

STRATEGIC PLAN
for
SOCIETY OF NIGERIA THEATRE ARTISTS (SONTA)
a framework

TASKS AND PROCEDURES OF OUR STRATEGIC PLANNING

First Planning

- The process of putting in order and into decisions now what SONTA wants to do in the future.
- It is a series of decisions taken now for future actions of SONTA.

Strategic planning...a process in which the direction and scope of SONTA is channelled over a (long) term so that it matches its resources to its changing environment in order to meet stakeholder expectations.

Strategic planning defines:

- ⊗ What SONTA wants to be and do
- ⊗ What it is all about
- ⊗ Who it wishes to serve
- ⊗ What it intends to get out of its efforts
- ⊗ How specifically it should move over time
- ⊗ Determines the most effective means to achieve goals - within limited resources and conditions it must operate in.

This implies 3 things...

- ⊗ Strategic analysis which focuses on seeking understanding of SONTA's strategic options
- ⊗ Strategic choice which enables choosing between possible courses of action
- ⊗ Strategic implementation which involves putting a chosen course of action into effect

Note: during the workshop, there was a need for constant review of previous steps to keep in mind previous actions and maintain consistency.

Steps we can follow in the strategic planning process:

One:

Information gathering and needs assessment

- 🌐 Up to date information and data on the socio-economic, political, cultural and historical context of SONTA's operation.
- 🌐 Assessment of the needs of SONTA members that should be satisfied.

- ❖ Formation of SONTA – 1982.
- ❖ Place – Benin/Calabar.
- ❖ Principal Actors – Nwanmo, Malemo, Akinwale, Hagher etc.
- ❖ Past Presidents – Amata, Hagher, Malomo, Akinwale, Gbilekaa , Dandaura.
- ❖ Constitution – adopted in Nov 2011 at Zaria.
- ❖ Regulation – Pending.

SOCIAL CULTURAL CONTEXT:

1. FESTAC 1977.
2. Transition to Civil rule – 1979
3. Review of Nigeria cultural policy.
4. Establishments of Arts councils/cultural centers/agencies (CBAAC, NCAC, NCMM, National Theatre).
5. Nobel prize in 1986 – Drama as factor.
6. Nigeria film industry.
7. Miniaturization of movie making tech.

Privatization of the cultural

SOCIO-ECONOMIC AND POLITICAL CONTEXT OF SONTA

1. Moving from talent dependent structure to professionalism.
2. Not seen as a component of the formal economy.
3. Hither an unstructured and fragmented occupation.
4. Not regulated and need for regulation not recognized.
5. Minimal sources of funding.
6. Impact of insecurity on the practice/ profession.
7. Increased training institutions and opportunities.
8. Large reservoir of trained human resource, largely underutilized.
9. Poor public perception of the arts.
10. Stiffer competition for scarce resources.
11. Rapid technological advancement and its impact on the Theatre.
12. Dearth of professional infrastructure.
13. Inability of locally trained professionals to be globally competitive.

14. Disconnect between theory and praxis (Quacks in Nollywood).
15. Unsustainable economic prospects.
16. Deficient policy framework and lack of political will to implement the extant few.
17. Attrition rate of mentors and veterans.
18. Poor transition from apprenticeship to mentorship.
19. Non-visibility and low participation by professionals in the political space.
20. A need to place SONTA appropriately – lecturers, practitioners, presence of ?
21. Poor networking nationally & globally.
22. No archive.
23. Funding challenges (not more than N100, 000 less than 5). Proper placement to benefit from TET fund.

Two:

Values clarification

- 🌀 What are the beliefs that SONTA holds high and worthy as principles for existence?

We can determine our values through the following questions:

- 🌀 What do we value most about SONTA?
- 🌀 What are the core factors that give life to SONTA?
- 🌀 What are SONTA's best practices?
 1. Professionalism.
 1. Adherence to Global ethical standards.
 2. Networking & exchange of ideas.
 3. Advancing the course of teaching and research.
 4. Enriching the enterprise of the theatre and performing arts.
 5. Provision of leadership and direction in the creative industry.
 6. Promotion of social inclusiveness.
 7. Adding value to indigenous acts and enterprise.
 8. Promotion of culture as a development and communication tool.
 9. Regulation of the conduct, ethics and practice of theatre profession in Nigeria.

