



INFORM
EMPOWER
ADVOCATE
MOVEMENT BUILDING

STRATEGIC PLAN 2025 - 2030



Sista Herstory

2016

Beginning of Sista

Sista was born as an online magazine

- 'Sista Gat Style' and 'Sista i Shine'

2017

External Media Management

Fostered dialogue and debate through media on gender issues and creation of new partnerships

- 16 Days of Activism video 'Yumi Stanap'
- First regional engagement - 15th Triennial Conference of Pacific Women

2018

External Media Management continues

Continuation of media engagement with Vanuatu Daily Post

2019

Expansion

- Beginning of CARE and Sista partnership
- First intern through YWLP
- Frida Fund partnership
- Balance of Power - Nation Builders
- 'Rispek Hemi Honorobol - 16 DOA
- Sista Stanap Strong Anthology book launch
- First office space with IsraAid

2022

Organizational Strengthening

- New board
- Volunteer to support HR Development
- CARE support for organizational strengthening
- Women in media survey and forum
- Vanuatu Feminist Forum
- Women's Wisdom exhibition
- Stepping outside the gender box - 16DoA
- Sexual harassment survey with FWRM

2021

Sustained Funding Secured

- 3 year contract with CARE
- 3 year contract with We Rise Coalition
- Staff grows to include - Programs, Finance and Communication
- ABCID PACMAS partnership
- Frida Fund partnership
- SPC grant
- Moves into own office in Chuan Store
- Rod Blong Jenis - 16DoA
- GO!Cyber
- Round Table Podcast
- Review of Child Maintenance Aot with SPC
- 'Yumi Gat Style' fashion show
- Strong Mama exhibition
- Vanuatu Feminist Library set up in office

2020

Expansion

- Beginning of CARE and Sista partnership
- First intern through YWLP
- Frida Fund partnership
- Balance of Power - Nation Builders
- 'Rispek Hemi Honorobol - 16 DOA
- Sista Stanap Strong Anthology book launch
- First office space with IsraAid

2023

Strengthening Regional Engagement

- Third Pacific Feminist Forum
- Women deliver conference
- Pacific Prevention Summit
- Launched 'Nation Builder II'
- Sista takes on the role of Regional Coordinator for the We Rise Coalition communications
- Revamp 'Stanap Strong'
- Continued organizational strengthening through Finance Consultant

2024

International and Regional Engagement

- CSW in New York, USA
- Asia Pacific Feminist Forum
- Asia Pacific Beijing platform for action - 30 review
- 15th association for women's rights in development (AWID)
- Joined Strengthening Access to Justice Steering Committee
- New board
- Executive Director joins the VANGO board
- Volunteers - Australian Volunteer and New Colombo Scholar
- Menstrual Cup survey
- 'Sikmun Storian' booklet
- Vois Blong Mi videos
- 'She Can Vote' mini forum (Snap Election)
- Sexual Harassment Awareness in workplaces - 16DoA
- WASH Advocacy Campaign with World Vision

2025

Shaking it up and settling down

- Received Urgent Action Funds due to earthquake
- New office in Emman Immallo
- Wota i Toktok - University of Technology, Sydney
- CSW in New York, USA
- YWLP with CARE
- Accelerator Hub (We RISE)
- Strategic Planning



Sista was established in 2016 with the purpose of creating a space for Ni-Vanuatu to connect, share and uplift each other. Starting as an online magazine, Sista aimed at celebrating fashion, culture and body positivity for Ni-Vanuatu women through the ***Sista Gat Style*** and ***Sista I Shine*** pieces.



We began engaging in Vanuatu media dialogues and debates surrounding gender issues in **2017**. This led to Sista's first **16 Days of Activism** campaign video ***Yumi Stanap*** in partnership with ***Solwota Sista*** through the support of private sector sponsorship. Sista also began to build new partnerships and attended the 13th Triennial Conference of Pacific Women. In 2018, Sista established a formal partnership with the Vanuatu Daily Post. This partnership, continuing until today, has helped our monthly Sista Gat Style pieces to reach a wider audience via the *Vanuatu Daily Post Life & Style Magazine*.

