

# FIVE YEARS STRATEGIC PLAN



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# Executive Summary

SuDSA's Five-Year Strategic Plan (2025–2030) aims to build a vibrant and globally connected student body that promotes sustainable development, academic excellence, and inclusive participation.

The plan focuses on seven core areas: leadership and governance, financial growth, academic and career support, student welfare, digital engagement, global partnerships, and smooth leadership transitions.

Through targeted initiatives like training programs, digital systems, mentorship, and international collaborations, SuDSA seeks to strengthen its impact. With clear goals, annual reviews, and performance tracking, the plan is set to enhance transparency, expand opportunities, and position SuDSA as a leading force in student leadership and sustainability.

The Strategic Planning Committee comprises of:

Miss Bertha Owusua served as the Chairperson of the Committee. An alumni of SuDSA and former SRC women commissioner

Mr. Noel Ayivor served as an advisory member of the committee. Former and first president of the association.

Mr Godson Etsri served as the Secretary of the committee. General Secretary of the association

Mr Edhard Kwatitse served as member of the committee. Financial Secretary of the association.

Mr Andrew Waja served as member of the committee. Member of SuDSA Parliament.





## Background of SuDSA

### **Name and Formation**

The Sustainable Development Students' Association (SuDSA) was established in January 25, 2024 at the University of Environment and Sustainable Development and promulgated its constitution on the February 27, 2024. It was formed under vision of Prof. Anthony Amoah, the Ag. Deans of the School of Sustainable Development (SSD) with formation committee Chaired by Mr Eric Smart Anumah, Mr Stephen Akpo Adjei and Mrs Emelia Ewuisi Brookman as members. This was to improve passionate students who recognized the need for a platform that promotes leadership, academic excellence, and personal development among students within the School of Sustainable Development (SSD).

### **Purpose and Objectives**

The association was formed to empower students through leadership training, mentorship programs, and academic support. Its key objectives include promoting teamwork, encouraging student participation in decision-making, and organizing educational and social events that contribute to holistic student development.

### **Membership**

Membership is open to all registered students of the university under the School of Sustainable Development (SSD). Membership mandatory Currently, the association has over 500 active members across five departments within the school/faculty.

## **Structure and Governance**

The association is governed by three arms of government. The executive body, including a President, Vice President, Secretary, Financial Secretary, Women's Commissioner Organizing Secretary and Public Relations Officer.

The Legislative branch headed by the Speaker, Deputy Speaker, Majority leader, Minority leader, other Parliamentary leaders and members.

The Judicial Council headed by the Judicial Chairperson, members of the Judicial Council.

Leadership is elected annually through a democratic process involving all members. There are also appointments and this is in line with the provisions of the constitution.

## **Activities and Achievements**

**SuDSA** has organized various leadership seminars, skills training workshops, and campus clean-up exercises. In 2023/24, the association successfully launched a breast cancer awareness programme, Spread Love and Positivity among others that helped over 100 first-year students adapt to university life.

## **Vision for the Future**

The association aims to expand its reach by partnering with external organizations and alumni networks to provide more opportunities for student growth. It is committed to nurturing the next generation of ethical, competent, and proactive leaders.

Compiled by;  
E. Noel Ayivor,  
Former President  
(Member of strategic Committee)



### **STRENGTHS**

1. Well established Governance Structure: SuDSA has a fully functional Executive, Parliament, and Judicial Council, which is unique among student associations on campus.
2. Strong Competitive Performance: SuDSA members have a proven track record of success in various competitions, including winning "Face of UESD," "Flex of UESD," and football tournaments.
3. Proactive Digital Communication: SuDSA was the first student association at UESD to create a WhatsApp channel. And maintains active engagement on Instagram and X (formerly Twitter).
4. Academic Support Initiatives: The current administration has organized resit tutorials, financial capacity-building webinars, SuDSA stipend and mental health awareness initiatives.
5. Clear Vision and Mission: SuDSA has a stated vision to be a vibrant, innovative, and globally connected student body championing sustainable development, and a mission to serve student interests through promoting welfare, academic excellence, leadership, and global exposure.
6. Identity and Professionalism: The association has successfully established an official logo and email address and seriously working towards creating a website.

### **WEAKNESSES**

1. Low Student Engagement: The previous administration faced challenges with low student engagement, and the current administration still faces issues with some course representatives not being active.
2. Weak Communication Structures (Historical): The previous administration experienced weak communication structures, though the current administration has made improvements, it is still a serious challenge.
3. Financial Constraints & Low Dues Collection: Both the previous and current administrations have faced financial constraints, and dues payment remains low, limiting the scale of planned activities.

