

AUSTRALIAN  
NATIONAL  
UNIVERSITY  
AFRICAN  
STUDENT  
ASSOCIATION  
(ANUASA)

2013 -2015 STRATEGIC  
PLAN

*“KEEPING AFRICAN  
STUDENTS ON TRACK  
WHILE STUDYING AT  
ANU”*

ANUASA 2012, adopted at ANU Kioloa Coastal  
Campus

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## Table of Contents

### Contents

Foreword.....	2
Acknowledgement .....	3
Vision statement .....	4
Mission Statement .....	4
Value Statement .....	4
1. Introduction .....	5
2. Background of the Association .....	5
2.1 Functions of ANUASA Executive .....	6
2.2 Goals and Objectives of ANUASA.....	6
2.3 Leadership Trend, successes and challenges.....	<b>Error! Bookmark not defined.</b>
3. Situation Analysis .....	7
3.1 SWOT Analysis.....	7
3.1.1 Strengths.....	7
3.1.2 Weaknesses.....	7
3.1.3 Opportunities.....	8
3.1.4 Threats .....	9
3.2 Stakeholders and their importance .....	9
3.2.1 External Stakeholders .....	9
3.2.2 Internal Stakeholders.....	10
3.5 Objective, strategy and activity Matrix.....	10
4. Pre-conditions and General Assumptions.....	15
4.1 Pre-conditions .....	15
4.2 General Assumptions.....	15
5. Implementation Structure .....	15
6. Monitoring and Evaluation .....	15
7. Implementation structure.....	16

## **Foreword**

In November of 2011, I assumed the role as President of the ANU Africa Students Association after serving as vice president for a semester. After two semesters of revitalization by two successive leadership, I was determined to see the Association grow to higher heights on the ANU campus with the help of my executive colleagues. To do that, we decided to increase the membership of the association and popularize its activities to the wider ANU community by engaging newly arriving African students, hosting regular meetings and undertaking periodic social activities to induce increased participation.

The Association however did not have a working instrument or plan of action that would guide its activities besides a constitution that was a work-in-progress at the time I was vice President. Through my leadership term, the executive enjoyed the fullest corporation of two past presidents who were most often available in meetings and willing to share experience on important association matters. Additionally, the increase in membership and regular attendance of new and old members and their incredible contribution of ideas were the highlights of this term.

In July of this year, after running the association with a partially drafted strategic plan that was not fully implemented due to the lack of donor input and support, we conceived the idea to have a strategic plan for the Association that would serve as the guiding premise for programs and activities. At a general meeting in August 2012, we announced the holding of the 2nd General Annual Meeting of the association and set up the strategic planning committee along with the constitutional review committee and the elections committee.

The strategic planning committee completed and presented a draft document that was adopted at the Annual General Meeting held in Kioloa on 21<sup>st</sup> November, 2012. The adoption was after input from members that led to some edits to give the document more strength. This strategic plan takes account of a wide range of the possible programs and strategies that if implemented would lead to a successful outcome and be a catalytic instrument for achieving the goals and objectives of ANUASA. As the first ever adopted plan of action for the Association, the strategic plan is comprised of comprehensive activities and implementation logs and time lines for achievements of those activities. The plan is also comprised of mechanism for program evaluation and includes different indicators for each activity in the program matrix that are essential for measuring success and constraints.

I hope, the new leadership and succeeding ones will continue to use this document as a strategy for programming their activities for the good of the Association. I would like to on behalf of the executive committee, congratulate the committee for its brilliance and all those whose critiques led to the completion of this plan.

**Nya Twayen**

**President – ANUASA, 2011/ 2012.**

## **Acknowledgement**

Development of a strategic plan for any institution requires focus and a lot of effort from dedicated people. Embarking on such a mission for the ANU African Students' Association demanded a trade-off involving academic obligations for which members are here for. This task would not have been realised without the personal and professional commitment and support of many individuals. Thank you to everyone who spared time or resources to make this process successful.

