalu has given to climate change and disaster risk reduction in its domestic and foreign policies: as a leading example the Tuvalu National Strategy for Sustainable Development (*Te Kakeega III*) 2016-2020 lists climate change as the first priority area for the government and nation.

More recently, the Prime Minister of Tuvalu has called upon all citizens to 'paddle Tuvalu's canoe' together. The Prime Minister stresses that Tuvalu's canoe requires everyone to paddle together, and that it carries no passenger. The metaphor of a Tuvaluan 'canoe' with everyone pulling oars invokes a sense of stewardship and responsibility. As a key national institution, TANGO has decided to join Tuvalu's 'voyaging canoe', and to strive to make a difference to the lives of our members and their communities. This Strategic Plan sets out how we plan to do this, building the resilience and adaptive capacity of our members and communities to the worsening impacts of climate change across our islands.

TANGO has a long history of action on climate change. TANGO has been engaged in a number of climate change project activities since its establishment, and recognises that now, more than ever, the non-governmental sector must unite with government, donor, private sector and community allies to focus all its creativity, resources and efforts to help Tuvalu build its resilience to the impacts of climate change.

As the real and adverse impacts of climate change have increasingly affected the natural and food resources of our communities, TANGO's members have agitated for greater support for climate and disaster readiness projects. Acknowledging this reality, TANGO's *Strategic Plan on Climate Change: 2017 – 2021* was developed through a three half-days workshop attended by the membership of TANGO in Funafuti from 8<sup>th</sup> – 12<sup>th</sup> of December, 2016. A local consultant, Feue Tipu, facilitated the workshop with the support of TANGO's Coordinator and Secretariat. The subsequent write-up of the draft plan was only possible with the tremendous support and assistance of TANGO Coordinator and his team.

The lively group and plenary consultations, discussions and input by the participants in many respects made the task of drafting TANGO's Strategic Plan a lot easier. The participants represented a range of TANGO's members. These members represent the different groups across Tuvalu, ranging from island community groups to religious bodies,





from senior government officials to thematic NGOs. The mix of talent and experience amongst the participants was evident throughout the duration of the workshop.

## 5. SWOT ANALYSIS - STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Umbrella non-profit organization</li> <li>• Government recognition through legislation and annual grant</li> <li>• Good relationship and partnership with Government</li> <li>• Good relations with stakeholders, particularly donors</li> <li>• Well qualified staff</li> <li>• Membership support</li> <li>• Community-Based and grassroots networks and influence</li> <li>• Intermediary and interlocutor for members, especially those on outer islands</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of capacity – staff and technical skills</li> <li>• Lack of funding - Core &amp; Capital</li> <li>• Lack of materials &amp; equipment</li> <li>• High dependence on external funding support (government grant, donor funding)</li> <li>• Low confidence of members</li> <li>• Inactive membership – lack of memberships attendance at AGM</li> <li>• Staff attrition</li> <li>• Lack of collaboration &amp; communication</li> <li>• Lack of understanding relating to the role and function of TANGO</li> <li>• Lack of understanding of climate change science and other CC-related matters</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Working together in partnership with stakeholders for positive changes</li> <li>• Workshops and Training</li> <li>• Communication with international NGO's and Agencies</li> <li>• Project proposal fund</li> <li>• Development partners and donors support</li> <li>• Development partners and donors' focus on civil society and Climate Change</li> <li>• TANGO able to Advocate and capacity building on CC</li> <li>• Unique position to manage and coordinate policy research and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Damage from natural hazard</li> <li>• Financial Risk</li> <li>• High competition for donor limited funds</li> <li>• Member continue to lose</li> <li>• Can be too restrictive</li> <li>• Too externally influenced because of lack of own funding</li> <li>• Donor funding environment is volatile and highly competitive</li> <li>• Formal recognition by law can change</li> <li>• Regional support through PIANGO is limited, but important</li> <li>• Climate Change is greatest threat to the survival of our members and their communities</li> </ul>