Sista's first grant from Royal Caribbean facilitated establishment of the Sista Library.

In 2020, we established new partnerships with CARE International in Vanuatu (CARE) and Frida Fund and undertook collaborative projects such as the publication of the Nation Builders booklet with Balance of Power. Internally, we set up our first office space and received our first intern through the Young Women's Leadership Program (YWLP).

From 2021, Sista secured long-term funding with CARE and We Rise Coalition. This funding enabled Sista to hire Program, Finance, and Communications staff, and to move into a new office space at Chuan Store in Port Vila. We continued to actively engage in gender-related media dialogue and debate and progress initiatives aimed at empowering Ni-Vanuatu women and girls. Key activities included the Roundtable Podcast, legislative review of the Maintenance of Children Act, Yumi Gat Style fashion show, Strong Mama Exhibition, and the first Vanuatu Feminist Library.



In 2022, a new Board was set up, and a volunteer supported development of our human resources.

Sista became more involved in regional feminist programs such as the Women in Media Survey Forum, Vanuatu Feminist Forum, and Sexual Harassment Survey with Fiji Women's Rights Movement. In Vanuatu, our projects included the Women's Wisdom Exhibition and Stepping Outside the Gender Box awareness for 16 Days of Activism.

Sista's involvement in regional activities continued in **2023**, which saw Sista participating in the third Pacific Feminist Forum, the Women Deliver Conference, Pacific Prevention Summit, and take on the We Rise Coalition Regional Communications Coordinator role.



A woman with dark curly hair, wearing a traditional Vanuatu dress with orange and purple patterns and a pink flower in her hair, is holding the Vanuatu national flag high in the air. The background shows a coastal town and a body of water under a clear blue sky.

In 2024, Sista started engaging more regularly in international spaces

and events such as the Commission on the Status of Women (CSW), Asia Pacific Forum, Asia Pacific Beijing Platform for Action and the 15th Association for Women's Rights in Development. Engagement in these international spaces helped strengthen our Vanuatu projects and networks, including our involvement in the Strengthening Access to Justice Steering Committee and the Vanuatu Association of NGOs (VANGO) Board. Internally, we renewed the Sista Board and hosted two volunteers – an Australian Volunteer and a New Columbo scholar.

Key 2024 projects included:

- *Menstrual Cup Survey*
- *Sikmun Storian Booklet*
- *Vois Blong Mi videos*
- *She Can Vote mini forum (snap election)*
- *Sexual Harassment Awareness in workplaces for 16 Days of Activism*
- *WASH Advocacy Campaign with World Vision Vanuatu.*

The 7.4 magnitude December 2024 earthquake had a huge impact on Sista.

We received emergency funds from Urgent Action Fund and Pacific Feminist Fund to support post-earthquake recovery. Our team had to move temporarily into a new office in Emman Immallo and moved back to the old office just a few months later once the building had been formally assessed. Adjusting to this new reality did not bring Sista's activities to a halt. We have continued to navigate the changes while also attending CSW69 in New York, progressing the Wota I Toktok Project with the University of Technology Sydney, co-implementing the Young Women's Leadership Program with CARE and launching the Accelerator Hub project funded by We Rise. One of our biggest 2025 milestones is the development of this Strategic Plan.



Strategic Planning Process

Sista has been using **arts, media** and **communications** to empower women and girls, raise awareness and advocate in Vanuatu since 2016. As outlined in our Herstory, during this period we have grown as an organisation with new projects, staff, partners and funding agreements. 2025 was an ideal time for us to review our mission and vision and create a strategic plan to guide our work in Vanuatu, the Pacific and the world. We chose a participatory process that incorporated the voices of our many stakeholders and partners. The first step was creating a Sista Timeline: the 'herstory' of Sista. Reflecting on our past helped us to understand where Sista is today and plan where we want to be in the future. The Sista Timeline informed the Sista HerStory outlined above and was presented to stakeholders at the workshops.