The following is a brief and by no means exhaustive list of some key people who helped make this happen; Carolyn Mwiinga - committee chairperson, Mpaphi Tsholofelo, Semaly Kisamo and Patience Coleman all members of the ANUASA Strategic Committee. Without them we would still be at the foot of the mountain. On behalf of ANUASA and the Executive Committee, I thank you and acknowledge your leadership, support and commitment.

I would also like to thank the former presidents of this association for their institutional memory and data which provided rich ground for developing this plan. I would like to commend Atem Atem and Aimee Komugabe for the continued support to the work of the association. Not forgetting our stakeholders who assisted us with technical and financial resources for the retreat at Kioloa during which this plan was deliberated and adopted.

I thank the Ugandan High Commission, Botswana High Commission, South African High Commission Staff, ANU Postgraduate And Research Students Association (PARSA), ANU through SEEF for providing funds towards the hosting of our retreat. This would not have been possible without your support.

Furthermore, I would like to thank other ANUASA members for providing input, advice and direction during the development of the ANUASA Strategic Plan 2013 – 2015

**Elizabeth Ahimbisibwe**

**Secretary General, ANUASA, 2011/ 2012.**

## **Vision statement**

To be the leading international student representative body by aspiring to take lead in advocacy; voice for fellow students; and a body that embraces all other student associations within Australia.

## **Mission Statement**

Effectively assist and represent African students at ANU with their academic and non-academic interests in order to support a conducive environment for study and stay in Canberra.

## **Value Statement**

ANUASA is committed to: respect for democratic principles, cultural and ideological diversity, and accountability.

## **1. Introduction**

This three year strategic plan has been developed as a plan of action to guide the association's activities. Through this strategic plan, the association envisages systematic implementation of activities in the next three years in line with ANUASA's vision, mission, value statements and objectives.

## **2. Background of the Association**

ANUASA, an affiliate of the Australian National University Student Association (ANUSA), emerged from informal meetings amongst African students and friends of Africa to a fully operational African Students Association. As a result of overwhelming interest among students, a decision was made to create a formal representative structure with formalised meetings and well-articulated activities. In this regard, the ANU African Students Association (ANUASA) was formally established in 2009 with a Constitutional mandate of providing new and old members with relevant welfare support at ANU.

ANUASA has since its inception been privileged to have great leadership teams that have shaped and grown the association. Mr. Chris Magoba, the first president (2009) and his Executive team successfully registered the association, established structures and management systems. Further, they created linkages with the Australian National University (ANU) and the African Diplomatic Corp with a view to host joint programmes. Subsequent presidents in the year 2010, Mr. Akoon Maluach (second president) and Ms. Cynthia Malingu (third president) implemented activities aimed at expanding the influence of the association. Mr. Atem Atem took over the leadership in 2011 and his team successfully amended the Constitution and structures of the association as a way of strengthening the association. The association, for the first time collaborated with the Diplomatic Corp and ANU and successfully hosted the Africa Day. Furthermore, ANUASA was officially affiliated to Australian National University Student Association (ANUSA) and Postgraduate And Research Students Association (PARSA).

With the association growing in influence and visibility, Ms Aimee Komugabe, the fifth President (2011) and her Executive team successfully engaged Africa Australia Business Council (AABC) and together, with the Diplomatic Corp and Crawford School of Public Policy hosted a public lecture as part of the Africa Day celebration (May 25). With the increase in African students enrolled in the ANU, Mr. Nya Twayen (sixth president) and his Executive team sought innovative ways to expand membership and participation in the activities of the association. The activities undertaken includes: earth hour commemoration, annual Africa day celebration and PARSA multicultural event. The association for the first time successfully held a retreat, with support from ANU, AABC, PARSA and Diplomatic Corp, where the following activities were undertaken:

amendment of the Constitution, development of a Strategic Plan and elections of the 2013 Executive.

