
Strategic Business Plan



AFRICAN AUSTRALIAN NETWORK

www.africanaustraliannetwork.org.au

National Charity And International
Ngo

April 2014

Executive Summary

The African-Australian Network (herein known as AAN) was established to assist those who have migrated to Australia and those who are in need across the global. AAN is registered as a National Charity in Australia and exists to provide services to all Australian Migrants – regardless of their backgrounds, cultures or nationality.

History shows that migrants that come to Australia face a range of issues, as they settle and become part of society. In particular, Migrants face a range of unique experiences and challenges in the process of settlement and integration.

“Migrants have so much to contribute to the Australian society, but this can only happen when there is a sense of belonging, when people feel part of this country, when they call this country home”.

A large majority of migrants have experienced significant trauma, dislocation and disadvantage in their home countries and need help in creating a new life for themselves and their families so they can contribute to Australian society. However, often pride dissuades them from seeking help and engaging with relevant aid and/or welfare organisations – furthermore, a lack of language skills and/or interpersonal skills mean that newly arrived migrants cannot even ask for help if they wanted to.

AAN exists as a ‘bridge’ between migrant communities and the services accessible by all within the Australian community infrastructure – welfare, education, healthcare, government etc. Through a number of well-designed community outreach programs, referral services and integration-based cultural activities, AAN can assist government to better identify the needs of African and other communities – as well as facilitate the provision of much needed services to migrant communities more effectively.

Thus far, the majority of migrants served by AAN have been those from African communities, however there is a philosophy of supporting anyone in need – whether migrants to Australia or indigenous communities within Australia.

AAN has built up a network of affiliate partnerships where migrants can access services from outsourced service providers, relating to housing, education, workplace training, health and wellbeing.

AAN has successfully created a network that can be accessed by migrants around the country, effectively reducing the reliance on Government welfare payments and subsidies.

AAN has successfully:

- Homed migrant families by leveraging links to real estate agencies and housing brokers
- Enrolled migrants into ELICOS and vocational education course by leveraging links to RTOs.

- Provided migrants with access to culturally respectful healthcare providers (physical and mental).
- Developed migrants to be 'job ready' and helped to place skilled workers with Australian employers.
- Created a culturally inclusive community – a support structure for new communities in Australian society.

AAN has always operated as a not-for-profit organisation limited by guarantee and managed by a dedicated board of volunteers that reflect the diversity of Australian and migrant communities.

At its board meeting in July 2013, it was agreed to develop a strategic plan that would outline its priorities for the next 3 to 5 years – to be created as consistent with the objectives found in its constitution.

This strategic plan (as captured in this document) will be reviewed annually by the Board to ensure it meets current and emerging needs of African and other communities in Australia, primarily, and overseas.

The business plan assumes three program priorities for 2014:

- Running pilot programs for an employment/orientation course.
- Developing a role for AAN as assisting delivery of government services to community.
- Establishing an AAN premises in Sydney and in Melbourne (pending funding).

In order to achieve the top-level strategic goals, the Board is seeking funding which will be used to meet its strategic intent:

“To gain, establish and develop resources within Australia to serve the mainstream people of Australia who are in need. AAN's service will benefit disadvantaged people who do not have an alternative way to benefit themselves.”

Funding is sought from all sources – Government (local, state and federal), the United Nations, sizeable donations from community and global philanthropic donors.

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1 Business Administrations

1.1 Business Management

<i>Chief Executive Officer/managing director</i>	Abraham Dut Garang
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<i>Contact Email</i>	abrahamgarang@africanaustraliannetwork.org.au

1.2 Business Registrations

<i>Company Name</i>	African Australian Network limited Not For Profit Organization – Charitable Institution, company limited by Guarantee
<i>Trading Name</i>	African Australian Network
<i>ABN</i>	33 158 042 696
<i>Website</i>	www.africanaustraliannetwork.org.au
<i>Office</i>	5/44-56 Hampstead Road, Maids tone, Victoria, 3012.
<i>Charity Registered</i>	09 December, 2010

1.3 Accountant and Solicitor

<i>Accountant</i>	<i>Solicitor(s)</i>
Ibrahim Saed Abdi Maximize Accountants 2/207 Barkly Street, Footscray, VIC, 3011.	Justice connection 17/461 Bourke Street Melbourne Melbourne, Victoria 3000 Tresscox Lawyers, Level 16, MLC Centre 19 Martin place Sydney NSW 2000 Professor Susan Ainsworth Department of Management and Marketing School of Economics and Business The University of Melbourne

1.4 Business Management

Abraham Garang is the principal Director & CEO of the Company, owning the majority of the interest in the not-for-profit organisation that is the African Australian Network (ANN).

Abraham is held in high regard by many who have moved from Africa (or who have temporarily moved from Africa) to Australia and who require assistance with integration into Australian society – both financially and socially. Abraham has developed expertise and networks relating to a myriad of community services such as healthcare, employment services, accommodation services, education services, financial planning and the setting up or acquisition of a business in Australia.

Abraham has an impressive track record as an organisational leader, as follows:

- 1987-1992. Work experience: Started work in 1987 as a logistics administrator for the South Sudan Youth.
- 1992-1993. Worked as a director of a water project for UNICEF under United Nations High Commission for Refugees in Kakuma refugee camp.

- 1995-1997. Volunteered for Catholic charity as community advocate officer, worked for Southland Corporation in Dallas Texas until promoted.
- 1997-2001. Worked for General Motors Corporation, volunteered for local government, multitasked for various communities such as Spanish, African American and Vietnamese communities.
- 1996. Completed General Education Diploma at Al Centro College in Dallas Texas, USA.
- 1996-1997. Studied political science and economics at Richland College in Dallas Texas, USA.
- 1997-1998 Studied Diploma of Investigation at College of Investigation in Atlanta Georgia, USA.
- 1998-2001. Studied criminal law and psychology at Maplewoods College, Kansas City USA.
- 2002-2003. studied security and law at Edith Cown University in Perth, Australia.
- 2008-2012. Studied Bachelor of Arts (International Studies) minoring in philosophy at University of Ballarat Victoria, Australia.
- 2013-2014. two diploma courses, management and business, Certificate IV in Business Management and Certificate IV in Business Technology Skills, experience in society development, justice and other social changes.

