



Urhobo Progress Union America (UPUA)

A Nonprofit Organization

www.upuamerica.com

Five Year Strategic Plan (2022-2026)

1. Mission:

The mission of UPUA is to unite people of Urhobo descent resident in North America for the promotion of Urhobo culture and ideals and development of Urhobo people in North America and Urhoboland. To this end, the Association shall sponsor and promote charitable, scientific, literary, cultural, health, educational and community development projects in North America and Nigeria for the benefit of Urhobo people

2. **Vision:** Our vision is that UPUA and Urhobo people in North America and in the homeland will prosper, be united and respected.

3. **Core Values:** Our Core values are as follows:

a) Respect: We strive to treat each other with respect, civility and fairness.

b) Inclusion: We value and believe in diversity, inclusion and equity. We abhor any form of discrimination.

c) Accountability: We believe that nobody is above the law, and our members should be accountable to each other and to our association for our personal and professional actions. As an association, we are accountable to our members and our stakeholders for the efficient and effective use of resources entrusted to us.

d) Transparency: We pride ourselves on providing complete visibility into the successes, and sometimes failures

e) Love: We strive to love each other and our neighbors as ourselves.

f) Stewardship: We believe in serving our members and communities by providing services and support that address specific needs

g) Integrity: We are honest and forthright in our dealings.

h). Diversity: We value different views and experiences.

i) Collaboration: Together we are stronger. We believe in working together and with other organizations that share our values to achieve better results and impact.

4. SWOT Analysis

Strengths	Weaknesses
- Longevity (circa 30 years) and resilience despite occasional internal crisis and litigations	-Internal squabbles, factions, aggrieved/grumpy members, frequent litigations, disunity, etc
- Relatively large membership and huge cash balance for investment and charitable work	-Dependence on membership dues and donations, inability to secure grants to execute projects in the US and Urhoboland
- Annual convention, opportunity to fraternize, network, feel at home and see old friends, and raise funds	-Relative small number of chapters (20) and members (c.500) compared to the number of cities/states/provinces in North America with sizeable population of Urhobos, slow growth in chapters and membership
Opportunities	Threats
-Large and growing number of Urhobos in North America	-Low level or outright lack of interest by Urhobo youths to join UPUA or UPUAYA
-Large supply of grants for non-profits in North America	-Poor knowledge of laws governing non-profits and litigations can endanger the non-profit (501c) status of UPUA
-Non-profits can establish income-generating unrelated businesses North America	-Existence of competing Urhobo kingdom-based organizations and chapters not willing to join UPUA

5. Actions to Build on Strengths, Address Weaknesses, Take Advantage of Opportunities and Mitigate Threats

Strengths	Actions to Build on Strengths
- Longevity (circa 30 years) and resilience despite occasional internal crisis and litigations	-Have an internal dispute resolution mechanism to resolve disputes
- Relatively large membership and huge cash balance for investment and charitable work	-Speed up the growth of chapters and membership and increase membership dues by \$12/year every 3 to 5 years -Establish a minimum and maximum cash balance, an amount above the max should be invested or used for charitable work
- Annual convention, opportunity to fraternize, network, feel at home and see old friends, and raise funds	Continue to hold annual convention (in-person or virtual) Hold virtual “mid-year” conferences with breakout sessions on topical issues affecting Urhobo people
-Internal squabbles, factions, aggrieved/grumpy members, frequent litigations, disunity, etc	Establish an internal dispute resolution and arbitration process to avoid court cases. Strive to be inclusive.
-Dependence on membership dues and donations, inability to secure grants to execute projects in the US and	Ensure greater diversity of revenue, launch an Endowment, establish income-generating (social) enterprises such as Urhobo Community

Urhoboland	Center (not “House”) Make UPUA “grant-ready”, identify potential grant sources, secure grant writers and apply for grants
-Relatively small number of chapters (20) and members (c.500) compared to the number of cities/states/provinces in North America with sizeable population of Urhobos, slow growth in chapters and membership	Embark on enlightenment campaign by sending emissaries to states and provinces. Canada is still a virgin land filled with Urhobo sons and daughters. I started that program before. Pay regular visits to chapters to talk about new membership.
Opportunities	Actions to Take Advantage of Opportunities
-Large and growing number of Urhobos in North America	Establish three new chapters every year, with a minimum of 50 new members, Action: Director of membership
-Large supply of grants for non-profits in North America	Hire a business development consultant and grant proposal writer or get pro bono grant writer Prepare UPUA to be eligible for grants
-Non-profits can establish income-generating unrelated businesses North America	The Urhobo community center can have a event hall, gym, office rentals, etc which can be rented out.
Threats	Actions to Mitigate Threats
-Low level or outright lack of interest by Urhobo youths to join UPUA or UPUAYA	Conduct a youth needs assessment to identify and develop initiatives to meaningfully engage youths in North America and Nigeria. Reinvigorate the youth wing of UPUA (UPUAYA) and encourage chapters to establish youth wings also. Integrate youth programs and activities into UPUA national convention.
-Poor knowledge of laws governing non-profits, for example excessive litigations can endanger the non-profit (501c) status of UPUA	Give new members a welcome package that includes the constitution and key information about UPUA. Educate members, especially BOT and Executive members on laws governing non-profits
-Existence of competing Urhobo kingdom-based organizations and chapters not willing to join UPUA	Improve and expand programs and projects to reach all Urhobo people Nigeria and all Urhobo sub-groups in the homeland! Allow for Urhobo-kingdom based groups to become chapters of UPUA