The exponential growth of the association's membership and influence necessitated the systematic and well-coordinated implementation of activities and strategic direction of the association. Therefore, this Strategic Plan sets-out strategies to guide the association in 2013 -2015. It aims to consolidate efforts of existing, new students and partners through their full participation in achieving the mission and vision of ANUASA.

'So help us God.'

## **2.1 Functions of ANUASA Executive**

The implementation of the strategic plan lies in the hands of the Executive together with members and partners in accordance with the ANUASA Constitution. The Executive as specified in the Constitution shall be responsible for the:

1. Overall supervision of the day-to-day activities of the Association;
2. Convening the General, special and emergency meeting including keeping records of minutes and detailed reports of the activities of the Association;
3. Handling correspondence, maintaining ANUASA social media pages and updating ANUSA website, with its current and up to date information;
4. Ensuring that ANUASA meets its legal and affiliation obligations and providing timely and regular reports to ANUSA, and
5. Represent ANUASA at ANUSA, PARSA and any other relevant student body and or partners.

## **2.2 Goals and Objectives of ANUASA**

ANUASA will aim at ensuring the welfare of its members at ANU and the objectives of the association are:

- 5.1 Welcome African students to the ANU
- 5.2 Assist African students settle down at ANU and in Canberra
- 5.3 Provide information about ANU and Canberra in general to students
- 5.4 Provide a platform where African Students can meet and discuss issues of concern
- 5.5 Work with the ANU to ensure that the ANU meets the needs of the African Students at the University
- 5.6 Organise and run activities for and on behalf of the African students

5 5.7 Network with the Australian community in general and the African diaspora.

### **3. Situation Analysis**

In order to systematically plan activities of the association for the next three years, a situation analysis was conducted to scan the external and internal factors that might affect the association, positively or negatively, and appropriate measures suggested through objectives and strategies.

#### **3.1 SWOT Analysis**

The strengths, weaknesses, opportunities and threats (SWOT) that the association has and is anticipated to face may be either drivers or restrainers towards the implementation of programmes in the association. The SWOT is detailed below:

##### **3.1.1 Strengths**

###### **3.1.1.1 Cultural Diversity:**

The Association is rich with cultural diversity. This serves as source of cultural transmission to the ANU and the surrounding communities on the richness that Africa has to offer. This will not only widen our network but also assist in boosting Africa's image among and beyond the Australian community.

###### **3.1.1.2 Availability of Human Resource**

Availability of qualified, experienced, and well exposed members gives the association the much needed technical resource and in addition helps in building confidence of our associates and other stakeholders. It is therefore imperative that the association explores different ways of engaging members, who are Africa's think tanks, in different fields to improve the image of the continent. The importance of doing so is however based on the fact that, partners will be able to identify the different talented members to easily work with in Australia and Africa.

###### **3.1.1.3 Availability of Documents**

The availability of important documents such as the constitution and the strategic plan helps the association in terms of winning partner's support and to have organised ways of operating. Therefore, there's need to ensure that the updated documents and concept papers are circulated to partners in advance in order to facilitate their planning process.

##### **3.1.2 Weaknesses**

On the other hand, the association was identified to have a number of weaknesses that can potentially hamper the implementation of programmes. These include;

###### **3.1.2.1 Inadequate Financial Resources**

The funding for associational activities mainly comes from membership fees but is not adequate to implement activities that the association plans to implement over time. In this regard, it is imperative that the association diversifies its resource mobilisation

ventures in order to safe guard its financial position as well as ensure full implementation of planned activities.

The association does not have a functional Secretariat employed to run the daily operations but simply relies on voluntary services. This can negatively impact the implementation of operational plans and programmes as executive members have other demanding commitments, especially studies. Therefore, in future, depending on the membership size and the financial position of the association, there is a need to consider establishing a functional secretariat with a designated officer to manage the day- to-day activities of the association.

### **3.1.3 Opportunities**

#### ***3.1.3.1 Existence of the Diplomatic Corp***

The association has many opportunities to partner and network with the different African Missions accredited to Australia, most of who are based in Canberra. The Diplomatic Missions willingness to work with ANUASA should be pursued so that jointly, the association can implement its programmes and impact on community in showcasing the uniqueness of diversity in Africa.