Since 2003, Abraham has been working on behalf of the African Australian Network planning strategies for success.

Abraham is extremely well placed to advice on many aspects of migrating to Australia, particularly through the facilitation of access to many community services. The framework for success is based around the development of an AAN operational facility – with a frontage premises that hosts an array of services, such as education, healthcare, employment, language skills development, community forums etc. – all to maximize community integration.

Abraham will facilitate the establishment and integration of the new premises– for which there is to be one AAN premises per state. Once established, the extensive network allows for a myriad of services to be provided to migrants in Australia – with the mission that future generations (of all creeds and nations) can integrate into societies seamlessly – with a better understanding for all human kind and with a zero exclusion policy.

2 African Australian Network Overview

2.1 Organisation History

The African Australian Network (AAN) has been operating since 2003 to assist disadvantaged and under-resourced communities and migrants to become active, successful and contributing members of the society they choose to live in.

Over the years, AAN has traded under different names and has focused on different aspects of urban development – the driving force being to remain reflective of community needs and country infrastructure requirements.

As such, AAN has the following Company Progression.

Company Progression

- 2003. AAN was founded as “Network for Children in Australia” to help children whose lives were disrupted by the African Civil War.
- 2004. With the outbreak of the civil war in Somalia, Sudan, Liberia, and many countries on the African continent, AAN extended its work to include displaced children within war-torn eastern and western Africa, and Africa at large.
- 2005. With the needs in Africa reduced, AAN looked further afield for children who would benefit from its work. We gradually began working with deprived children throughout the African continent and became committed to promoting assistance to all people in need.
- 2006. Foster Parents African Australian Network of Australia (as we were known then) opened its doors. Starting with a small, but very motivated staff of five, African Australian Network has grown to be one of the largest child sponsorship organisations in Australia and encourages Australian people to help African children directly.
- 2007. Foster Parents African Australian Network of Australia was renamed AAN to reflect its aim of bringing constructive and lasting change to the lives of children in need from all over the African continent, whatever their circumstances.
- 2008. AAN is committed to making sure all African immigrants in Australia are participating economically through involvement in employment and education.
- 2009. AAN is one of the largest aid and development organisations working in African countries and endeavours to reduce poverty assist in promoting education, agriculture, water and sanitation in remote rural areas.
- 2012. AAN is registered as a charity through the Australian Charities and Not For Profits commission.

2.2 Business Focus

AAN dutifully represents those who wish to come, live and work in Australia as a legal migrant, or minority communities already residing in Australia (Indigenous communities etc.) – specifically providing assistance to anyone who needs local support and access to community services.

As a not-for-profit organization, AAN secures finances through government grants, donor agencies and community donations – with the operation, success and long-term sustainability of the organisation dependent on its ability to secure funding.

When fully funded, AAN dramatically enhances the ability for migrants to become successful contributing members of Australian society – a philosophy that AAN takes as its responsibility, in collaboration with Australian Government. AAN operates to:

- Provide a greater care for all of those who are in need and those who have limited opportunities to exercise their ability to live happily and enjoy life in peace.

- Facilitate integration of all peoples regardless of racial background, physical or intellectual ability.
- Aim for a more cohesive Australia that enables immigrants to forget fear of prejudice and encourage them to enjoy opportunities and reach their potential with all possible support and become better Australian citizens.
- Commit to alleviating poverty in our democratic society, the only system that encourages the respect of human need and provides equal care to all citizens.
- Improve the quality of life of our vulnerable elders and those who are disconnected from Australian society, and who experience difficulties adapting to the new systems and environment.
- Ensure that youth are not at risk by providing appropriate counseling and advice to help them understand how they can benefit as members of Australian society.
- Educate the Australian public at large to change perceptions of stereotype and promote greater inter-cultural understanding and cohesion of society as a whole.
- Show respect for and an understanding of other cultures and diverse points of view demonstrating this in our daily work.
- Develop a global perspective that promotes social justice, education, health and food security on the African continent and in Australia.

AAN is a company that exists to limit the isolation of new (migrant) or existing (indigenous etc.) communities, providing a support network for anyone in need.

2.3 Services

The driving force of the company is to provide a 'one-stop-shop' support system for migrants before leaving home, during migration and once settled in Australia – or for minority communities already living and working in Australia, such as the indigenous community.

2.3.1 International Services

With resources placed in South, Eastern and Africa at large, AAN works in isolated rural communities to raise awareness and enhance community infrastructure. This strengthens communities within Africa and helps individuals to become educated prior to their migration to Australia. AAN focuses on:

- **Health & Early Development.** AAN works to reduce child and maternal mortality, increase child survival, and support healthy development of children to adulthood through vaccinations, good nutrition, supporting caregivers and improving access to healthcare, social and educational services.
- **International Child Protection.** AAN works to protect children from physical and mental violence, injury, abuse, neglect or negligent treatment, maltreatment and exploitation, including sexual abuse in the home, at school, in the community and in emergencies.
- **Food Security.** AAN helps families to build income and assets, and develop resilience to withstand economic shocks or disasters, as well as supporting children and youth to gain the knowledge and skills for sustainable livelihoods and wealth creation to break the cycle of poverty.
- **Sexual Health & HIV.** AAN supports quality reproductive and sexual health services for youth.

- **International Education.** AAN supports a range of efforts that provide accessible learning opportunities for children and youth. These include early years learning and stimulation and quality learning in primary and secondary schools as well as reintegration programs to reach out-of-school children.
- **Water, Sanitation & Hygiene.** AAN supports community and school-led efforts for improved and sustainable access to adequate supplies of potable water, as well as basic and improved environmental sanitation in the home, within the community and at school.

2.3.2 Domestic Services

From within Australia, AAN works to fully integrate new African immigrants into Australian society.