6. Strategic Directions/Goals, Objectives, Key Tasks and Responsible Parties

6.1 Strategic Direction/Goal 1: Increase UPUA footprint in North America

Objectives	Keys Tasks	Timeline	Strategy	Required Resources
Build Urhobo Community Center (UCC) which will be self-sustaining and income-generating	<ol style="list-style-type: none"> 1. Prepare a Business Plan and Drawings 2. Launching/Fundraising 3. Construction and Furnishing 4. Opening/Operations 	Plan: Jan- Sept 2022 Fund-raiser: 2022 Convention Construction: Jan – Dec 2023 Operation Jan. 2024 -	Set up a UCC Committee that will identify location, prepare a sketch and business plan, and launch with a fundraiser during the 2022 convention	Estimated initial cost \$1.5 m, UPUA to provide/invest \$200k, Fundraising \$100k, Shares \$200k, Bank Loan \$1m
Growth: Increase number of chapters from 20 to 40, and membership from 500 to 2,000 within 5 years	Establish four new chapters and 100 new members each year starting in 2022 Create UPUA groups on social media using Whatsapp, Facebook, YouTube. Update UPUA and chapter websites with current contact information	2022-2026 2022 2022	Greater visibility especially on social media platforms. Utilize search engine optimization (SEO) to make existing state and national UPUA websites easy to find. Update all active UPUA chapters websites with current contact information.	Budget for the director of membership to contact and visit states where there are currently no chapters to mobilize Urhobos there to establish chapters
Promote the learning of Urhobo language and Culture among Urhobo people, especially youth and children, in North America	Develop an Urhobo language and dictionary App Urhobo language summer camp for our youth Annual Urhobo language and Culture Competition Online Urhobo language and Culture in UPUA website	2022 Every summer beginning in 2022 During annual convention beginning in 2022 Beginning in 2022	Develop a free and accessible Urhobo language and culture App. Develop online Urhobo language and culture tutorials	Budget for these activities

6.2 Strategic Direction/Goal 2: Promote and support economic empowerment, education and health of Urhobo people in Nigeria

Objectives	Keys Tasks	Timeline	Strategy	Required Resources
Support economic activities in Urhoboland	Support skills acquisition and income-generating activities and small businesses of youth and women in Urhoboland	2022-2026	Work with non-profit organizations and relevant public agencies and business	Include in annual Budget
Promote the health in Urhoboland	Conduct annual health screenings in Urhoboland Conduct annual medical missions to Urhoboland Provide medical equipment and medicines to hospitals and health centers in Urhoboland	Before and during the annual Urhobo Day (UPU Conference)	Work with Urhobo medical and healthcare professionals in the US and in Urhoboland. Collect medical supplies in the US and ship to Nigeria	Include in Budget
Support education in Urhoboland	Support libraries/educational resource centers in schools and post-secondary institutions (PSI) in Urhoboland. Award full academic merit scholarships to intelligent indigent (poor) high school students in Urhoboland to complete a bachelors(first) degree in in-demand profession Provide training and lessons in topic areas to students in high schools and institutions of higher education	2022-2026	Identify schools and PSIs to be assisted. Procure materials in Nigeria and ship donated materials in the US and ship to Nigeria to the selected schools and institutions Set up a Scholarship Panel to manage the scholarship program Set up a team of educational experts to prepare and deliver the lessons in targeted schools and institutions	Include in Annual Budget

Approved at the Board of Trustees Meeting on Friday, December 3, 2021



Dr. Austin Atiyota
Chairman, Strategic Planning Committee

Dr. Emmanuel Ojameruaye
Chair, Board of Trustees

Dr. Onome Dema
President UPUA

Other Members of the Strategic Planning Committee: Ejonoh Enaohwo, Esq. - UA, NY/NJ; Dr. Noja Uadiale – UPU, N-CA;
Chief Evelyn Ejiogu – UPU, C-FL, Mr. Abraham Obar-UPU, S-CA; Dr. Eloho Basikoro – UPU-DMV;
Mrs. Elizabeth Oddiri – UC- CT. Mr. Alex Emore, UPU-Delaware