#### ***3.1.3.2 Availability of fast and efficient ICT***

The University has effective and efficient internet accessibility and other modern means of technology that facilitate communication and quick interaction among members and external stakeholders. There is a need to explore more means of engaging others using available ICT products.

#### ***3.1.3.3 Supportive Management and Student Associations***

The association has had overwhelming support, from PARSAs and ANUSAs, the two student bodies to which the association is affiliated, and also the ANU Management, through the different structures within the institution. There is a need to take advantage of this cordial relationship to the benefit of the association.

#### ***3.1.3.4 Political Will***

The African Missions based in Canberra have so far showed high commitment in terms of willingness to collaborate and or support the association. However, there is need to develop an appropriate communication strategy taking into consideration protocol and diplomatic issues.

#### ***3.1.3.5 Being in the nation's Capital***

The association is strategically located in the Australian Capital Territory, and as a capital city, it remains the host to the parliament and national government offices including AusAID and most African Diplomatic missions. This creates an opportunity because there is access to high-level offices that could be engaged for any major undertakings.

### **3.1.4 Threats**

#### ***3.1.4.1 Different Academic Calender sessions***

The fact that members have different sessions and assessment periods makes it difficult to hold meetings and or implement activities as planned. There is need to find the time when most members are available when planning any association activity if all members were to participate effectively.

#### ***3.1.4.2 High membership turnover***

The association suffers from uncertainties in terms of number of students coming to ANU. This causes difficulties where preparation of future plans is concerned. There is need therefore, for the association to collaborate with the relevant offices to ensure that African students are encouraged to come to ANU. This will guarantee the continued existence of the association as well as progressive implementation of planned programmes.

## **3.2 Stakeholders and their importance**

### **3.2.1 External Stakeholders**

The following are the identified association's possible stakeholders outside the ANU:

2.2.1.1 The Africa Australia Business Council (AABC); AABC has been co-hosting events with the association and it is important that ANUASA continues collaborating with AABC and providing information on African countries for which members of AABC are interested in.

2.2.1.2 The Australian Business Council; The Business Council of Australia is an association of the CEOs of 100 of Australia's leading corporations with a combined workforce of one million people. It was established in 1983 as a forum for Australia's business leaders to contribute to public policy debates to build Australia as the best place in which to live, to learn, to work and do business. This is a very important external stakeholder that the association needs to build strong relations with.

2.2.1.3 The Diplomatic corps and African communities based in Canberra including Australians of African origin are already established and have important information and networks that the association could benefit from potentially providing an important forum for which activities could be carried out. There is need to engage them in ANUASA activities and to provide information in advance.

2.2.1.4 African Studies Association of Australasia and the Pacific (AFSAAP); AFSAAP undertakes important programmes that involve students at ANU and other universities.

2.2.1.5 Australian Institute of International Affairs (AIIA)

2.2.1.6 African Learning Centre

#### 2.2.1.7 Australian Education International

Although these stakeholders have varying degree of influence and interest, it is necessary that the association identifies appropriate modes of engaging them as potential partners and sponsors of planned activities.

#### 2.2.2 Internal Stakeholders

Internal stakeholders are those within the Australian National University and include;

2.2.1 ANU AusAID Office, the Vice Chancellor's office, Schools, Colleges and departments;

2.2.2 The University Accommodation Services

2.2.3 Academic skills Centre and counselling services

2.2.4 ANU Students associations (e.g. ANUSA, PARSA)

2.2.5 All other International Student Associations and the rest of the University Community

The above identified stakeholders are responsible for major decisions at ANU concerning recruitment, student accommodation, academic calendars and many other student support services. It is for this reason that their incorporation in ANUASA activities will ensure support and implementation of activities and enabling a conducive learning and living environment for the members. However, these stakeholders will expect a lot from the association and in order to meet their expectations there is need to engage them appropriately.