With the intention of developing skilled, educated, financially secure, happy and well-rounded contributing members of the community, AAN focuses on:

- **Employment Programs.** AAN liaises with potential employers and assists with arranging work for unemployed migrants. AAN also assists with induction training and offers training on understanding expectations of employers.
- **Transport & Housing.** AAN can facilitate rent and/or purchase of appropriate transportation and accommodation, or provide migrants with the tools they need to successfully navigate transport and housing of all sorts (public transport, share housing etc.).
- **Food & Nutrition.** Following on from the programs developed in Africa, pre-migration, AAN continues to educate on the benefits and importance of healthy food and nutrition – integrating fresh Australian produce into African palates.
- **Immigration.** Immigration assistance is facilitated through AAN's partnerships with Australia's leading migration agents.
- **Financial & Psychological Counseling.** Suddenly coming from a lifestyle of poverty to a lifestyle of 'plenty' (in comparison) can be extremely overwhelming. AAN helps to 'soften the blow' and empower migrants to survive and thrive in a new society.
- **Social Inclusion.** Through the generation of like-minded communities and the creation of social, sporting and entertainment-based activities, AAN brings migrant communities together and keeps them together.
- **Aged Care.** AAN exists to support migrant communities throughout the breadth of their lives in Australia, including meeting aged care requirements after their place in society has been secured.

The AAN commitment to excellence extends beyond the ability to support a migrant's initial entry requirements – it is dedicated to providing a level of service that is reflective of migrants, for migrants and on behalf of migrants throughout their time in Australia.

3 Key Networks

The following table outlines the key relationships that support business success.

<i>Relationship</i>	<i>Nature of Relationship</i>
Government	AAN has built partnerships with all levels of government in Australia (local, state and federal), as well as government in African and other legislative bodies (United Nations). The relationship with government is by far the most integral network to maintain (apart from the migrants themselves). The focus of AAN is to ensure the migration and integration of Africans into Australian communities is managed efficiently and effectively. Through sharing experiences with various government agencies, participating in networks with organisations of similar interests and keeping the lines of communication open, the migrants as well as Australian society will benefit. The core operational goal is to enjoy a 100% referral rate from government to AAN for new migrants.
Affiliate Organisations	AAN engages with a number of affiliate organizations to broaden its capability to support new migrants. Such organisations range from healthcare providers and RTOs (vocational education and ELICOS) to real estate agencies and employers. AAN continually identifies other organisations that could provide additional resources or collaborate on specific projects. The future strategy is to establish AAN premises that offer all affiliate services in house – creating a revenue stream by ‘renting’ space for services previously outsourced off site. This strategy will enable AAN to use initial third party funding to establish the premises, but will reduce the reliance on third party funding to continue operations.
Migrants/minority communities	AAN is a specialist network for migrants to Australia – those on migrant visas and those who become Australian citizens, or minority communities already residing in Australia. Client services are vital to encourage word-of-mouth referrals and to ensure crossover between revenue generators (visa and tax services).
Marketing support	Media and promotions will be a focus to grow awareness of the AAN brand in Africa and Australia and to create mind share amongst migrants, government bodies (local, national and international), affiliate partnerships and greater Australia. An AAN Marketing and Branding Plan will be created that integrates with the website and creates an online community that extends nationally and internationally. Brand perception will drive business growth with industry perception linked to market share.

4 Industry Overview

4.1 Migrants – Market Size

AAN exists to support all migrant or minority communities; however, until now there has been an innate focus on African communities.

African migrants – as with all other migrant communities – exhibit a number of limitations when migrating to Australia. The report *“In Our Own Words”* provides insight into the need for AAN and how it can benefit its target demographic worldwide.

4.2 Migrant Social Inclusion

The *'In Our Own Words'* report, developed by the Australian Human Rights Commission, indicates that a lack of housing, limited employment opportunities and access to healthcare and education were barriers to successful settlement and social inclusion. Furthermore, these issues were correlated to problems migrants encountered from negative stereotypes, prejudice and racism.

There was agreement among community participants, service providers and stakeholders that migrants experience widespread discrimination in relation to employment, housing, education, health services, and in connection with the justice system. The consultations also highlighted a number of other important issues for African Australian communities, including the need to inform, educate and support communities to address issues of child protection and family violence.

In particular, migrants have indicated the following barriers to settlement:

- **Training & Employment.**
 - Lack of information about relevant vocational education and training programs.
 - Employment support services can be confusing and difficult to access.
 - Difficulties having training, qualifications and experience recognised.
 - Experiences of discrimination when applying for jobs, during interviews or in the workplace.
 - Lack of knowledge or experience of local workplaces and employment conditions.
- **Health & Wellbeing.**
 - Feelings of 'culture shock'.
 - Language barriers.
 - Adjusting to changes in food and diet.
 - Social isolation and absence of family networks.
 - Lack of culturally appropriate health services.
- **Housing.**
 - Lack of information regarding housing and how to understand and access the system.
 - Lack of affordable and appropriate housing, especially for larger African Australian families.
 - Lack of awareness of tenancy rights, making people vulnerable to exploitation.
 - Long waiting lists for public housing.
- **Justice System.**
 - Lack of awareness of the law, which can inadvertently result in contact with the police and courts.
 - Language barriers with police and courts.
 - Limited awareness of family and domestic violence laws, particularly among newly arrived communities.
 - Concerns around the child protection system and interventions by child protection agencies.

- Underreporting as victims of crime, often due to a lack of confidence in the system.
- Difficulties accessing affordable legal assistance, leading to situations where people self-represent.
- **Public Transport.**
 - Lack of knowledge of the system.
 - Fear of crime and personal safety, especially for women.
 - Experiences of discrimination and racism, from transport operators and other passengers.

Australian Human Rights Commission.

In our own words. Migrants: A review of human rights and social inclusion issues – June 2010

4.3 Migrant Inclusion Initiatives

As indicated within the *“In Our Own Words”* report, there have been a number of barriers to the settlement and inclusion of Migrants identified – with the resulting need to:

- Develop effective and targeted strategies to address discrimination, prejudice and racism experienced by migrants.
- Include African Australian communities as genuine partners in the development and delivery of services, programs and education initiatives for their benefit.
- Provide information and education programs on the backgrounds, culture and diversity of African Australian communities, and the pre-arrival experiences of refugees to assist service providers and other stakeholders.
- Engage and support African Australian communities to develop initiatives to address particular areas of concern they have identified, including child protection and family violence.