Three:

Establishing the Vision

This is the mental picture of the desired future of SONTA.

- 🌀 We should have it in a specified time frame, 5 years?
- 🌀 It should be based on the values and realities of SONTA's internal and external environment
- 🌀 It should be stated with clarity and certainty

The following questions can guide us to determine our Vision

- ⊗ What are the most important hopes/wishes which would heighten the health and vitality of SONTA?
- ⊗ What would we like SONTA to be in the next 5 years?

To be the apex body for the conduct of theatre training and practice for the creative enterprises.

Four:

Determining the mission

The mission statement expresses the underlying design, aim or thrust of SONTA. As the purpose of the society and its roadmap, it is anchored on the vision of SONTA.

Our mission can be determined through the following questions:

- ⊗ Why do we exist?
- ⊗ What is our service?
- ⊗ Whom do we serve?

To undertake the business of the theatre through strengthening a regulatory framework for the conduct of the creative enterprises.

Five:

Organisational Assessment/SWOT analysis

After formulating the mission, the next thing to do is to carry out an organisational assessment.

- ⊗ This involves the assessments of the strengths and weaknesses of SONTA in relation to its stated vision and mission.
- ⊗ Strengths and weaknesses are internal to SONTA.
- ⊗ The assessment of opportunities and threats which are the external factors that will challenge SONTA.

At the end of the assessment we should identify and prioritize needs and problems within and outside SONTA (pair-wise?).

We can use the following questions to generate our Organisational Assessment/ SWOT

- ⊗ For strengths and weaknesses...

STRENGTHS

1. Well trained/professionalized manpower.
2. Regular convention and conferences.
3. Research and publications.
4. National spread.
5. Social inclusiveness.
6. Viable networking system.
7. Respect for due process.
8. Track record of quality service.
9. Dynamic membership.
10. Intellectual capacity.
11. Consultancy capacities.
12. Goodwill/ goodwill ambassadors.
13. International affiliations.

WEAKNESSES

1. Lack of regular source of funding/income.
2. Limited programmes/ activities.
3. Lack of functional relationship with sister bodies (NANTAP etc).
4. Lack of commitment by some members/ branches.
5. Lack of ability to organize & retraining for members.
6. Lack of legal status.
7. Lack of internal control mechanism of members and programmes.
8. No articulated strategy and plan of development since inception.
9. Poor branding and marketing.
10. Lack of secretariat.
11. Poor membership drive (individual and institution).
12. Poor training infrastructure.
13. Proliferation of theatre associations.
14. Inadequate research materials.

- 🌀 What are SONTA's best practices (approaches, traditions, focus, etc?)
- 🌀 What activities do we enjoy and have success with?
- 🌀 What programme needs is SONTA suffering from?
- 🌀 What are the real needs of our members that should be addressed by SONTA?

For Opportunities

- 🌀 What opportunities exist within the external environment that SONTA can take advantage of in realising its vision and mission?

OPPORTUNITIES

- 🌀 Availability of funding opportunities by donor agencies
- 🌀 Establishment of more universities
- 🌀 Nollywood boost.
- 🌀 Potential for leveraging Nigerian political space.

- ⊗ Enhanced job opportunities for products.
- ⊗ Availability of linkages and exchange outlets.
- ⊗ Increasing interest in the use of theatre and performing arts for integrated marketing communication.
- ⊗ A vast audience base.
- ⊗ Conducive financial climate.
- ⊗ A friendly media.
- ⊗ Fertile cultural climate.
- ⊗

For Threats

What are the threats within the external environment that can affect SONTA?

THREATS

1. Lack of license to operate.
2. Lack of government support/recognition.
3. Weak cultural policies.
4. Proliferation of bodies/association with similar aims in Nigeria.
5. Ailing economy.
6. Inconsistent government policies.
7. General insecurity.
8. Lack of continuity in institutional governance.
9. Poor infrastructures.
10. Poor perception of the performing arts.

