

UPAVA STRATEGIC PLAN 2025 – 2027

First Year Implementation Plan

(July 2025 – June 2026)



Overview

Uganda the Pearl of Africa Victoria Association (UPAVA) is a Melbourne-based community organization dedicated to uniting and empowering Ugandans living in Victoria, Australia. UPAVA aims to preserve Ugandan cultural heritage, support the personal and collective success of its members, and contribute positively to Australian society. The association serves as a unifying platform for individuals with Ugandan heritage, connections, or a love for Uganda residing in Victoria.

UPAVA has been actively involved in organizing cultural events, such as the annual Cultural Day and Independence celebrations, which showcase Ugandan culture through food, fashion, games, and dances. In 2025, UPAVA got together for three Strategic Planning Sessions, including a Community Consultation exercise, to develop a Three-Year Strategic Plan.

This action plan operationalizes the first year of UPAVA's 2025–2027 Strategic Plan, focusing on four key strategic pillars:

1. Community Value Proposition
2. Brand Positioning
3. Resourcing
4. Operational Effectiveness

Each section outlines specific tasks, timelines, Key Performance Indicators (KPIs), expected outcomes, and responsible committee members to guide the Executive Committee in delivering clear, impactful results over a 12-month period. These efforts lay the foundation for stronger community engagement, robust governance, and financial sustainability.

1. Strategic Focus: Community Value Proposition

Purpose: Create platforms and activities that support settlement, cohesion, and empowerment of Ugandans in Victoria.

Action	Timeline	KPI	Expected Outcome	Responsible Person	Strategic Plan reference
Establish quarterly UPAVA Community Forum	Jul – Sep 2025	1st forum held by Sept; 30+ attendees	Forum held every quarter with clear agenda	Communications Subcommittee	1.4, 2.2, 2.4, 3.4, 3.7, 3.8
Form a New Arrivals Support Working Group	Jul – Aug 2025	Group operational by Aug; 3+members	Defined support mechanisms for new arrivals	Vice President	1.1, 1.3, 1.4 3.2, 3.7
Form a Students' sub-committee	Jul – Aug 2025	by Aug; 3+ members	Defined strategies	President	1.1, 1.3, 1.4 3.2, 3.7
Design & distribute member needs survey	September 2025	100+ responses collected	Clear baseline for community priorities	Secretary and Assistant Secretary	1.4, 2.2, 3.2, 3.5, 3.6, 3.7, 3.10
Conduct 2nd forum on education and youth	Jan – Mar 2026	Event delivered; 30+ attendees	Enhanced focus on youth and family development	Communications Subcommittee	1.1, 1.3, 1.4 3.2, 3.6
Appoint Events sub-committee	Jul – Sep 2025	Group operational by Aug; 3+members	Defined Terms of reference	President	1.1, 1.3, 1.4 3.2, 3.7
Plan UPAVA events	July 25 – July 26	Scheduled events on calendar	Events organized with limited UPAVA committee input	Events sub-committee	1.1, 1.3, 1.4 3.2, 3.6
Develop Community Engagement Plan for 2026	Oct – Dec 2025	Plan finalized by Dec	Roadmap for annual community interaction	Community Engagement – Subcommittee	1.1, 1.2, 1.3, 1.4, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.10
Share updates via WhatsApp and newsletters	Ongoing	1message/month; 4 newsletters/year	Improved community awareness	Communications Subcommittee	1.1, 1.2, 1.3, 2.1, 2.2, 2.4, 3.1, 3.3, 3.4, 3.6, 3.7, 3.8, 3.10

2. Strategic Focus: Brand Positioning

Purpose: Enhance UPAVA's visibility, credibility, and stakeholder partnerships through professional communication and engagement.