A number of good practice initiatives have been put in place at government and non-government level to enhance the ability for Africa migrants to successfully settle in Australia.

- **Education & Training.**
 - Training programs on the needs of students from refugee backgrounds for teachers, school counsellors and others involved in educational institutions.
 - Homework support programs run at schools, rather than community centres, to increase the involvement of teachers and African Australian parents.
 - Tutoring programs for African Australian students, including the SAIL program in Melbourne which has over 370 volunteer tutors working with members of the African community on Saturday mornings.
 - The Beaut Buddies Program, run by Foundation House, where volunteers ‘buddy’ with young refugees to support them in their transition from English language programs into mainstream education and training.
 - The Refugee Students Assistance Scheme, which provides financial support for refugee students in the first year after arrival to meet the costs of text books, uniforms, excursions and stationery.

- **Health & Wellbeing.**
 - The Refugee Health Nurse Program, which supports the early health assessment of newly-arrived refugees in Victoria and assists them with referrals to other primary and specialist health services.
 - Good Food for New Arrivals, an online resource which aims to improve access to nutrition information for newly-arrived humanitarian and refugee families with young children, as well as enhance the cultural competencies and skills of service providers.
 - The Refugee School Health Project, which is a key entry point for newly-arrived children under 12 and their families to access health and welfare services in Victoria.
- **Housing.**
 - Rental guarantee programs have the potential to lower the perceived risk associated with low income and related vulnerabilities and assist in the maintenance of tenancies in private rental markets.
 - Free Telephone Interpreter Service for Real Estate Agents and Landlords, in renting and managing properties with African Australian tenants.
- **Justice System.**
 - The Justice for Refugees Program and the appointment of African community liaison officer contribute to more positive and informed interactions between African Australian communities and the justice system as a whole.
- **Racism.**
 - Queensland Roars Against Racism (Multicultural Affairs Queensland).
 - Bouncing racism out of sport (Cricket Victoria, Football Victoria, Netball Victoria and the Department of Victorian Communities).
 - Sudanese use basketball to counter racism (a national basketball tournament organised by young Sudanese Australians).

It is clear that a collaborative approach is required, which builds on the strengths and assets of African Australian communities, promotes their genuine participation, appreciates their different backgrounds and patterns of arrival, respects their diverse cultures and also recognises, for some, particular vulnerabilities and risks.

Australian Human Rights Commission.

In our own words. Migrants: A review of human rights and social inclusion issues – June 2010

AAN is a continuation of this collaborative approach to supporting migrants. However, AAN can provide further benefit by offering solutions to all migrant concerns in one place through one supportive community network and, in the future, all under one roof.

5 Target Markets

The target markets available to AAN are vast and leveraging these relationships will be a major focus moving forward.

Geographic Spread

AAN operates in Australia with resources engaged in Kenya, Malawi, Ghana, Uganda, South Sudan, Sudan and Ethiopia undertaking developmental work.

AAN currently has over 200,000 migrants on its internal database, spread relatively equally amongst all states of Australia – the majority of these migrants are of African descent.

In the 2006 Census, 248,605 residents declared that they were born in Africa. The following indicates the major countries of birth of migrants to Australia.

<i>Country</i>	<i>Population</i>	<i>Main city and proportion who live there</i>
South Africa	104,128	Sydney (27.3%)
Egypt	33,497	Sydney (48.5%)
Zimbabwe	20,157	Perth (24.7%)
Sudan	19,049	Melbourne (31.0%)
Mauritius	18,175	Melbourne (48.6%)
Kenya	9,940	Perth (26.9%)
Ethiopia	5,633	Melbourne (53.9%)
Somalia	4,316	Melbourne (60.1%)
Zambia	4,082	Perth (30.7%)
Ghana	2,771	Sydney (51.0%)

Clients

AAN is a specialist community network for migrants to Australia, which can be segmented as follows:

- Pre migration: Engaged in their homeland, AAN has resources in a number of regions to begin community development prior to individuals or families making the trip to Australia.
- Migrants: Either already pre-engaged, or identified from the point of arrival, migrants will become a valued AAN member for the duration of their lives in Australia with AAN helping and supporting them through every life stage.

There will be a focus on further collaborating with Australian governments to create a structured referral system for all new migrants to be contacted by AAN.

Partner Affiliations

Partnerships are sought that can further support migrants. Partnerships have and will be created with:

- Insurance companies.
- Medical professionals.
- Financial institutions.
- Real estate agencies.
- RTOs.
- Employers.

Moving forward, the focus will be to source service providers in each state, per key service segments, to provide services from within the AAN premises.

Renting out office space will bring in an additional revenue stream for the not-for-profit organization, but the primary benefit is to be able to provide migrants with core services in house (healthcare, education, accommodation, work placement, counseling, community migration etc.).

6 Competitive Landscape

6.1 Key Competitors

There are other organisations in Australia that exist to support the migrant demographic as indicated by the following table.

<i>Company</i>	<i>Comments</i>	<i>Website</i>
African Holistic Settlement Services Victoria - Eastern and Central Africa Communities of Victoria (EACACOV)	A supportive settlement service for emerging refugees and migrants from Africa Services include case management, group work and community development.	www.eacacov.org.au
African Australian Online Resource	An independently funded website put together by people of African and Australian backgrounds.	www.africanoz.com.au
AMEP Research Centre	Provides research, professional development, publications and information services to the Adult Migrant English Program nationally.	www.ameprc.mq.edu.au/resources/amep_fact_sheets

However, AAN is unique in that it provides a 'one-stop-shop' for all migrants and Australian based minority communities, no matter a person's background, culture, race or heritage.

From pre to post migration, migrants can rest assured that their best interests are at heart with AAN easing the stress and anxiety that comes with a move to another country. The focus is on becoming a trusted and loyal support system for all migrants to Australia, at any stage of their lives.

6.2 Industry Regulation

To ensure that AAN delivers on its promise to all stakeholders (customers, employees, suppliers etc.), the company will follow a Business Management System ("BMS") that complies with all industry standards.