SWOT

## 6. OUR STRATEGIC DIRECTION

### I. OUR CORE VALUES

Our core values underlie all that TANGO does. These values reflect the realities facing NGOs and CBOs, and the volatile funding environment within which they operate. Together with our Tuvaluan cultural values, history and a sense of pride in our work, our core values include:

<b>Effective Leadership</b>	<p>We will nurture our leaders to provide effective and responsible governance to our members, stakeholders and communities, Our efforts will be underpinned by principles of good governance and traditional values within the ambits of the rule of law.</p> <p>We will listen to the views and opinions of our members and partners in order to improve our management and leadership styles.</p>
<b>Good Governance</b>	<p>We consider equity, transparency, accountability and fairness in all interactions with our members and partners. We consider these as fundamental values for the effective management of the CSO-sector's scarce resources, and critical to maintaining trust and goodwill with our members, partners and communities.</p>
<b>Accountability &amp; Transparency</b>	<p>We will take responsibility for our actions and take pride in the openness of our decision making processes. We value transparency, and are proud that all aspects of our operations are available for analysis by our members and stakeholders.</p>
<b>Genuine Partnership</b>	<p>We cherish the hopes and aspirations of our partners and will cooperate together with them in the spirit of friendship and harmonious co-existence in our efforts to bring about positive change to our communities.</p>
<b>Collaboration &amp; Relationships</b>	<p>We value our relationships with our members and partners and will collaborate with them in all our endeavors to fulfill the goals and objectives on improving the livelihoods of our communities.</p>
<b>Growth &amp; Sustainability</b>	<p>We have the resolve and enthusiasm to support and nurture TANGO together with our member organizations, to continue growing as strong and sustainable entities. We will achieve this through strengthening our relations with government and other stakeholders.</p>
<b>Efficiency &amp; Effectiveness</b>	<p>We will strive to achieve value for money In all our business dealings with our partners and stakeholders, to ensure trust and confidence n our capability to provide and deliver services.</p>
<b>Effective Communication</b>	<p>The scattered nature of the islands and limited flow of information in the country makes it all the more essential for us to provide relevant and timely information to our members and stakeholders</p>



## II. OUR VISION

We envision TANGO will be:

“A proactive, efficient, Not-for-Profit national umbrella organization that provides genuine partnership support services to its non-governmental and community based membership, while fostering an enabling environment for the sustained development and growth of its members in the face of the adverse impacts of climate change in Tuvalu.”

## III. OUR MISSION

“TANGO strives to work together with committed stakeholders to affect positive change for all Tuvaluans. We achieve this by nurturing, facilitating and supporting the development and sustained growth of each of our members, to ensure self-sufficiency and sustainability that enables our members to do critical work that improves quality of life for all.

We strive to provide relevant information and timely feedback to our members, through effective and reliable communication, and to provide awareness training and capacity building to enable our communities to survive the adverse impacts of climate change.”



## 7. OUR KEY STRATEGIC AREAS (KSA)

### A. KSA 1: CAPACITY OF NGOS AND CBOS TO ADDRESS CLIMATE CHANGE

**GOAL: Build the capacity of Tuvaluan NGOs and CBOs to better plan for and manage the impacts of climate change**

#### Overview

At the island and community level, where the majority of TANGO's membership operate, the impacts of climate change is visible everywhere. The island communities are highly vulnerable to climate change.

Climate variability and extreme weather conditions affect communities in different ways, including rising sea levels and increased exposure to disasters, changes to ecosystems and loss of biodiversity, and new and exacerbated threats to human health.

The Government of Tuvalu has identified climate change as the greatest threat currently facing Tuvalu. Accordingly, climate change has become a priority concern for the nation, with many efforts now being expended to tackle its adverse impacts.