We can generate our institution's strategic options by juxtaposing Strengths and weaknesses with opportunities and threats.

<p style="text-align: center;">INTERNAL ENVIRONMENT ASSESSMENT</p> <p style="text-align: center;">EXTERNAL ENVIRONMENT ASSESSMENT</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. Well trained/professionalized manpower. 2. Regular convention and conferences. 1. Research and publications. 2. National spread. 3. Social inclusiveness. 4. Viable networking system. 5. Respect for due process. 6. Track record of quality service. 7. Dynamic membership. 8. Intellectual capacity. 9. Consultancy capacities. 10. Goodwill/ goodwill ambassadors. 11. International affiliations. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of regular source of funding/income. 2. Limited programmes/ activities. 3. Lack of functional relationship with sister bodies (NANTAP etc). 4. Lack of commitment by some members/ branches. 5. Lack of ability to organize & retraining for members. 6. Lack of legal status. 7. Lack of internal control mechanism of members and programmes. 8. No articulated strategy and plan of development since inception. 9. Poor branding and marketing. 10. Lack of secretariat. 11. Poor membership drive (individual and institution). 12. Poor training infrastructure. 13. Proliferation of theatre associations. 14. Inadequate research materials.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Availability of funding opportunities by donor agencies 2. Establishment of more universities 3. Nollywood boost. 4. Potential for leveraging Nigerian political space. 5. Enhanced job opportunities for products. 6. Availability of linkages and exchange outlets. 7. Increasing interest in the use of theatre and performing arts for integrated marketing communication. 8. A vast audience base. 9. Conducive financial climate. 10. A friendly media. 11. Fertile cultural climate. 	<p><u>Strengths to opportunities</u></p> <p><i>How can strengths be employed to take advantage of opportunities?</i></p> <ol style="list-style-type: none"> 1. Enhance the capacity of members for research proposal writing, report writing and fundraising. 2. Institutionalize mentoring and encouraging of younger ones to submit themselves. 3. Mobilize members to attend SONTA conventions and activities. 4. Mobilize the leadership of academic departments to renew and reinvigorate their membership and support their staff to attend conventions. 5. Organize workshops an symposia to strengthen SONTA's geographical spread with a view to mainstreaming social inclusiveness. 6. Seek to re-invest cultural festivals and carnivals as fora for cultural enterprise e.g. crafts, souvenirs, underground economies etc. 7. Establish online journal and provide linkages to other online journals. 8. Create a data bank for members to enable SONTA bid for consultancy services. 	<p><u>Weaknesses to Opportunities</u></p> <p><i>How can weaknesses be overcome to take advantage of opportunities?</i></p> <ol style="list-style-type: none"> 1. Identify known funding agencies/companies/institutions that promote arts. 2. Establish collaboration with sister bodies/association. 3. Acquire legal status. 4. Develop a strategic plan. 5. Ensure passage of SONTA bill.
<ol style="list-style-type: none"> 1. 	<p><u>Strengths to threats</u></p> <p><i>How can strengths be used to counteract threats that tend to hinder the achievement of goals and the pursuit of opportunities?</i></p>	<p><u>Weaknesses to Threats</u></p> <p><i>How can weaknesses be overcome to counteract threats that hinder the achievement of goals and the pursuit of</i></p>

	<ol style="list-style-type: none"> 1. Use goodwill ambassadors to lobby for the passage of bill and fuel formal negotiation. 2. Use media strategies to improve public perception of the performing arts. 3. Collaborate with theatre associations with a view to streamlining their activities. 4. Identify and network with key players within the culture industry to ensure continuity of efforts. 5. Institutionalize lobby processes by enlisting theatre and culture patrons. 6. Collaborate with state and federal government legislative procedures to make funding statutory. 7. Collaborate with the private sector and international donor agencies. 8. Work with organized local sectors to create alternative technology options for the industry. 	<p><i>opportunities?</i></p> <ol style="list-style-type: none"> 1. Actively engage in advocacy and sensitization outreaches to change public perception of the performing arts. 2. Evolve a systematic networking template.
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STRENGTHS TO OPPORTUNITIES

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WEAKNESSES TO OPPORTUNITIES

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WEAKNESSES TO THREATS

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Six: Needs

Organisational assessment and the SWOT should generate the core NEEDS that SONTA sets out to satisfy.