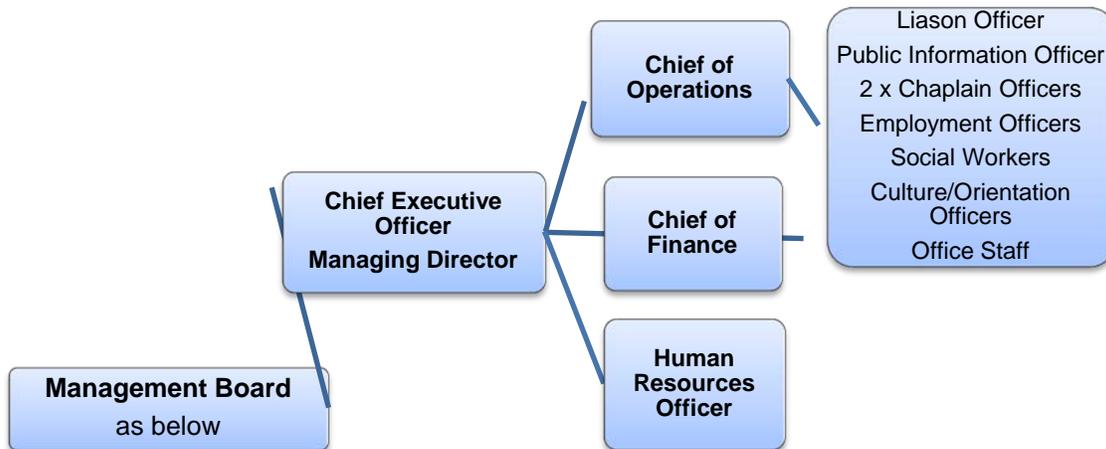
The BMS will provide a framework for the continual review and improvement of AAN's processes with continuous improvement and corporate governance being a key objective. Policies will be developed in relation to all key areas of the company's operation, setting out specific objectives and aspirations and how they are to be achieved. Formalised processes, toolkits and pro-forma documentation will ensure that quality is delivered. AAN acknowledges that appropriate policies and processes in

relation to quality, OH&S, the environment, industrial relations and training are of fundamental importance in today's industry and essential to the ongoing success of its business.

7 Business Operations

7.1 Human Resources

AAN operates with a limited number of staff, but with many skilled volunteers in Australia. All staff are university graduates with various degrees in different fields. The AAN organisational chart is as follows.



The AAN Management Board is as follows:

<i>Board Member</i>	<i>Position</i>
Dr. Charles Mphande - Ph.D	Chairperson
Colleen Marion	Deputy Chairperson
Abraham Dut Garang	Founder/CEO/Managing Director
Mike Lowe	Board Member
Garnet Jacob	Board Member
Ibrahim Saed Abdi	Accountant
Rachel McNeil	Child Education and Gender Equality Representative
Yolette De Zilwa	Principal Western English Language School/board member
Godefa G'her	Board Secretary/board member
Issam Blaybil	IT/Webmaster
Raviro Nzenza	Board Member/Lawyer
Talia Barrett	Editor

7.2 Business Accreditation and Certification

AAN will operate in line with Australian business and tax rules and regulations, including Occupational Health and Safety and Worksafe procedures. The accreditation that will be held required to operate the business includes:

- Business insurances (Liability and Indemnity).
- Copyright and trademarking.
- Employee checks.
- Partner affiliates agreements.
- Sub lease agreements.
- Marketing opt-in.
- Membership terms and conditions.
- DGR License.
- Tax Concession Charity accreditation.

8 SWOT Analysis

<i>Strengths</i>
<ul style="list-style-type: none">· AAN's management team – skilled, professional and dedicated.· Successfully proven business model supported by industry trends.· Personalised and tailored services.· Migrant base a vital business asset.· Business growth strategy.· Support of government endeavors.· Agents engaged overseas to target demographic.
<i>Weaknesses</i>
<ul style="list-style-type: none">· Under funded – reliant on grants and donations, but new business model includes capability to generate own income.· Heavily reliant on volunteers.· Large investment into infrastructure required.
<i>Opportunities</i>
<ul style="list-style-type: none">· Opportunity to socialize new migrants, enhancing the economy, society and communities.· Industry trends, regional trends and global trends with regard to migration and the integration of migrant communities mean opportunities will become evident.· Forming alliances with businesses within a range of industries to support migrants.· Greatest opportunity is to create an AAN premises that will host all allied services.· Minimal competitive activity.
<i>Threats</i>
<ul style="list-style-type: none">· Changing industry legislation and compliance.· Customer database protection and protecting customer information.· Government policy changes that impact on access to funding

9 Business Strategy

9.1 Strategic Intent

The strategic intent of the organisation is to gain, establish and develop resources within Australia to serve the mainstream people of Australia who are in need: migrants, minority communities and anyone who needs help. AAN's service will benefit disadvantaged people who do not have an alternative way to benefit themselves. Immediately this relates to migrants who suffer numerous limitations (as per industry reports) in the process of integrating into a new Australian society – one that is vastly different from their homeland. However, leveraging the resources that are established, all minority populations, new migrants and mainstream Australian communities that are in need could access the AAN support service.

The strategic intent for the organisation will be realised by reacting to an immediate growth opportunity as well as positioning itself to take advantage of documented new industry initiatives and changes as they become apparent. As such, AAN's focus will be to align itself with government endeavours by acting in accordance with the migrant integration activities that are evident at local, state and federal levels.

9.2 Strategic Direction

As reported, immigration is growing Australia-wide and along with this, so is the incidence of issues they face as they settle and become part of society. AAN helps minimize the stress felt by migrants prior, during and after their entry to Australia. By becoming their trusted ambassadors, AAN can reduce the time it takes for migrants to feel like a contributing part of society and a valued member of their new community.

Moving forward, there are a number of initiatives that will enhance AAN's capability to support migrants and to raise the profile and awareness of AAN in the marketplace.