## OPPORTUNITIES

1. Enhance Financial Sustainability: Initiatives like developing sponsorship policies, partnering with organizations, establishing an alumni contribution scheme, and improving digital dues collection can increase financial capacity.
2. Expand Academic and Career Development: Opportunities exist to organize annual academic symposiums, career fairs, mentorship programs, and establish a resource and publication hub.
3. Strengthen Welfare and Inclusion: Developing a welfare response system, implementing a gender inclusion strategy, and conducting health screening campaigns can improve student well-being.
4. Increase Visibility and Digital Engagement: Launching more social media platforms (Facebook, TikTok), publishing newsletters and magazines, and creating a media crew can enhance visibility.
5. Foster Global Partnerships: Registering with intertertiary and international student networks, initiating sustainable campus projects, and signing MOUs with SDG-centered organizations can expand intertertiary and international collaboration.
6. Improve Leadership Continuity: Implementing a Legacy Fund Policy, strengthening electoral frameworks, activating transition committees, and introducing leadership induction programs can ensure smooth transitions.
7. Develop a Comprehensive Strategic Plan: Drafting a comprehensive development plan will guide future executives and ensure continuity.

## THREATS

1. Inactive Course Representatives: Inactive course representatives hinder effective communication between students and leadership or executives.
2. Continued Financial Limitations: Low dues payment and financial constraints could continue to limit the scope and impact of SuDSA's initiatives.
3. Maintaining Engagement: Sustaining student engagement and participation in programs and activities remains crucial for SuDSA's success.



# Strategic Goal One

## Institutional Strengthening & Governance



Key initiatives for goal one include:

- Develop a Leadership Training and Transition Manual for officers.
- Establish a SuDSA Secretariat with administrative records, finance archives, and reports.
- Organize bi-annual training for all executive, judiciary, parliamentary, and committee members.
- Digitize SuDSA governance: launch a SuDSA website and intranet for official communication, records, and elections.

Strategic objectives	KPIs
1. Strengthen SuDSA structures and leadership capacities.	1. Percentage of executive, parliamentary, and committee members attending bi-annual training sessions.  2. Number of comprehensive leadership training and transition manuals developed and distributed to officers.

<p>2. Promote transparency, accountability, and institutional memory</p>	<ol style="list-style-type: none"><li>1. Completion rate of SuDSA Secretariat establishment (physical space, administrative records, finance archives, reports).</li><li>2. Percentage of SuDSA governance processes (communication, records, elections) digitized through the launch of a SuDSA website and intranet.</li><li>3. Number of bi-annual training sessions organized for all executive, parliamentary, and committee members.</li></ol>
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# Strategic Goal Two

## Financial Sustainability and Resource Mobilization

Key initiatives for goal two include:

- Develop a sponsorship and fundraising policy for external engagements.
- Partner with local businesses, NGOs, and SDG-linked organizations for funding events.
- Initiate SuDSA Alumni Contribution Scheme to encourage donations from past students.
- Establish an Annual Financial Forum to present audit reports and budgets.
- Improve dues collection through digital payment platforms (e.g., MoMo, appbased payments as Chango).

Strategic objectives	KPIs
<p>1. Improve financial capacity and diversify funding.</p>	<p>1. Completion of a formal sponsorship and fundraising policy for external engagements.</p> <p>2. Number of new partnerships secured with local businesses, NGOs, and SDG-linked organizations for funding events.</p> <p>3. Number of alumni contributing to the SuDSA Alumni Contribution Scheme and total funds raised through it.</p> <p>4. Percentage increase in dues collected through digital payment platforms (e.g., MoMo, app-based payments).</p>
<p>2. Promote financial transparency and prudent use of resources</p>	<p>1. Number of Annual Financial Forums held to present audit reports and budgets.</p> <p>2. Regularity of accessible financial reports and audit findings made available to members.</p>

## Strategic Goal Three

### Academic Excellence and Career Development

Key initiatives for goal three include:

- Organize Annual Academic Symposiums, career fairs, and skill-building workshops.
- Introduce Mentorship Programs for pairing students with faculty and industry professionals.
- Create a SuDSA Academic Awards Scheme to recognize excellence and innovation.
- Establish a Resource and Publication Hub for research, reports, and sustainable development insights.
- Facilitate international scholarship and exchange application support clinics.