The second step was **conducting a survey** with staff, past and current board members, partners and other interested stakeholders about the role that Sista plays in Vanuatu. The survey was open from 26 January until 24 February 2025 and emailed to a list of 117 stakeholders. 36 respondents completed the survey. We used responses to inform updates to our mission and vision and the creation of strategic areas and future activities.

The third step involved **running two workshops**. At the first workshop (2 April 2025) Sista staff and board members reviewed the survey results, identified organisational strengths and weaknesses and prioritised strategic areas. In the second workshop (4 April 2025) with external stakeholders, as well as representatives our staff and board, we presented our Herstory and five strategic areas. Participants reflected on opportunities and threats for Sista as an organisation, developed a stakeholder map and identified the change that Sista could contribute towards for each provisional strategic area.

Feedback from the survey and workshops was reviewed alongside key national documents such as the 'Vanuatu National Gender Equality Plan 2020-2030' to **develop a draft strategic plan**. The Sista team worked closely together to review the draft, validate values developed through previous workshops and refine our strategic priority areas and strategies presented below.

Finally, the Sista team developed an **accompanying Annual Work Plan template, Monitoring, Evaluation, Research and Learning (MERL) Framework** and **Risk Matrix** aligned to our strategic priority areas and strategies.



Sista's Vision

Our vision is a world where women and girls are able to enjoy their rights and participate fully in decisions that affect their lives.

Sista's Mission

Our mission is to amplify the voices of women and girls to promote gender equality and women's representation in Vanuatu.

Sista's Theory of Change

GOALS

A world where women and girls are able to enjoy their rights and participate fully in decisions that affect their lives (Sista's vision)

Vanuatu is more stable, sustainable and prosperous (Vanuatu NSDP)

End of strategic plan outcomes

Women feel increasingly valued, safe, respected and supported by women and men

Gender equality and human rights of women and girls in Vanuatu are increasingly realised

Strategic priority areas and intermediate objectives

Eliminating GBV and harmful stereotypes

Women, men, boys and girls adopt positive behaviours that contribute to shifting harmful social norms, break taboos, and reject negative gender stereotypes

Advancing women's leadership and representation

The voices of women, young people and marginalized groups in all their diversity are represented, heard and their issues highlighted

Strengthening the feminist movement in Vanuatu and the Pacific to progress gender equality

Organizations in Vanuatu and the Pacific work collaboratively to progress gender equality

Creating resilient, locally-led feminist organization

Sista is a sustainable organization operating with feminist principles

Strategic priority areas and intermediate objectives

Resources highlighting GBV impacts developed/shared, men and boys engaged and advocacy for legislative reform progressed

Feminist leadership skills developed, leadership diversity showcased, civics education improved, women in media increased, media gender sensitised

CSO capacity strengthened, gender equality resources collated/shared, national/regional/international networks strengthened, Government held accountable, feminism defined for Vanuatu

Feminist governance practices embedded, finances sustainable, disaster resilience incorporated into planning, staff wellness supported. Sista promoted to communities to extend reach

ACTIVITIES

Activities are determined through annual work planning in alignment with this Theory of Change and available resourcing

VALUES

Accountability



Commitment



Creativity



Diversity



Leadership



Wellbeing

APPROACHES

Creating arts, information, communication and educational resources on gendered issues

Celebrating, supporting and promoting the stories and lives of Ni-Vanuatu women

Building the capacity of other civil society actors to progress action on gender equality

Working in collaboration with partners and communities

Sista's Approach

Through:

- Creating arts, information, communication and educational resources on gendered issues in Vanuatu
- Celebrating, supporting and promoting the stories and lives of Ni-Vanuatu women
- Building the capacity of other civil society actors to progress action on gender equality
- Working in collaboration with partners and communities