- **Partnerships and Collaboration**
 - Build on existing partnership with all local governments in Australia; share experiences with various government agencies; participate in networks with organisations of similar interests.
 - Identify other organisations that could provide additional resources or collaborate on specific projects.
- **Education, Communication and Promotion**
 - Develop a communication plan to educate migrant communities about the role of the AAN.
 - Organise African-Australian cultural activities and events.
 - Develop a communication plan to promote the AAN and its functions more widely (e.g. through local government, local and community newspapers, local and community radio etc.) and activities as well as functions of bilateral partnerships overseas.
- **Develop a 'track record'**
 - Develop, deliver and evaluate a 'pilot' orientation program for new residents.
 - Design and deliver activities targeted at different groups within migrant communities (e.g. women, unemployed, older men, youth) as well as

other communities that enhance social cohesion and community responsibility

- **Develop project proposals**
 - On the basis of available funding and government priorities, develop larger-scale project proposals that will help to establish the AAN to provide continuity of support to African and other communities in Australia and overseas.
- **Establishing an AAN premises**
 - Identify and secure a 'physical' home for the AAN, which will be a focus for activities and community engagement.
 - There will be a premises established in each state that will house all community services relating to accommodation (real estate agency), healthcare (GP, counseling), education (RTO), finances (tax agent), immigration (visa agent) etc.
 - Service providers will sublet space within the AAN premises, providing the organisation with the ability to generate revenue.
- **Funding**
 - Identify potential sources of funding (state, federal, local governments; philanthropic bodies).
 - Collect and analyse information on funding requirements.
 - Secure sufficient funding to achieve all of the above.

9.3 Brand Strategy

The vision of AAN is to achieve a sustainable capacity to eradicate poverty amongst migrant communities – to empower communities to become successful contributing members of the society they choose to live in.

AAN's management team have established a vision with clear goals:

- **Advocacy in Australia:** We are dedicated to assisting people overcome injustice and poverty.
- **People:** We care for the needs and desires of human kind and create partnerships and successful networks, which build mutual loyalty among the peoples of Africa and Australia.
- **Gender:** We promote equal rights through upholding access to education and social services; enabling people to have their voices heard in decision-making situations.
- **Global:** We are a responsible global network and provide ongoing care to reduce poverty and promote equality through our services to diverse groups of people.

The development and implementation of the AAN brand strategy is vital. The above brand attributes of AAN will be at the centre of all market-facing communication.

Whether it be through direct marketing, PR, media or online marketing communications, the AAN brand will be at the centre of them all.

9.3.1 Mission Statement

The aims of the AAN are:

“To directly relieve the helplessness and distress of any persons who have migrated to or live in Australia (including refugees, Migrants or minority communities) and who are in disadvantageous circumstances (including suffering from poverty, misfortune, destitution or helplessness) by providing transitional and other settlement services, including: seeking employment, housing, immigration matters, transportation, access to social services and other services and the provision of goods such as food and other material aid to such persons.”

“To empower and enable people to become independent and contributing members to their local community by ensuring they have access to all services and resources they require to settle successfully in Australia.”

“To arrange community and/or cultural events which encourage the engagement of those persons within the community.”

“To invite and encourage members of the public to make donations for the purpose of fulfilling the above stated aims of this charity organisation.”

“To work collaboratively with organisations within Australia and overseas who have similar values and aims to provide food security, agricultural assistance, maternal and child health, water supplies and sanitation, and educational opportunities.”

--- African Australian Network

9.4 Marketing Strategy

The marketing strategy will focus on building the profile of the organisation in Australia and in global locations where the target demographic converges (African countries).

AAN exists for under-resourced and migrant communities. Once AAN becomes known as a specialist support organisation, the very communities it targets will become voluntary advocates on its behalf: brand evangelists.

Evangelism marketing is an advanced form of word-of-mouth marketing in which companies develop customers who believe so strongly in a particular service that they freely try to convince others to use it. The client-referred word is an impressive and strong form of marketing that once implemented has the ability to eliminate distance-related limitations and achieve maximum market penetration amongst the target demographic

Evangelism marketing also provides an impressive return-on-investment (ROI). An initial outlay is required, but once the organisation's voluntary advocates take over, spending is greatly reduced and can be invested into service provision.

9.4.1 Marketing and Promotions

An AAN Marketing Plan will be created in response to the business objectives, strategies and tactics outlined in this document. The Marketing Plan (created in conjunction with marketing professionals) will consider activities like:

Brand Awareness

- Trade advertising.
 - Newspapers.
 - Trade magazines.
 - Brochures/fliers.
 - Point-of-sale for affiliate partners.
- Online advertising.
 - SEO and social media.
 - Community forum.
 - Website membership.
 - Links to partners and affiliates.
 - Links to government agencies.
- Outdoor advertising.
 - Community centres.
 - Schools.
 - Migrant communities.
 - Premises launch.
- Physical presence.
 - Seminars, education days.
 - Resources engaged in Africa.
 - Urban development in Africa.
 - Affiliate partnerships in Australia.
 - Establishment of AAN premises in each state of Australia.
 - Subletting office space to affiliate partners.

Public Relations

- Media coverage.
- Sponsorships.
- Media for premises launches.
- PR in conjunction with Government bodies.
- Endorsements.
- Success stories.
- Testimonials.
- Editorials and advertorials.

Database/Direct Marketing

- Management of the AAN database.
 - Enquiries versus members.
 - Integrated into CRM management program.
 - Segregated by services sought.
- Leverage the database to encourage word-of-mouth referrals.
- Sharing of news publications.
- Sharing of new services.
- Database personalisation (family names, birthdays, preferences etc.).
- Collaboration with government for new migrant lists.
- Active contact with new migrants.

Website

- The AAN website is the face of the business and therefore upholds the brand in high regard. The website will include:
 - Embedded email forms to capture enquiries and grow the database.
 - Australia location information.
 - Call back requests and live-chat.
 - Member registration – ability to personalise.
 - A blog that is updated regularly; this links well to SEO, Google prominence on websites that are regularly updated.
 - Online forum and news feeds. Creating a community further develops the reputation.
 - Donation request form, and Sponsor a Child registration.
 - Ability for migrants to access additional support:
 - Lists of accommodation providers.
 - Lists of vocational education providers.
 - Lists of potential employers.
 - Links to employment agencies.
 - Ability to meet and greet other migrants.
 - Links to healthcare providers
 - Provided in the new premises or outsourced based on location.
 - Link the website to a CRM program to capture enquiries for tracking.
 - Ensure 'opt in' is obtained for direct marketing communications.
 - Promotion of success stories.
- Website should remain fluid and in touch with trends to attract SEO positioning.
- The website should be clear, concise and easy to navigate.