- 🌐 A need is a specific and measurable description of a particular condition that SONTA confronts.
- 🌐 It is an analysis collected by SONTA pertaining to the conditions of its internal and external environment as contained in the organisational assessment and SWOT bearing in mind the vision and the mission.
- 🌐 It summarizes the judgement of SONTA regarding the data and the decision to prioritize problems it wants to address.

We can determine needs by asking the question:

🗣️ What are the real needs of members/ stakeholders that should be addressed by SONTA?

we need a list of needs based on the strategic options

1. MEMBERS - CAPACITY BUILDING/ CONSULTANCY SERVICES

- a) Proposal writing.
- b) Report writing;
- c) Workshop on social inclusiveness;
- d) Fund raising;
- e) Research method.
- f) Competency-based curriculum.

2. STAKEHOLDERS

- a) Script writing workshop
- b) Acting workshop;
- c) Stand up comedy;
- d) Directing workshop;
- e) Costume/make-up workshop;
- f) Lighting workshop;
- g) TFD;
- h) Events management;
- i) Protocol;
- j) Speech writing;
- k) Presentation skills;
- l) Public speaking;
- m) Motivation/leadership;
- n) Photography;
- o) Animation;
- p) Games (moonlight);
- q) Social mobilization;
- r) Effects.

3. MENTORING

4. MEMBERSHIP DRIVE

- a) Institution of committee of Departmental Heads.

5. PUBLICATIONS

- a) Sustain NTJ;
- b) Online journals;
- c) Specialized publications;
- d) Active website.

Seven: Setting Goals

☉ We need to set goals for each of the categorized group of needs identified.

☉ A goal is a timeless value statement that impresses the desired state where the need or problem no longer exists.

We can use the following question:

☉ For each need – what desired state do we want to attain which will ensure that the need no longer exist?

We should check that each goal can adequately lead to the actualisation of the vision and mission, if not additional goals can be set.

6. MENTORING

7. MEMBERSHIP DRIVE

b) Institution of committee of Departmental Heads.

8. PUBLICATIONS

e) Sustain NTJ;

f) Online journals;

g) Specialized publications;

h) Active website.

9. DATA BANK OF SONTA MEMBERSHIP

10. GOODWILL AMBASSADORS/ PATRONS

11. MEDIA STRATEGY

12. LINKAGES AND COLLABORATION

a) Theatre Associations;

b) Cultural industries;

c) Local, State and Federal Government;

d) Private sector.

13. FUND RAISING

a) Database of funding agencies;

b) Proposal writing.

14. REGISTRATION (CAC)

15. SONTA BILL

16. STRATEGIC PLAN DOCUMENT

17. ADVOCACY

a) Cultural policy

18. NUTAF/NUACFEST

19. SECRETARIAT

- a) Hall of Fame;
- b) Archive.

20. FILM/VIDEO PRODUCTION

- a) Model

21. AWARDS/ PRIZES

22. ENDOWMENT

23. INSURANCE

24. CONSTITUTION

25. MAPPING OF CREATIVE INDUSTRY

26. RESEARCH

27. CONVENTION/CONFERENCE

28. SONTA CONSULT

Eight: Programmes

🌐 Programmes are on-going investment or service that involves planned packages of investments, inputs and activities that SONTA will undertake to execute the goals.

🌐 We can further cluster or group together the goals with similar focus in order to create a manageable category.

**For each programme, we list out the goals under its cluster
For each goal we list out the strategies.**

A strategy is a method or means of applying selected resources towards meeting a need or solving a problem.

To determine strategies for each goal we can use the following questions:

🌐 How will we achieve our goals in a way that upholds our

🌐 values? What methods will we use?

PROGRAMMES

1. CAPACITY BUILDING

- a) Capacity Building;
- b) Mentoring;
- c) Strategic plan Document.