Strategic objectives	KPIs
1. Enhance students' academic growth, research opportunities, and career readiness.	<ol style="list-style-type: none"><li>1. Number of Annual Academic Symposiums, career fairs, and skill-building workshops organized.</li><li>2. Number of students participating in mentorship programs with faculty and industry professionals.</li><li>3. Launch and successful execution of the SuDSA Academic Awards Scheme.</li><li>4. Number of resources and publications available through the hub and student engagement with it.</li><li>5. Number of international scholarship and exchange application support clinics facilitated.</li><li>6. Student satisfaction ratings with the academic and career development initiatives.</li></ol>

## Strategic Goal Four

### Welfare, Health, and Inclusion



Key initiatives for goal four include:

- Develop a Welfare Response System (health, housing, and emergency support).
- Implement a Gender Inclusion Strategy led by the Women's Commission.
- Conduct periodic Health Screening & Wellness Campaigns in collaboration with GHS and NHIS.
- Offer financial support schemes (emergency micro-grants, academic aid)

Strategic objectives	KPIs
<p>1. Address students' well-being and promote equity and inclusion.</p>	<ol style="list-style-type: none"> <li>1. Establishment and operationalization of a Welfare Response System (health, housing, and emergency support).</li> <li>2. Number of initiatives or programs implemented under the Gender Inclusion Strategy led by the Women's Commission.</li> <li>3. Number of periodic Health Screening &amp; Wellness Campaigns conducted in collaboration with GHS and NHIS.</li> <li>4. Number of students benefiting from financial support schemes (emergency micro-grants, academic aid).</li> <li>5. Positive feedback rate from students on welfare services and inclusion initiatives.</li> </ol>

## Strategic Goal Five

### Visibility, Publicity & Digital Engagement

Key initiatives for goal five include:

- ✓ Create a SuDSA TV/Media Crew to document and promote events.
- ✓ Host annual “SuDSA Week” Celebration with exhibitions, debates, and sustainable action projects.
- ✓ Increase and manage official SuDSA social media handles and a modern website.
- ✓ Publish quarterly newsletters and an annual magazine highlighting projects, members, and success stories

Strategic objectives	KPIs
1. Improve communication and enhance the visibility of SuDSA activities	<ol style="list-style-type: none"><li>1. Formation and active operation of a SuDSA TV/Media Crew.</li><li>2. Successful organization of the annual “SuDSA Week” Celebration, including exhibitions, debates, and sustainable action projects.</li><li>3. Increase and consistent management of official SuDSA social media handles and a modern website.</li><li>4. Number of quarterly newsletters and annual magazines published, highlighting projects, members, and success stories.</li><li>5. Growth in followers and engagement metrics (likes, shares, comments) across all SuDSA social media platforms.</li><li>6. Increase in website visitors and page views.</li></ol>

# Strategic Goal Six

## Global Partnerships and Sustainable Impact

Key initiatives for goal six include:

- ✓ Register SuDSA with international student networks such as UN SDSN Youth, AYICC, and YOUNGO.
- ✓ Initiate Sustainable Campus Projects (e.g., green bins, tree planting, clean-ups, eco-volunteering).
- ✓ Sign MOUs with SDG-centered organizations and embassies for exchange and funding.
- ✓ Launch the “SuDSA Model UN on Sustainability” as an annual event

Strategic objectives	KPIs
<p>1. Expand international collaboration and sustainability-focused initiatives</p>	<ol style="list-style-type: none"> <li>1. Successful registration of SuDSA with international student networks (e.g., UN SDSN Youth, AYICC, YOUNGO).</li> <li>2. Number of Sustainable Campus Projects (e.g., green bins, tree planting, clean-ups, eco-volunteering) initiated and completed.</li> <li>3. Number of MOUs signed with SDG-centered organizations and embassies for exchange and funding.</li> <li>4. Successful launch and annual execution of the “SuDSA Model UN on Sustainability” event.</li> <li>5. Number of international exchange programs or collaborative projects realized.</li> </ol>

# Strategic Goal Seven

## Leadership Continuity and Transition Support

Key initiatives for goal Seven include:

- ✓ **Legacy Fund Policy:** Each administration shall allocate a minimum of 10% of its total revenue generated into a reserved Legacy Transition Fund to support the incoming administration's operations and onboarding process.
- ✓ **Electoral Strengthening:** Institutionalize a comprehensive electoral framework to ensure transparent, credible, and timely elections in accordance with the constitution.
- ✓ **Transition Committee Activation:** Mandate every outgoing administration to activate and support a Transition Committee at least 3 weeks before handing over.
- ✓ **Leadership Induction Program:** Introduce a SuDSA Leadership Bootcamp to train incoming executives, committee heads, and parliamentarians.
- ✓ **Post-Election Review & Reporting:** A formal Election Report shall be presented to Parliament and archived for continuity and improvement of future elections.
- ✓ **Introduce the SuDSA Night of Honoraria:** A night full of excitement and fun activities purposely to honour executives and members who were dedicated in their service to SuDSA under the administration.