Until now, TANGO has not as a matter of policy taken up the challenge of climate change adaptation and disaster risk reduction. This Strategic Plan now outlines a structured and systematic plan for building the resilience and adaptive capacity of its members and communities. Climate change is a major threat to Tuvalu, and adopting this priority area also provides an opportunity for TANGO to tap into the numerous sources of finance that have been dedicated to climate action.

In terms of organizational capacity, TANGO and its member organizations feel underprepared, especially with regarding the technical and management expertise needed to plan, formulate, manage and implement strategies and activities relating to climate change adaptation and disaster risk reduction. TANGO and its members also experience significant financial stress, a reality which hinders their ability to perform all the responsibilities expected of them.

Communities, through their representative organizations, often ask for support to implement a range of climate adaptation projects: in the majority of cases, owing to a limited resources and organisational capacity, TANGO has been unable to assist.

#### Issues and Challenges

The local experience of climate change occurs in tandem with, and in some cases because of, other effects of globalization. Climate change is both a challenge to grapple with and a barrier to action on other priority areas, including human health, poverty and gender equality. In this context, Tuvalu, as a nation still developing its institutional capacity, has an upward battle to fight.

The call by the present government for all Tuvaluans to join hands to tackle this global challenge, needs to be heeded by all. As the umbrella organisation for Tuvalu's NGOs and CBOs, it is only fitting that we join the effort. To properly take our up our oar, and offer real and lasting support to our communities, TANGO and its members have identified a need to strengthen the management and technical capacity of our staff and organisations.



### **Strategies:**

1. Strengthen the capacity of TANGO and its member organizations to adapt to climate change, and in particular, supporting efforts to improve the adaptive capacity of the most vulnerable groups in Tuvaluan communities.
2. Strengthen the adaptive capacity of TANGO and its members to assess, analyze, plan and manage the adverse impacts of climate change and natural disasters.
3. Provide technical, hands-on attachment for NGOs and CBOs to strengthen skills and organisational processes relating to project development and management.

### **Activities:**

- 1.1 Recruit a technical advisor, preferably a volunteer, to provide technical support for TANGO's efforts to strengthen climate change and disaster risk reduction management.
- 1.2 Conduct a needs assessment for Tuvaluan NGOs and CBOs during first year of the plan.
- 1.3 Organize a Training of Trainers (ToT) workshop to train representatives from member organizations to become community trainers/ animators.
- 1.4 Organize training for the management teams of Tuvaluan NGOs and CBOs, covering climate change science and related topics.
- 1.5 Organize awareness programmes for NGOs and CBOs, including broader island communities, on climate change and disaster risks.
- 2.1. Organize training for TANGO and its member organisations to assess, plan, implement and manage projects that address the adverse impacts of climate change and disaster risks.
- 2.2. Evaluate training and capacity building activities after 2-3 years to determine their effectiveness and adoption across Tuvalu's civil society sector.
- 3.1. Provide regular support, where possible with regards to TANGO's organisational capacity, through training attachments and hands-on experience for 2-3 NGOs and CBOs every six months on project development and management.

## B. KSA 2: RELATIONSHIPS AND PARTNERSHIPS FOR CLIMATE ACTION

**GOAL: Strengthen relationships and partnerships to improve and support climate change adaptation measures in Tuvalu**

### Overview

Given both the increasingly complex and volatile development environment within which TANGO operates and the increasing demands from member organisations for project support and service delivery, TANGO has an urgent need to strengthen existing partnerships and seek new alliances with strategic stakeholders if it is to meet its mandate.

As the demands of traditional donor partners, affected communities, their organisational representatives and the national government all increase with the mounting pressures of our changing climate, the civil society sector in Tuvalu continues to face severe budget and organisational constraints. Climate change is a classic example of a mounting social, economic, political and environmental pressures that recognizes no geographical and political boundaries.

Partnerships has become a critical area for TANGO, which may benefit from what some authorities have called a “shared-power approach”: under this approach, “organizations and institutions that share objectives must also partly share resources and authority in order to achieve their collective goals” (John Bryson and Barbara Crosby, 1992 *‘Leadership for the Common Good’*).