Online Marketing

- Google Adwords.
 - Online lead generation.
 - Pay per click and paid ads.
- Search Engine optimisation to drive organic traffic to the website.
- Content optimisation for mobile devices.
- Claim Google Places page.
 - Free application through www.claimgoogleplaces.com.
 - Google places per premises.
- Social media integration (as below).
- Place ads on appropriate websites where the target market will converge:
 - Community forums and Yellow pages.
 - African and other global communities.
 - Community centres in Australia.

Social Media

The following is an overview of key social media tactics that can be used to support the website and online marketing:

- Twitter.
- YouTube.
- Facebook.
- LinkedIn.
- Online AAN community.

- SEO and email marketing.
- QR codes. Integrate codes into trade advertising to link back to the website and capture enquiry information.

Further information of how these tactics will be implemented and the expected results will be outlined in the strategic marketing plan.

9.5 AAN Premises

One of the major operational goals for the future is to establish an AAN premises in each state of Australia that hosts all major service providers through partner affiliations (RTO, allied health, housing, training and development, community etc.). Appropriate premises will be sought that are large enough to host multiple offices with the following services to be provided in house:

- Accommodation placement service.
- Work readiness service.
- Job placement service.
- Vocational education RTO.
- General practice medical centre.
- Counseling service.

Furthermore, AAN will have internal administration offices and a community-gathering place that will be available for use for educational seminars and events.

It is expected that third-party professionals will sublease office space and provide the above services to all AAN members. This provides AAN with a sustainable revenue stream for further investment into its operation.

Research has indicated that services are more limited in some locations of Australia and, therefore, each AAN premises will be established based on the need for services. The premises will initially be established in Melbourne (2015), then Sydney (2016), then South Australia (2017), Brisbane (2018) and Perth (2019).

Each premise is expected to cost \$4 million to establish and operate for a 12-month period and this funding will be sought from donations and from federal, state and local government grants, as well as from philanthropic donors worldwide.

9.6 Operational Strategy

The future of the business and its growth in the industry is linked to the amount of operational support at hand. The resources required to implement the initiatives outlined in this document require additional operational support, meaning that the management team can then focus on the brand and the big picture – remaining reactive to the industry, global regional trends and the roaming clientele and seeing the company as a whole entity within that industry.

As indicated above, there will be an AAN premises established in each state. As this takes shape, additional employees and/or contract staff will need to be engaged. The additional requirements per premises are as follows:

- Administration staff.

- Marketing and PR staff.
- Business development staff.
- Professional services – subleased agreement to service providers outlined above.

Once hired, training and development will be an important part of ensuring AAN compliance and integrity of services.

9.6.1 Training and Development

AAN is well aware of the need for general wellbeing of staff, and acknowledges that this will be of paramount importance to a productive workplace. Training and education will be a key focus not just to ensure that AAN operates with high quality staff, but also to encourage employee loyalty and career satisfaction. All employees will be aware of their roles and responsibilities as well as well-formulated employee reporting structure.

The training and development process will include:

- Staff induction: Joint understanding of job description, responsibilities and KPIs.
- Training: Training will ensure all staff understands the brand, its products and its compliance requirements.
- Customer service training: Just as important as upholding compliance is the communication with staff and partners.
- Sales management training.
- Refresher training will be conducted quarterly.
- Weekly and monthly team meetings will encourage communication.
- Reward and recognition program to encourage high achievers and meeting KPIs.

Every employee will be involved in the management of the brand and will be understanding and accepting of its core values. Working as a team towards a common goal is what will be achieved through the AAN training and development program. This will result in a very clear, very strong operational structure that is not dependent on management to micro-manage.

10 Business Objectives

This section builds on the strategic direction above by identifying more specific objectives for the next 12 months. There is a shorter time frame and this is based around putting the above strategies into action; this section outlines what needs to be done, how, when and by whom. For each of the themes in the strategic plan, at least one objective is outlined with outcomes that need to be delivered (key deliverables) along with an indication of when they need to be completed and who is responsible. Some actions may help to meet more than one objective while others may be hard to specify in detail until the results of funding applications and project proposals are known.

The Board will conduct a mid-year review of the business plan in 2014 to assess progress against objectives, make further refinements and include more specific details for the second half of the year. In order to harness the expertise and experience of members of the Board, a sub-committee or working group structure is recommended.

In other words, a smaller number of board members and other volunteers (e.g. three people) agree to work on a particular task or project on behalf of the board (and report back).

The business plan assumes three program priorities for 2014:

- Running pilot programs for an employment/orientation course.
- Developing a role for AAN as assisting delivery of government services to community.
- Establishing an AAN premises in Melbourne and in Sydney (pending funding).

Table One: Strategic, Measurable, Achievable, Realistic, Timely (SMART) goals 2014.

Strategy	Objective	Key deliverables	Complete	Responsible
Partnerships and Collaboration	1A. Identify potential partners/ collaborators with AAN for employment/orientation program and any other initial programs planned for 2014	Identify and agree on local areas to be prioritized/targeted for employment/orientation pilot programs	By end February	Board
		Research potential for local, state and federal government involvement in pilot program	By end March	Board
		Develop list of possible community organisations, councils and employers within those local areas to approach about involvement in pilot program	By end March	Board
		Identify the range of networks and consultative bodies that exist that would be appropriate	By end April	Board/sub-committee domestic and sub-committee international development
		Make a decision about which bodies to target (based on priorities for 2015)	Next Board meeting	
		Select an AAN board member as representative	Next Board meeting	
	1B. Develop an AAN presence on appropriate networks and consultative bodies			

Table Two: Strategic, Measurable, Achievable, Realistic, Timely (SMART) goals 2014

Strategy	Objective	Key deliverables	Complete	Responsible
Funding	2A. Identify potential sources of funding (state, federal, local government, philanthropic bodies, private sector)	Develop a list of potential organisations who could provide funding including information on: -funding schemes/grants and their objectives -the funding rules/deadlines Identify possibilities for recurrent funding for AAN to perform an ongoing role Assess funding required to establish physical base for AAN (1A) (i.e. overheads)	30 April	Finance sub-committee
Education, Communication and Promotion	3A. Develop Communication Plan	For each activity/program, develop communication strategy to: - encourage community awareness and participation;	Timing dependent on project funding	Board/ Communication on sub-committee

		- encourage broader awareness of work of AAN -communicate to sponsors/partners the work of AAN	and schedules	
	3B. Identify opportunities for AAN presence and involvement in wider community events	Research range of events scheduled in target communities for 2014 (and opportunities for AAN) Decide on scope and form of AAN involvement	End of February Next board meeting	Board

Table Three: Strategic, Measurable, Achievable, Realistic, Timely (SMART) goals 2014.