2. INSTITUTIONAL BUILDING

- a) Insurance;
- b) Registration (CAC);
- c) Linkages;
- d) SONTA Bill
- e) Membership drive;
- f) Secretariat;
- g) Advocacy;
- h) Constitution
- i) Data bank of SONTA membership;
- j) Media strategy;

3. FUNDRAISING

- a) Film/video production;
- b) Endowment;
- c) Awards/prizes;
- d) Fundraising;
- e) SONTA Consult.

4. PUBLICATION & DOCUMENTATION

- a) Publications;
- b) Mapping of creative industry.

5. RESEARCH

- a) Research.

6. LINKAGES & COLLABORATION

- a) Linkages and collaboration;
- b) Goodwill ambassadors/Patrons;
- c) NUTAF/NUACFEST.

7. CONVENTION & CONFERENCES

- a) Convention and conference.

Nine: Setting objectives

- ④ For each programme, list out the strategies and list out needs.
- ④ For each need set objectives (a number of objectives may be required to achieve a need).
- ④ An objective is a specific, measurable statement of results that SONTA intends to achieve in relation to an identified problem within a determined period.
- ④ An objective is set for each need in relation to the strategy selected, resources available and the constraints faced by SONTA.

Objectives should be SMART:

- ④ Specific
- ④ Measurable
- ④ Achievable/attainable
- ④ Result –oriented (realistic)
- ④ Time-bound

To set objectives take note of:

- ④ The time frame that the objectives will be achieved
- ④ Who or what specifically is to be affected during this time period
- ④ To what extent will the need or problem be resolved and its degree of impact
- ④ Programme 1: e.g. of objective
- ④ To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas which will be conducted during annual conventions beginning from 2013.
- ④ To develop formal and informal mechanisms for securing membership such that not being a member leads to denial of certain privileges and opportunities beginning from 2013.
- ④ To set a Committee of Heads of department who will meet yearly to identify broad activities for each year for submission to SONTA Board and to ensure the participation of their staff in SONTA activities as well as payment of institutional fees from 2013

- Programme 3: eg of objective
- To set a working group to identify ideas for a model film/video production and develop the mechanisms for its actualization from 2013.
- To set up a committee on SONTA endowment to develop and work out comprehensive modalities for the endowment and process for achieving it from 2014.

PROGRAMME 1: CAPACITY BUILDING

1. To enhance membership capacity through training in report and proposal writing, research methodology, fundraising and competency based curriculum beginning 2014.
2. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas which will be conducted during annual conventions beginning from 2013.
3. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas to run workshops for stakeholders.
4. To advocate and promote partnership between SONTA and relevant stakeholders from 2014.

Objectives	Activities	Time	Persons responsible	Resources needed	Expected results	Means of verification	Cost
1: To enhance membership capacity through training in report and proposal writing, research methodology, fundraising and competency based curriculum beginning 2014	1. 4 Workshops 2. 2 Seminars and talks	May 2013- Dec. 2014	Secretariat/ Exco	1) Funds, projector, writing materials, venue 2) Facilitators	1. Proficiency in report/proposal writing, research methodology 2. Increased funding for SONTA 3. Production of Curriculum 4. Improved students performance	1. Reports, pictures, SONTA financial report 2. Students results 3. Reviewed curriculum	1. 1.5m x 4 = 6m 2. 1.5m x 2 = 3m
2. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas, which will be conducted during annual conventions beginning from 2013.	1. Identify and appoint facilitators 2. Develop Modules	May 2013- Dec 2015	1. Secretariat/ Exco 2. Resources persons	1. Human/mat. Resources 2. Funds, projector, writing materials, venue	1. Number of modules developed and produced 2. Number facilitators identified and appointed	1. Appointment letters issued 2. Evidence of modules produced 3. Attendance lists of participants	1. 300,000 2. 3m
3. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas, to run workshops for Stakeholders from 2013.	1. Identify and appoint facilitators 2. Develop Modules 3. Identify stakeholders	Jan 2014- Dec 2015	1. Secretariat/ Exco 2. Resources persons	1. Human/mat. Resources 2. Funds, projector, writing materials, venue	1. Number of modules developed and produced 2. Number facilitators identified and appointed 3. List of stakeholders identified	1. Appointment letters issued 2. Evidence of modules produced 3. Attendance lists of participants 4. Report of training activities	1. 300,000 2. 3m
4. To advocate and promote partnership between SONTA and relevant stakeholders from 2014.	1. Advocacy Visits to Stakeholders 2. Sign MOU with relevant Bodies	May 2014- Dec. 2015	1. Secretariat/ EXCO 2. Stakeholders	1. Funds, 2. Human resources	1. Improved relationship btw SONTA and stakeholders 2. Greater involvement of Stakeholders in SONTA activities	1. Reports of advocacy visits 2. Signed MOU between SONTA and Stakeholder	1 million for all the activities