Collaboration through a ‘consortium approach’ can lead to more effective and efficient programmes with the sharing of information and resources, thus achieving synergy. This approach is yet to be completely adopted in Tuvalu, however its potential is recognised by TANGO’s leadership. Given the restraints experienced by TANGO and its members, there will always be a limit to what action Tuvaluan NGOs and CBOs can achieve without the support of our partners.

Strong and sustainable relationships with our partners can only be achieved through mutual trust, openness, accountability and a shared vision for Tuvalu: islands that thrive in the face of climate change.

### Issues & Challenges

TANGO and its members are, to a great extent, unable to undertake promotional and advocacy work: this is a direct result of current human resource and budgetary constraints. TANGO does not have a promotional and advocacy strategy, and there is a clear need to develop one and actively pursue its strategies.

With a skeleton staff of one Project Coordinator and a project officer, whose terms are linked to the life of the given project, and an accounts clerk, it is virtually impossible for TANGO to manage the organisation’s core business, let alone the additional challenges associated with climate change. TANGO is also constrained by the lack of core funding to cover staff salaries and office management.

In light of these realities, the management team believes that the best strategy to enable

TANGO to operate effectively is to establish sustainable relationships with key partners who are able to provide reliable budgetary support. This is followed by an acknowledgement that strong partnerships are established and maintained through trust, shared vision, and confidence inspired by open and transparent communication. TANGO can achieve this through practicing good governance and strong financial management.

It is clear that TANGO's core mandate is to work with member organizations at the local level in support of grassroots resilience building. It is also clear that TANGO cannot achieve this without the steady support of partners. TANGO needs to work in partnership with other NGOs, including Tuvalu's *Kaupule* and *Falekaupule*, and national government departments and agencies.

## Strategies

1. Strengthen partnerships with key stakeholders and donor partners by providing regular feedback on projects and core activities, using, for example, meetings and visitations, M&E and reporting, newsletters and updates.
2. Building new partnerships with NGOs and government, both national and local, including programmes which engage directly with Tuvaluan communities through collaborative projects.
3. Strengthen relationships with development and donor partners, including in partnership with the Government of Tuvalu, to effectively deliver projects that contribute to building the resilience and adaptive capacity of communities, especially in relation to food security, water security, soil and coastal protection, income generation, and other related climate proofing activities.

## Activities

- 1.1 Develop a communication framework and strategy to strengthen and improve TANGO's reputation;
- 1.2 Organise training for TANGO's office staff and members relating to monitoring and evaluation and other reporting processes required to establish transparent and effective operations;
- 2.1. Develop and implement a strategy for trialing a 'consortium approach', with a focus on forging new relationships with other NGOs and government offices that operate at the community level;
- 2.2. Monitor and evaluate the effectiveness of the 'consortium approach', especially in regards to whether this approach materially improves the quality of projects aimed at improving people's lives;
- 2.3. Seek new partnerships with relevant parties to secure and deliver climate-proofing projects, especially those relating to food and water security, soil and coastal protection, and income generation.
- 3.1. Organize meetings with donor partners where those meetings would materially advance TANGO's prospects of securing sustainable funding.



## C. KSA 3: TANGO'S ADMINISTRATIVE CAPACITY

**GOAL:** Strengthen TANGO's administration and management capacity to better plan for and manage climate change strategies and activities

### Overview

It is a fundamental administrative and management principle that the organizational structure and staffing complements the needs of the organisation's members and mandate. TANGO is currently expected to meet the needs of over twenty member NGOs and CBOs, in addition to the broad responsibilities expected of the civil society sector (including community service delivery, advocacy and acting as a 'watch-dog' in the case of ill-formed government policies).