Sista will:

- Encourage positive behaviour change in women, men, boys and girls to contribute to shifting harmful social norms, taboo topics and negative gendered stereotypes
- Amplify the voices women, young people and marginalised groups in all their diversity to ensure they are represented, heard and their issues highlighted
- Build the feminist movement across Vanuatu and the Pacific

So that:

- women feel increasingly valued, safe, respected and supported by women and men
- **we increasingly realise gender equality and the human rights of women and girls in Vanuatu, which are needed for:**
 - a stable, sustainable and prosperous Vanuatu, and
 - a world where women and girls are able to enjoy their rights and participate fully in decisions that affect their lives.

Sista will achieve this through the following Strategic Priority Areas:

- Eliminating gender-based violence and harmful gender stereotypes
- Advancing women's leadership and representation
- Strengthening the feminist movement in Vanuatu and the Pacific to progress gender equality
- Creating a resilient, locally-led, feminist organisation



Sista's Values

We strive to realise our values across our work.

- **Accountability:** We see transparency and mutual accountability as a critical part of being a strong team. We communicate openly and honestly, sharing our progress and challenges and taking responsibility for our actions and our words.
- **Commitment:** We know our work matters, so we stay committed by managing our time well, holding each other to high standards and meeting our promises to partners, donors and each other.
- **Creativity:** We are passionate about what we do and create, staying curious, open-minded and willing to explore, even if it means taking a risk or doing things differently.
- **Diversity:** We celebrate the different backgrounds and experiences of our team and the communities we serve. We work in solidarity - our diversity is our strength.
- **Leadership:** We see leadership as an act of service where we embrace our talents, step up and take initiative, and trust ourselves and our team to follow through.
- **Wellbeing:** We care for ourselves and each other with grace, compassion and respect, knowing that wellbeing is essential for both personal and collective strength and productivity.



Strategic priorities areas:

1. Eliminating gender-based violence and harmful gender stereotypes

Outcome: *Women, men, boys and girls adopt positive behaviours that contribute to shifting harmful social norms, break taboos, and reject negative gender stereotypes*

1.1 Increase visibility of the impacts of gender-based violence through the promotion and distribution of resources

Example activities include: Stanap Strong website; YWLP alumni deliver training

1.2 Work with men and boys to challenge negative and harmful gender stereotypes and taboo topics

Example activities include: *Young Men's Program; 16 Days of Activism; Brata Gat Style*

1.3 Advocate to, and work with, government around legislative reform

Example activities include: *Review existing legislation (e.g Review of the Maintenance of Children Act [Cap 46]) [Cap 46]; Advocacy for new laws (e.g. Advocacy to add sexual harassment into the Penal Code)*

2. Advancing women's leadership and representation

Outcome: The voices of women, young people and marginalised groups in all their diversity are represented, heard and their issues highlighted

2.1 Develop and promote feminist leadership skills in young women and men

Example activities include: *Young Women's Leadership Program; Strong Mama Program*

2.2. Showcase diversity in women's leadership and representation

Example activities include: *Sista Gat Style; Sista's social media presence including during key national events (e.g. National Women's Day, International Women's Day) and in connection with disasters*

2.3 Promote civics education across Vanuatu at a community level

Example activities include: *She Can Vote; YWLP Alumni and/or Strong Mamas participants deliver community civics education*

2.4 Support increased female representation in the media and more sensitive representation of women and women's issues

Example activities include: *Roundtable Podcast; Engage in Media Association Vanuatu; Monthly Vanuatu Daily Post summary article*

3. Strengthening the feminist movement in Vanuatu and the Pacific to progress gender equality

Outcome: Organisations in Vanuatu and the Pacific work collaboratively to progress gender equality

3.1 Build capacity of civil society organisations in Vanuatu to hold the government accountable for international, regional and national commitments for gender equality and the human rights of women