Action	Timeline	KPI	Expected Outcome	Responsible Person	Strategic Plan reference
Recruit Volunteer Social Media Lead	Jul 2025	Role filled	Dedicated digital communications officer	Communications Subcommittee	3.5
Audit social media & communication channels	Jul – Aug 2025	Audit complete	Identified strengths and improvement areas	Communications Subcommittee	3.5
Launch social media schedule	Aug – Sep 2025	2 posts/fortnight	Increased brand engagement	Communications Subcommittee	3.5
Identify African community partners	Sep – Oct 2025	3 orgs approached; 1 MoU	Strengthened African alliance	President	1.3, 2.1, 2.2, 2.3,, 3.9
Design Strategic Patron program	Nov – Dec 2025	1 Patron appointed	Influential community figures aligned to UPAVA	President	1.1, 1.3, 1.5,
Design Strategic Ambassador program	Nov – Dec 2025	2 Ambassadors appointed	Influential community figures aligned to UPAVA	Vice President	1.1, 1.3, 1.5,
Ensure branding at UPAVA events	Jan – Apr 2026	Events delivered	Broader community reach	Events sub-committee	1.1, 1.2, 1.3 2.2, 2.4,



3. Strategic Focus: Resourcing

Purpose: Secure sustainable resources through grants, donors, and partnerships to support UPAVA's growth.

Action	Timeline	KPI	Expected Outcome	Responsible Person	Strategic Plan reference
Form Finance & Fundraising Subcommittee	Jul – Aug 2025	Team formed; TOR defined	Focused effort on resource mobilization & Terms of reference	Treasurer	4.1, 4.5, 4.6.1, 4.7
Investigate and apply for DGR status	Aug – Nov 2025	Application submitted	Access to tax-deductible donations	Secretary supported by Richard Dent	4.8
Identify donors and sponsors	Oct – Dec 2025	10 contacts made	New funding and sponsorship prospects	Finance & Fundraising Subcommittee	1.1, 1.2, 1.3, 1.5, 2.2, 4.7
Develop Fundraising Strategy	Nov 2025 – Jan 2026	Strategy finalized	Diversified funding streams	Finance & Fundraising Subcommittee	4.7
Run a fundraising event	Feb – Apr 2026	\$5,000 raised	Initial funds for programs	Events sub-committee	4.7
Track income/expenditure	Ongoing	12 reports/year	Financial transparency	Treasurer & Assistant Treasurer	4.1, 4.5, 4.6.1



4. Strategic Focus: Operational Effectiveness

Purpose: Improve internal systems, governance, and execution capacity to ensure UPAVA’s long-term sustainability.

Action	Timeline	KPI	Expected Outcome	Responsible Person	Strategic Plan reference
Assign committee roles	Jul 2025	Updated org chart	Role clarity and accountability	President	4.1, 4.3, 4.6
Approve 2025–26 Operations Plan	Jul – Aug 2025	Plan adopted	Strategic alignment	Executive Committee	
Conduct committee skills matrix	June – July 2025	Matrix completed	Recruitment for committee skills gaps	Vice President	4.1,4.3, 4.4, 4.6
Write role descriptions	Sep – Nov 2025	100% roles documented	Consistent expectations	Vice President	4.1, 4.3, 4.6
Identify and draft key governance policies	Oct – Dec 2025	5 policies ratified	Professional governance	Ordinary member 2	4.1
Develop Risk Register	Jan 2026	Register finalized	Proactive risk management	Vice President	4.2
Set up document management system	Feb – Mar 2026	System active	Streamlined access	Secretary	4.1
Draft quarterly strategic plan review reporting process	Quarterly	4 reviews/year	Adaptive implementation	Ordinary member 1	4.4

Commented [MM1]: Specific policies needed

Commented [MM2]: Reporting process

Monitoring & Review

- **Monthly Executive Committee Check-ins:** Track action status.
- **Quarterly Strategy Reviews:** Assess performance against KPIs.
- **Annual Impact Summary (June 2026):** Evaluate Year 1 delivery and set up Year 2.