These roles are quite demanding, especially given the resources required to deliver on TANGO's mandate. TANGO's current organizational structure comprises of a Coordinator and an accounts clerk: this arrangement is a severe constraint on TANGO's ability to deliver on any responsibilities assigned under its mandate. Indeed, it could be viewed as a threat to TANGO's survival. This is especially true given the growing need to address climate changes in addition to TANGO's traditional mandate of supporting Tuvalu's civil society sector.

While TANGO has in the past implemented climate related projects: rather than adopting a coherent and strategic programmatic approach, these projects have been sporadic, ad-hoc and partner driven. This Strategic Plan is intended to support TANGO as the organisation takes a revised approach, and attempts to build the capacity of local NGOs and CBOs to effectively contribute to climate and disaster resilience across Tuvalu.

TANGO's new Strategic Plan is also aligned with the national governments policies on climate change and disaster risk reduction, to maximise the impact of our efforts in the coming years.

### Challenges and Issues

Management of an umbrella organisation will always present challenges, which are amplified in contexts like Tuvalu where human and financial resource constraints are keenly felt. TANGO's decision to take on climate change and disaster readiness, itself a major global challenge, was taken lightly given the resource constraints that have beleaguered the organisation for a long time. However, we have heeded the national governments rallying cry, for all Tuvaluans to join the 'fight' against climate change. TANGO has organized itself by developing this Strategic Plan, offering the contribution of the civil society sector to the national 'joint-action' to deal with climate change.

Climate change adaptation and disaster risk reduction are a specialized area, given the scientific and technical knowledge required for effective action, and the complexity of the international and regional policy environment. There are several climate agreements and mechanisms that affect and involve Tuvalu: given the specific technical nature of this work, TANGO sees a need for additional support to help its members navigate this field in pursuit of the goals of this Strategic Plan.

### Strategies

1. Strengthen the administrative and management capacity of TANGO and its members to effectively deliver under their mandates;
2. Strengthen the administrative and management capacity of TANGO to enable the organisation to take on additional and significant work related to climate change adaptation and disaster risks reduction;
3. Develop TANGO's capacity and strategies relating to mobilize resource support from local, national, regional and international donor partners.

## Activities

- 1.1 Recruit a technical advisor with qualifications and experience relating to climate change adaptation and disaster risks reduction
- 1.2 Organize capacity building and training workshops relating to climate change adaptation and disaster risks reduction for members and their communities;
- 1.3 Prepare relevant manuals, guidelines and briefs for training and dissemination;
- 2.1 Recruit a technical advisor with qualifications and experience in general management and financial management;
- 2.2 Organize training workshops relating to general management (conducting meetings, taking minutes, filing, etc.) for TANGO staff and members;
- 2.3 Organize training workshops in financial management;
- 2.4 Organize training workshops in project planning and management, including writing project proposals and project acquittals
- 2.5 Organize training workshops relating to monitoring and evaluation practices and financial reporting;
- 2.6 Prepare relevant manuals, guidelines and briefs for training in general management and financial management;
- 3.1. Organize trainings on financial management, planning (developing plans, writing project proposals), monitoring and evaluation and reporting, and general management;
- 4.1. Undertake an analysis of TANGO's financial status for the purpose of developing a strategy for resource mobilization, relating to internal and external sources, and paying particular attention to opportunities for accessing climate finance;
- 5.1 Develop a system and processes for knowledge management relating to general and financial management practices, to enable TANGO to build its long-term institutional capacity.

## D. KSA 4: INFORMATION, COMMUNICATION AND RESEARCH

**GOAL:** Conduct relevant research on specific topics to inform TANGO decisions and also to improve the management of information and communication systems to ensure proper dissemination of climate change information

### Overview

The availability of accurate, thorough and clear information are fundamental to effective decision making. Communication practices are also fundamental to decision making, as good communication facilitates information sharing, network coordination, and trust in organisations.