Strategy	Objective	Key deliverables	Complete	Responsible
Develop a 'track record'	4A. Develop, deliver and evaluate a 'pilot' orientation program (focusing on employment) for new residents	Formally evaluate and report on AAN activities (4A and 4B) to demonstrate effectiveness: Evaluate 'pilot' program and write report to funding body; write report to circulate to community/media releases etc.;	Program evaluations completed within 6 weeks of completion of formal program; Reports to funding bodies as specified in the funding agreements;	Project officer for pilot program
	4B. Establish role of AAN as way government services can more effectively engage with community	Track community usage of AAN (e.g. requests and provision for information about government services, referrals etc.) Write an AAN annual report and circulate to all stakeholders (e.g. funding bodies, partners, local state and federal governments)	Compile report on community usage for circulation to key stakeholders Board to agree on timing of annual report and content	Community support officer Board /communicati on sub-committee

Table Four: Strategic, Measurable, Achievable, Realistic, Timely (SMART) goals 2014.

Strategy	Objective	Key deliverables	Complete	Responsible
5. Develop project proposals	5A. Develop project proposal for pilot orientation & employment program	Project proposal developed that can be submitted to potential funding bodies (identified in 3A); needs to include: -Objectives -Targeted participants -Program outline -Expertise required -Resources required and justification for costings -Evaluation plan	End May 2014	Board with support from research assistants
	5B. Develop proposal to fund AAN to enhance government services delivery to communities	Proposal for funding developed and submitted to at least one priority local government shire	End June 2014	
6. Establishing a base	6A. Establish an office and community space in an area accessible to communities the AAN seeks to serve	Develop options for space Assess options based on following criteria:	After outcomes of funding applications	Finance sub-committee/Board

		<ul style="list-style-type: none"> • Accessibility (likelihood of community use and engagement; proximity to other facilities) • Potential for creating a recognizable 'identity' and visible presence for AAN • Cost (initial and ongoing) • Potential for long-term 	are known	
Board to make decision				

Achieving these objectives will put AAN on the right path to achieve its strategic intent.

11 Business Finances

In order to achieve the above strategic goals and AAN strategic intent, the Board is seeking funding to the value of \$4 million per AAN premises established. Funding is sought from all sources – government (local, state and federal), the United Nations, sizeable donations and global philanthropic donors.

<i>Expense (per AAN premises)</i>	<i>\$</i>
Fit out of appropriate premises. Approx. 1,000 m ² (based on \$1,500 per m ² fit out costs). Require large premises to host: <ul style="list-style-type: none"> • Reception area, community hall, kitchen, admin offices etc. • Accommodation placement service. • Work readiness service. • Job placement service. • Vocational education RTO. • General practice medical centre. • Counseling service. 	1,500,000
Staff costs (employed staff – based on 15 per premises).	1,275,000
Office operational costs (as per P&L).	500,000
Rent of 1,000 m ² premises. (One-year period, based on \$450 per m ²).	450,000
Purchase of office infrastructure.	150,000
Marketing fund – branding, media, PR, website, seminars, networking etc.	125,000
<i>Total Funding required</i>	<i>4,000,000</i>

11.1 Financial Forecasts

Financial forecasts have been created for the first year of trading, indicating the new AAN premises' capability to generate a sustainable revenue stream.

The forecasts also indicate the expenses required to operate each AAN premises, illustrating the need for AAN to receive adequate funding (as above).

The forecasts outlined in Appendix One are based on the establishment and operation of the first AAN premises in Melbourne. Generated income is based on the sublease of office space as follows:

- Rent gained from:
 - Accommodation service (50 m² of premises space required).
 - Work readiness service (45 m² of premises space required).
 - Job placement service (50 m² of office space required).
 - RTO (115 m² of office space required).
 - GP (115 m² of office space required).
 - Counseling service (45 m² of office space required).
- Subleased rent based on \$350 per m² (total premises rent \$450 per m²).

Generated income is forecast at \$147,000 for the year, which offsets the total premises rental requirement of \$450,000 per annum.

12 Appendix 1 – 2014 Profit & Loss Statement

Annual Profit and Loss (2015 - Melbourne premises)		
Revenue		
Generated Revenue	\$147,000	
Available finance at launch	\$2,350,000	
Total		\$2,497,000
Business Operational Expenses		
Employed staff (15 per premises)	\$1,275,000	
Superannuation (9.25%)	\$117,938	
Marketing and advertising	\$125,000	
Business development fund	\$43,750	
PR & Media	\$62,500	
Seminars and events	\$35,000	
Hardware/software	\$15,000	
Travel expenses	\$50,000	
Urban development Africa	\$150,000	
Motor vehicle expenses (x2 vehicles)	\$15,000	
Rent of total premises	\$450,000	
Utilities	\$22,500	
Mobile phones for staff	\$9,000	
Internet and web hosting	\$6,000	
Licences, registrations and subscriptions	\$1,500	
Insurance, liability and legal costs	\$7,500	
Office expenses	\$15,000	
Premises maintenance	\$10,000	
Accounting	\$5,500	
Bank fees	\$1,200	
Sponsorships and donations (GST free)	\$75,000	
Total		\$2,492,388
Net Profit \$		\$4,613
Net Profit %		0%