Example activities include: Accelerator Hub; Engage in VANGO

3.2 Collate and share resources relating to gender equality in Vanuatu

Example activities include: Sista Library; Develop, promote and/or refine available resources highlighting cross-sectoral gendered impacts (e.g. disaster preparedness, response and recovery; WASH; health; education)

3.3 Monitor government commitments relating to women and gender equality

Example activities include: Contribute to reviews of Vanuatu gender equality regional and international commitments (e.g. CEDAW, UPR, Pacific Platform for Action for Gender Equality and Women's Human Rights, Beijing Declaration and Platform for Action)

3.4 Strengthen national, regional and international networks on gender equality

Example activities include: Strengthen collaboration with Government departments; Explore engagement in Government disaster response clusters; Facilitate/engage in national, regional and international forums; Monthly Forums; Lead We Rise Coalition Communications Strategy and outreach

3.5 Continue to explore and define feminism in the Melanesian and Vanuatu contexts to inform practice

Example activities include: Engage with kastom and church leaders to find commonalities (e.g. National Feminist Forum); Explore pre-colonial leadership spaces for women

4. Building a resilient, locally-led, feminist organisation

Outcome: Sista is a sustainable organisation operating with feminist principles

4.1 Strengthen and embed feminist governance practices across the organisation

Example activities include: Strengthen Board (including regular documented board meetings); Create and implement feminist decision-making models; Strengthen organisational monitoring and evaluation; Embed safeguarding policies

4.2 Improve Sista disaster risk resilience

Example activities include: Complete business continuity activities; Create a Sista risk policy and register; Create an internal crisis communications plan

4.3 Support sustainable financial arrangements

Example activities include: Maintain finance delegations; Ensure regular audits; Explore alternative funding sources

4.4 Build and support Sista staff including through prioritising self-care and wellness

Example activities include: Create a training, mentorship and support plan; Deliver regular self-care activities; Implement a performance review process; Review organisational structure

4.5 Expand community visibility of, and engagement with, Sista

Example activities include: Identify new and expand existing partnerships

Strategic Plan Implementation

Annual Work Plan

Sista has developed an Annual Work Plan template (Annex A) to accompany the Strategic Plan. During July 2025, the Sista team worked collaboratively to develop the Annual Work Plan for Financial Year 2026 (July 2025 – June 2026). Sista has also developed a provisional projection for July 2026 – June 2030. Each June, Sista will compile annual progress reporting (see further below) and develop a detailed Annual Work Plan for the upcoming financial year. The Board will review and endorse the Annual Work Plan.

Monitoring, Evaluation, Research and Learning Framework

Sista’s Monitoring, Evaluation, Research and Learning (MERL) framework (Annex B) aims to support tracking of progress against the strategic plan. The framework includes:

- Strategic Priorities, Strategies & Outcome Statements (what are we trying to achieve?)
- monitoring questions (what do we want to know?)
- indicators (what does success look like?)
- data collection methods (how will we collect the evidence?)
- data source (who will the information be collected from?)
- frequency (how often is the information collected?)
- responsibility (who collects the information?)
- uses (how will the information be used?)

The Sista team will collect data through its monthly newsletter (restructured to align with the Strategic Plan), compile six monthly data and conduct an annual reflection to prepare annual reports against the MERL framework. Drawing on experiences of the preceding year, the annual reflection will consider and agree any required adjustments to the MERL framework. Sista will also present a Strategic Plan annual update to the staff, Board and relevant partners.

Risk management

Key risks for Sista to 2030 were identified as part of Strategic Plan development, including during the stakeholder survey and Sista staff/board and external stakeholder workshops. These risks are consolidated in a Risk Matrix (Annex C), which assesses likelihood of occurrence, potential impact, mitigation measures and persons responsible for monitoring and mitigating these risks.

Refinement of this Risk Matrix is a planned activity within the Strategic Plan. Ongoing monitoring and updates to the Sista risk matrix will occur as part of the annual Strategic Plan review.

Sista

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