As a membership organization, TANGO's credibility, and ultimately survival, is dependent on effective communication with its members. This is particularly challenging given the geographical reach of Tuvalu's islands and inadequate national telecommunications services. Many of TANGO's members, as island-based CBOs, do not have telephones or a reliable connection to the internet. Getting information to members has always been a challenge, though the increased expectations and demands imposed by donor partners presents an additional burden to TANGO, as the peak body responsible for acting as the conduit between CBOs and donors. Nonetheless, this is the reality and TANGO needs to work around these challenges.

In the past, TANGO has prepared and circulated an e-newsletter to members: this practice was abandoned due to resource constraints. The management team consider that there is a real need to revive this practice, or something equivalent, as a matter of urgency, given the critical importance of communications to trust and the effective operation of Tuvalu's civil society sector. Management notes the need to complement regular external communications with strengthened monitoring, evaluation and reporting on all projects implemented by TANGO and its members.

Given all this, it is critically important that TANGO has in place a framework and strategy for managing the dissemination of information for its partners and members. In line with this new Strategic Plan, TANGO will pay particular attention to building a communication system that can effectively disseminate information relating to climate change issues and disaster preparedness.

### Issues and Challenges

It is within TANGO's immediate power to develop a communications and information management strategy, including supporting processes. It is more of a challenge to procure the hardware (communications systems and equipment) required to reach all TANGO's members in the outer islands of Tuvalu. Likewise, TANGO is able to coordinate the development and dissemination of information relating to climate change science and adaptation and disaster readiness.

TANGO recognises that close collaboration with the national and local governments of Tuvalu and other central networks, will be required to achieve this goal under the Strategic Plan. Another challenge is the lack of capacity in terms of staff, knowledge and skills, in addition to budgetary constraints. All these require donor support and funding.



## Strategies

1. Strengthen TANGO's communications through the development of a communications strategy,
2. Engage volunteers especially those who have retired from Government to do research;
3. Revive the publication and distribution of TANGO's newsletter to members and partners, and provide regular content about the project activities of TANGO and its members, especially in terms of achievements, success stories, issues, challenges and lessons learned.
4. Develop and maintain TANGO's website;
5. Revise and distribute information pamphlets to members who are unable to access an e-newsletter or news feed;
6. Produce regular radio programmes on major and interesting projects.

## Activities

- 1.1 Develop a communication strategy and framework to support TANGO's mandate, and to strengthen TANGO's reputation;
- 2.1 Produce a regular newsletter for distribution to key stakeholders, including members and partners, and other interested parties
- 3.1 Develop a website for TANGO;
- 4.1 Revise and distribute information pamphlets to stakeholders without access to telecommunications.
- 5.1 Produce radio programmes for broadcast on a regular basis.
- 5.2 Conduct research on specific topics that could provide proper data, information to influence or inform TANGO decision-makers.

## 8. HOW WE WILL IMPLEMENT, MONITOR AND EVALUATE OUR PLAN?

TANGO recognizes that implementing each of the four key strategic areas under the Strategic Plan will take significant effort, time and financial resources.

The greatest challenge facing TANGO and its members are their severe financial and human resource constraints. The civil society sector in Tuvalu relies heavily on the support of external donors: the challenges and limitations imposed by this relationship was repeatedly identified at TANGO's Strategic Plan development workshop. Many members identified long-standing difficulties with proposal writing and securing finance, let alone more advanced processes like monitoring and evaluation or information management.

A key recommendation was made by workshop participants, that TANGO urgently strength its relationships with key partners, including external donors and the Government of Tuvalu, and continue working with its members to strengthen their ability to source funding for local resilience and development activities.

Implementation of projects is ordinarily a partnership between TANGO and the requesting member organisation. For all joint projects, implementation is the responsibility of the requesting member organisation, while TANGO holds responsibility for project reporting and financial acquittals.

Project implementation is still an area that requires strengthening for Tuvaluan NGOs and CSOs. Academic literature and government reports have provided evidence that the weakest link in the project cycle is implementation. However, monitoring and evaluation is another key component of the project cycle that requires strengthening.