### 3.5 Objective, strategy and activity Matrix

In order to fully implement these planned activities, the association will use the following strategies.

Objective	Strategy	Activities	Time frame	Performance indicators	Targets			Means of verification
					2013	2014	2015	
1.To increase association membership in order to strengthen its existence and programme implementation	i)Inspire and encourage members to participate in programmes	i)Hold welcome meetings at the beginning of semester and disseminate general information.	2013-2015	i)Events held  ii)Percentage of students receiving information packs	2 welcome events  90%	2 welcome events  90%	2 welcome events  90%	Annual Reports  Annual reports
		Develop linkages with incoming students while they are still in Africa	2013-2015	Percentage of students contacted	90%	90%	90%	Annual reports
		Hold outreach programmes including sport/recreation	2013-2015	Percentage of members participating in programmes	90%	90%	90%	Events and Annual reports
		Develop and disseminate information to partners	2013-2015	i)No of Fliers developed and distributed ii)Proportion of partners receiving fliers	i)500 fliers ii)90% of partners	i)500 fliers ii)90% of partners	i)500 fliers ii)90% partners	Annual reports
		v)Develop website	2013-2014	Website developed	i)resources mobilised ii)TORS developed iii)Developer hired	ANUSA Functional website in place		Developer's report
		vi)update website	2015	Proportion of ANUSA events publicised.			90%	Annual report

	ii)Strengthen stakeholder partnerships	i)Provide updates through newsletters and reports  ii)Create ANUASA Alumni to assist in information dissemination	2013 -2015  2013 -2015	i) Functional website ii) Quarterly newsletters  Alumni participation				
2.To enhance awareness about African Cultural diversity and investment areas in order to promote trade and development	i)Create linkages with relevant stakeholders	i)Celebrate key African days (AU, Mandela, DAC, Independence ,Women's)	2013 -2015	i)No. of key days celebrated	AU Golden Jubilee celebrations	2 key day celebrations	2 key day celebrations	Annual Reports
	ii)Advocate for research on Africa	i)Hold discussion forums on topical issues  ii)Hold African cultural events	2013 -2015	i)Number of forums held ii) Percentage of research on Africa conducted at ANU iii) Number of cultural events held	2 per semester	2 per semester	2 per semester	Annual Reports
3.To establish sustainable resource mobilisation ventures in order to ensure programme implementation	i)Early Submission of programmes to stakeholders	i) Plan and align activities with stakeholder policy systems (PARSA, GAC, SSAF, Embassies)	2013-2015	i)Funds raised from partners II) Proportion of partners supporting ANUASA  Amount of Funds raised	Funds mobilised	Funds mobilised	Funds mobilised	Annual Reports
	ii)Hold fund raising events	ii)Hold African dinner						
4.To encourage and strengthen members in academic and non-academic aspects in	i)Update membership list (email/phone numbers)	i)Make referrals to supportive services (academic/counselling/ within ANUASA)	2013 -2015	i)Referrals made  ii)Updated contact list	90% of students on the list	90% of students on the list	90% of students on	Annual Reports

order to uphold a sense of cohesion	<ul style="list-style-type: none"> <li>ii)Collect personal data (voluntary) on birthdays and other important matters</li> <li>iii)Encourage group discussions with course mates</li> </ul>	<ul style="list-style-type: none"> <li>i)Regular m/ship roll call/visitations</li> <li>ii)Birthday group celebrations</li> <li>ii)Sending supportive cards(sickness/bereavements)</li> <li>iii)Recognition of successful members (academic/others)</li> <li>iv)Hold group prayers</li> </ul>		<ul style="list-style-type: none"> <li>Visitations</li> <li>birthdays celebrated</li> </ul>			the list	
5.To strengthen greater communication within the organisation and between stakeholders	<ul style="list-style-type: none"> <li>i)Maintain, increase and encourage communication with the members and stakeholders</li> <li>ii)Development of communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>i)Develop list of all members, detailing out their full names, colleges, country, email, mobile and place of stay.</li> <li>ii)programme of visiting and keeping contact with members.</li> <li>i)Develop list detailing out contacts of relevant stakeholders and their contact persons.</li> </ul> <p>Hold regular programme</p>	2013 - 2015	<ul style="list-style-type: none"> <li>Lists developed and updated</li> <li>Communication strategy developed</li> </ul>	90% of students on mail list	90% of students on mail list	90% of students on mail list	<ul style="list-style-type: none"> <li>Annual Reports</li> <li>Annual Reports</li> </ul>