Strategic objectives	KPIs
1. Ensure smooth transitions between administrations.	<ol style="list-style-type: none"><li>1. Percentage of administrations allocating a minimum of 10% of total revenue to the Legacy Transition Fund.</li><li>2. Completion and implementation of a comprehensive electoral framework.</li><li>3. Percentage of outgoing administrations activating and supporting a Transition Committee at least 3 weeks before handing over.</li><li>4. Percentage of incoming executives, committee heads, and parliamentarians participating in the SuDSA Leadership Bootcamp.</li></ol>

	<p>5. Timely presentation and archiving of formal Election Reports to Parliament.</p> <p>6. Satisfaction ratings from incoming and outgoing administrations regarding the smoothness of the transition process.</p>
<p>2. Guarantee the sustainability of SuDSA activities and governance structures.</p>	<p>1. Annual percentage increase in the balance of the Legacy Transition Fund.</p> <p>2. Percentage of key governance documents (e.g., strategic plans, election reports, constitutional amendments) formally archived annually.</p> <p>3. Number of ongoing SuDSA activities and projects that continue without significant interruption during and immediately after a leadership transition.</p> <p>4. Average improvement in leadership competency scores for new leaders after participating in the Leadership Induction Program (pre- and post-bootcamp assessment).</p>
<p>3. Strengthen democratic processes and institutional memory</p>	<p>1. Completion status of the comprehensive electoral framework (Framework drafted and ratified by Parliament)</p> <p>2. Percentage of SuDSA elections conducted within the constitutional timeframe annually.</p> <p>3. Average rating from members (via survey) on the perceived transparency and credibility of annual elections.</p> <p>4. Percentage of formal Election Reports presented to Parliament and archived within the specified timeframe.</p> <p>5. Percentage increase in member participation in electoral processes (e.g., voter turnout, candidate nominations).</p>

## Implementation & Monitoring Structure

- ✓ Establish a Strategic Planning Committee to oversee implementation.
- ✓ Annual reviews and progress reports to be presented in Parliament
- ✓ Incorporate feedback mechanisms for members to shape strategy annually.
- ✓ Incorporate feedback mechanisms for members to shape strategy annually.
- ✓ KPIs tied to each initiative to measure success (e.g., member engagement rate, funds raised, events held, policies passed).
- ✓ The Finance and Economic Committee shall track and report on the Legacy Fund and compliance with transition policies.



With the adoption of this Five-Year Strategic Plan, SuDSA embarks on a transformative journey anchored in innovation, growth, and sustainability. This plan reflects our shared commitment to excellence in student leadership, meaningful advocacy, and inclusive development.

As we move forward, this strategic framework will serve as our compass—guiding our actions, aligning our goals, and positioning SuDSA as a leading force in student governance and sustainable development. The future is bright, and together, we are ready to build it.



# GLOSSARY

1. KPI: Key Performance Indicator
2. SWOT: Strengths, Weaknesses, Opportunities, Threats
3. SuDSA: Sustainable Development Students' Association
4. UN SDSN: United Nations Sustainable Development Solutions Network
5. UESD: University of Environment and Sustainable Development
6. SSD: School of Sustainable Development
7. SRC: Student Representative Council
8. X: Social media platform, formerly Twitter
9. MoMo: Mobile Money
10. Chango: App-based payment platform
11. Intranet: A private computer network used within an organization for official communication, records, and elections.
12. NGOs: Non-Governmental Organizations
13. SDG: Sustainable Development Goals
14. GHS: Ghana Health Service
15. NHIS: National Health Insurance Scheme
16. AYICC: African Youth Initiative on Climate Change
17. YOUNGO: Youth Constituency to the UNFCCC
18. MOU: Memorandum of Understanding
19. UNFCCC: United Nations Framework Convention on Climate Change.
20. Legacy Transition Fund: A reserved fund into which each SuDSA administration is mandated to allocate a minimum of 10% of its total revenue, intended to support the operations and onboarding process of the incoming administration.