In the past, a greater focus has been placed on implementing activities with very little regard for data collection that would enable the organisation to monitoring the outcomes and impact of the project. It is the intention of this Strategic Plan that a monitoring and evaluation framework, and supporting training and tools, will be developed to ensure that the activities of TANGO and its members are implemented in a timely manner, results are analysed and documented, and proper evaluations take place throughout the project cycle.

TANGO's Executive Committee will provide oversight and support for the implementation of this Strategic Plan. A major part of that responsibility is to ensure the adoption of a work plan for the activities, articulating the agreed scope of work, budget, and implementation and monitoring and evaluation plans.

The current framework (as shown in the attached Matrix) sets out target activities for the duration of this Strategic Plan 2018-2023. Future target activities will be reviewed, discussed and agreed to at the appropriate Executive Committee meeting. This is to ensure that target activities are relevant and achievable given the necessary resources allocated for each year of the five-year period of the plan. The Executive Committee is encouraged to set target activities through a consultative process to ensure that all members have the opportunity to contribute. Target activities don't have to be ambitious, but a reflection of what TANGO can achieve in a given year

At the end of each operating year and during the life of any projects, reports (supported by data and insights collected through a monitoring and evaluation process) will be prepared

by the implementing member organisations. These reports are to be submitted to TANGO's Executive Committee, to be kept on record and shared with donors as requested and appropriate. Reports should summarize the progress made against TANGO's annual work plan, include success stories and best practices. In addition, reports should note weak areas of implementation that need strengthening. This should guide future improvement in the overall program.

The TANGO Executive Committee should strive to share its reports and success stories with members and donor partners, to demonstrate that TANGO has systems and processes in place to become an effective and creditable development partner in Tuvalu.

## 9. HOW WE WILL FINANCE OUR PLAN?

As a Not-for-Profit and membership-based organization, TANGO's current and capital budget is derived mainly from members' contributions, an annual government grant, and external, project-driven donor funding. Donor funding has been the backbone of TANGO's capital budget. For example, the proportions of these sources of funding over the last three years are provided in the following table:

YEAR	2018	2019	2020	2021	2022
<b>FUNDING TYPE</b>					
Members Contributions	500	10,000	10,000	10,000	10,000
Government Grant	25,000	50,000	50,000	50,000	50,000
Donor Funding	7,790	84,500	40,000	35,000	35,000
<b>TOTAL</b>	33,290	144,500	100,000	95,000	95,000



## APPENDIX: MATRIX

KEY STRATEGIC AREA (KSA)	2018	2019	2020	2022	2023	BUDGET
<b>KSA 1I Capacity of NGOs and CBOS to address Climate Change</b>						
1.6 Recruit a technical advisor, preferably a volunteer, to provide technical support for TANGO's efforts to strengthen climate change and disaster risk reduction management.	Australia Volunteer International					
1.7 Conduct a needs assessment for Tuvaluan NGOs and CBOs during first year of the plan.	\$2,000					\$2,000
1.8 Organize a Training of Trainers (ToT) workshop to train representatives from member organizations to become community trainers/ animators.		\$5,000				\$5,000
1.9 Organize training for the management teams of Tuvaluan NGOs and CBOs, covering climate change science and related topics.	\$7,000					\$7,000
1.10 Organize awareness programmes for NGOs and CBOs, including broader island communities, on climate change and disaster risks.		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000

2.3. Organize training for TANGO and its member organisations to assess, plan, implement and manage projects that address the adverse impacts of climate change and disaster risks.		\$5,000				\$5,000
2.1. Evaluate training and capacity building activities after 2-3 years to determine their effectiveness and adoption across Tuvalu's civil society sector.						
3.2. Provide regular support, where possible with regards to TANGO's organisational capacity, through training attachments and hands-on experience for 2-3 NGOs and CBOs every six months on project development and management	\$1,000	\$1,000	\$10,000	\$5,000	\$5,000	\$22,000