6.To establish a monitoring and evaluation mechanism in order to ensure effective implementation of programmes	Develop an M and E tool	reviews	2013 -2015	No. of M/E Reports prepared and circulated	2 M/E Programmes	2 M/E Programmes		
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## **4. Pre-conditions and General Assumptions**

### **4.1 Pre-conditions**

For the identified objectives and activities to be effectively implemented, certain conditions are essential and these include:-

- 4.1.1 Effective and democratic leadership
- 4.1.2 Adequate supportive committees
- 4.1.3 Committed and supportive members
- 4.1.4 Acceptance and adherence to identified activities
- 4.1.5 Prioritisation of activities considering differences in sessional calendars

### **4.2 General Assumptions**

Further, the successful implementation of programmes and objectives largely depends on the following important assumptions;

- 4.2.1 That members will pay their subscription fee in a timely manner every semester
- 4.2.2. That partners will find interest and adopt some of the identified activities for sponsorship
- 4.2.3 That the current support from stakeholders continues
- 4.2.5 That African scholars will always make a choice to come study at ANU

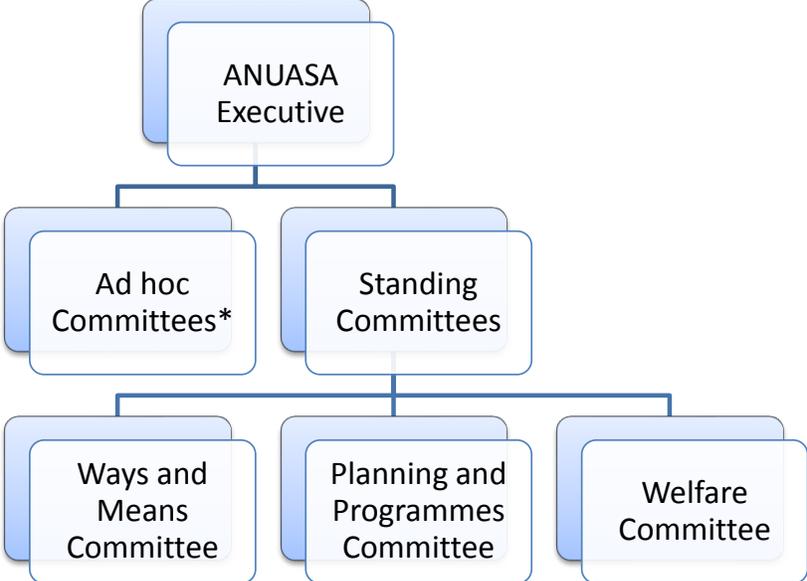
## **5. Implementation Structure**

In order to effectively plan and implement activities in this plan, there is need to establish standing committees charged with different responsibilities to support the organizational functions. Such committees include, but not limited to, program planning committee, Fundraising committee, welfare committee among others.

## **6. Monitoring and Evaluation**

In order to provide effective oversight on the implementation of these activities, there is need to develop a monitoring and evaluation tool that will be used to track progress and /or failures. This is important for purposes of effective decision-making. For example, evaluation of activities and executive effectiveness through a unanimous evaluation form system where members answer some questions about the status of the organization and suggestions for changes without indicating names or contact.

**7. Implementation structure**



\* Ad hoc committees shall be formed from time to time by the executive to perform specified duties as shall be determined.