



# Strategy 2025-2028

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# Our Purpose, Activities and Unique Value

## UPAVA Purpose

*UPAVA exists to empower the Ugandan-Australian community in Victoria to continually increase their positive impact in Australia and to be increasingly recognised as valued contributors to Australia's social, economic and environmental wellbeing.*

## UPAVA Activities

*UPAVA provides platforms to provide educational, social, community, enterprise and advocacy activities for people who are part of the Ugandan-Australian community, and provides links with government, community, academic and business organisations.*

## UPAVA Unique Value

*UPAVA uniquely contributes to the Ugandan-Australian Community and wider Australian Community by collaborating with other organisations with similar interests.*





# UPAVA's Strategic Areas of Focus

## 1. Highlighting the contribution of Ugandan Australians and Uganda culture to Australia and the world

### 1.1 Raise awareness and cultivate long-term partnerships with key stakeholders.

- a. Federal and state government agencies at Commonwealth, State and Local jurisdictions, including direct relationships with Ministers, Mayors and others
- b. The Ugandan High Commission
- c. Local Government Authorities (LGAs)
- d. Multicultural and CALD-focused peak bodies
- e. Educational institutions and faith organisations
- f. Businesses and corporate sponsors
- g. Philanthropic individuals and African community leaders
- h. Other Ugandan and African organisations and associations across Victoria and beyond

### 1.2 Active involvement in cultural metro and regional organisations, including ECCV, FECCA, as well as general peak and social organisations such as Municipal Associations of Victoria, Australian Council of Social Service, and others

### 1.3 Engage in partnerships and allyship with 'mainstream' organisations doing similar work focused on African Australian communities – in particularly with newly emerging communities and other communities with similar values – African-focused or others

### 1.4 Provide a forum as a platform for members to collectively address common legitimate interests, encourage social, educational, charitable and other relevant activities that mainly impact their settlement in Australia.

### 1.5 Appoint one or more Patrons – a senior, well-known public figure who will help increase UPAVA's presence and influence.





## 2. Supporting and collaborating in an Australia-wide Ugandan community

*UPAVA is committed to building strong, meaningful partnerships by collaborating with African-linked and multicultural organisations to influence decision-makers and serve the Ugandan community in Victoria. UPAVA seeks to strengthen ties with Ugandan organisations nationwide to enhance unity and collective impact.*

- 2.1 Join and contribute to the Interstate Presidents' Group
- 2.2 Identify opportunities for collaboration and shared activities with other Uganda-focused organisations
- 2.3 Collaboratively activate national leadership structures within Australian Ugandan Communities
- 2.4 Invite all interstate presidents to UPAVA events and initiatives
- 2.5 Participate in and respond to key interstate matters and incidents.





### **3. Providing support and engagement for Ugandan Australians in Victoria**

- 3.1 Cultural dancing and language preservation programs**
- 3.2 Support for new arrivals, students, and settlers**
- 3.3 Career development programs and opportunities.**
- 3.4 Programs tailored to people of all demographics**
- 3.5 Promotion of sports and recreation activities**
- 3.6 Empowerment and active inclusion across all age groups and all abilities**
- 3.7 Initiatives to engage youth and kids, including group excursions**
- 3.8 Family engagement through men's groups, women's groups, and mixed-family activities**
- 3.9 Programs to promote health and wellbeing**
- 3.10 Social activities, such as BBQs and community events**
- 3.11 Build Leadership in African communities**
- 3.12 Programs that support women at a grassroots level, and families (particularly those who have newly arrived).**



## **4. Developing a robust, thriving, well-governed organisation**

- 4.1 Establishing and maintaining effective policies, procedures, and a sound constitution**
- 4.2 Creating and managing a risk register**
- 4.3 Investing in leadership training and development of skilled personnel**
- 4.4 Conducting performance reviews and using tools for evaluation, including demonstrating impact through evidence-based reporting and storytelling**
- 4.5 Maintaining transparency and accountability through effective financial management**
- 4.6 Create a more defined leadership structure with the organisation, including:**
  - 4.6.1 A Committee (comprising elected and co-opted members) with:
    - good representation of communities
    - diverse, high-level skills in management, finance, legal, community services, marketing, advocacy, media, and more
  - 4.6.2 Subcommittees and working groups tasked with specific strategic outcomes
  - 4.6.3 Inclusion of Ugandan Australian community members in all groups
- 4.7 Developing a compelling and cohesive brand strategy**
  - 4.7.1 Strengthening internal and external communication (e.g., website, social media, newsletters)
  - 4.7.2 Building and maintaining efficient databases and project management systems
- 4.8 Implement a sustainable income strategy (including grants, submissions, fundraising, social enterprise, sponsorship, bequests and other sources) to create capability to significantly increase activities.**
- 4.9 Formal registration with Australian Charities and Not-for-profits Commission (ACNC) registered charity with Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR)**



# Our Engagement Eco-System

UPAVA exists in a wide-ranging eco-system of individuals and organisations who share our key purposes of inclusion, access and equity.

We would collaborate with these and other groups:

- Department of Family, Fairness and Housing (DFFH)
- Individual politicians (local members of federal and state parliaments)
- Philanthropist Org/Funding organisations
- Influencers (social media)
- Councils
- Explore strategies to obtain ongoing grants for home support for older people
- Municipal councils and mainstream services
- Victorian Multicultural Commission (VMC)/ Scanlon Foundation/ Ethnic Communities Council of Victoria (ECCV)
- Community member donations
- Crowd funding
- Constituent member organisations
- State – Ethnic Communities Council of Victoria (ECCV)
- Centre for multicultural Youth (CMY)
- Corporate world
- Faith communities
- Service clubs
- Harmony alliance
- Aged Care Providers
- Other Social Service, Educational and Community Providers