## KSA 2I Relationship and Partnership for Climate Change

1.3 Develop a communication framework and strategy to strengthen and improve TANGO's reputation;		\$1,500				\$1,500
1.4 Organise training for TANGO's office staff and members relating to monitoring and evaluation and other reporting processes required to establish transparent and effective operations;	\$10,000	\$3,000	\$3,000	\$3,000	\$3,000	\$25,000

2.1 Develop and implement a strategy for trialing a 'consortium approach', with a focus on forging new relationships with other NGOs and government offices that operate at the community level;		\$5,000				\$5,000
2.2 Monitor and evaluate the effectiveness of the 'consortium approach', especially in regards to whether this approach materially improves the quality of projects aimed at improving people's lives;		\$5,000				\$5,000
2.3 Seek new partnerships with relevant parties to secure and deliver climate-proofing projects, especially those relating to food and water security, soil and coastal protection, and income generation		\$50,000 (Special focus on outer islands)	\$50,000 (Special focus on outer islands)	\$50,000 (Special focus on outer islands)	\$50,000 (Special focus on outer islands)	\$200,000
3.1 Organize meetings with donor partners where those meetings would materially advance TANGO's prospects of securing sustainable funding.		\$20,000 (Organize a donor meeting in Tuvalu)				\$20,000

### KSA 3 | TANGO's Administrative Capacity

1.4 Recruit a technical advisor with qualifications and experience relating to climate change adaptation and disaster risks reduction	Australia Volunteer International					
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1.5 Organize capacity building and training workshops relating to climate change adaptation and disaster risks reduction for members and their communities;		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
1.6 Prepare relevant manuals, guidelines and briefs for training and dissemination;	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
2.1 Recruit a technical advisor with qualifications and experience in general management and financial management;	Australia Volunteer International					
2.2 Organize training workshops relating to general management (conducting meetings, taking minutes, filing, etc.) for TANGO staff and members;		\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
2.3 Organize training workshops in financial management;						
2.4 Organize training workshops in project planning and management, including writing project proposals and project acquittals	Australia Volunteer International					
2.5 Organize training workshops relating to monitoring and evaluation practices and financial reporting;	Australia Volunteer International					
2.6 Prepare relevant manuals, guidelines and briefs for training in general management and financial management;	Australia Volunteer International					
3.1 Organize trainings on financial management, planning (developing plans, writing project proposals), monitoring and evaluation and	Australia Volunteer International					

reporting, and general management;						
4.1 Undertake an analysis of TANGO's financial status for the purpose of developing a strategy for resource mobilization, relating to internal and external sources, and paying particular attention to opportunities for accessing climate finance;		\$5,000				\$5,000
5.1 Develop a system and processes for knowledge management relating to general and financial management practices, to enable TANGO to build its long-term institutional capacity.		\$5,000				\$5,000

## **KSA 4I Information, Communication and Research**

1.2 Develop a communication strategy and framework to support TANGO's mandate, and to strengthen TANGO's reputation;		\$2,000				\$2,000
2.2 Produce a regular newsletter for distribution to key stakeholders, including members and partners, and other interested parties	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000	\$14,500
3.2 Develop a website for TANGO;	\$190.00	\$500.00	\$500.00	\$500.00	\$500.00	\$2,190
4.2 Revise and distribute information pamphlets to stakeholders without access to telecommunications.	\$1,000	\$500.00	\$500.00	\$500.00	\$500.00	\$3,500
5.3 Produce radio programmes for broadcast on a regular basis.	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000	\$11,000

5.4 Conduct research on specific topics that could provide proper data, information to influence or inform TANGO decision-makers.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
<b>TOTAL FOR EACH YEAR</b>	<b>\$33,290</b>	<b>\$144,500</b>	<b>\$100,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	
					<b>TOTAL COST</b>	<b>467,79</b>

\*Highlighted in yellow is the proposed year of implementation.