PROGRAMME 2: INSTITUTIONAL BUILDING

1. To enhance SONTA sustainability. Invest in profitable ventures and increase internally generated revenue beginning 2013
 2. To enhance the capacity of SONTA for efficient and effective service delivery to its members beginning 2013.
 3. To maintain good working relationship with sister organizations through experience sharing and collaboration by 2013.
 4. To ensure SONTA registration with CAC beginning 2013 by setting up an adhoc committee for that purpose.
- To ensure a functional secretariat for SONTA beginning 2013.

PROGRAMME 3: FUNDRAISING

1. **MODELLING: Film & video production:** To set a working group to identify ideas for a model film/video production and develop the mechanisms for tis actualization in 2014.
2. **ENDOWMENT:** To set up a committee on SONTA endowment to develop ad work out comprehensive modalities for the endowment and process for achieving it in 2014.
3. **AWARDS/PRIZES:** To set up SONTA exco to identify donors for awards/prizes and work out modalities and recommend to SONTA council for approval in 2013.
4. **DATABASE OF FUNDING AGENCIES:** SONTA exco collate list of funding agencies and generate proposals to meet with their funding requirements.

PROGRAMME 4: PUBLICATIONS AND DOCUMENTATION

1. **STAFFING:** To employ 2 secretariat staff to facilitate proper documentation and archiving of SONTA publications an activities.
2. **WEBSITE DEVELOPMENT:** To train designated exco members to manage SONTA website to make it more dynamic.
3. **MAPPING OF CREATIVE INDUSTRY:** Exco to follow up the British Council on the funding of the mapping proposal.
4. **JOURNALS/PUBLICATIONS:** Exco to ensure the establishment of 4 member journals by first quarter of 2013.

PROGRAMME 5: RESEARCH

RESEARCH TEAM: SONTA exco to set up research teams to generate proposals for grants and awards.

PROGRAMME 6: LINKAGES AND COLLABORATION

SONTA council to link SONTA up with institutions within and outside in 2013 for collaborations, capacity building and funding.

PROGRAMME 7: CONVENTION AND CONFERENCES

To re-engineer early planning for SONTA conventions/conferences.

STRATEGIES:

PROGRAMME 1: CAPACITY BUILDING

- a) To identify three training needs, facilitators and develop modules for training members during annual conventions using internal SONTA resources.
- b) Develop comprehensive modules of various training needs for stakeholders, identify clients, advertise the training and conduct in conducive environments at determined fees.

PROGRAMME 2: INSTITUTIONAL BUILDING

- a) Develop a strategic plan of action that should give time frames for achieving the SONTA bill, constitution and registration.
- b) Imitate the process of acquiring land and setting up a functional secretariat.
- c) Identify key issues around which advocacy can be undertaken.
- d) To develop a strategy for the sustainability of SONTA programmes.
- e) Develop an accounting and auditing system.

PROGRAMME 3: FUNDRAISING

- a) Identification and development of proposal to seek for growth and charging of membership dues, sales of publication and institution of award and prizes
- b) Setup, register and publicize SONTA consult that will utilize internal resources for execution. Sale of web pages on SONTA website to interested members to market their product.

PROGRAMME 4: PUBLICATIONS AND DOCUMENTS

- a) To engage 2 sectorial staff to facilitate the setting up a business center at the national secretariat to offer secretarial services on commercial bases as well as handle the typesetting details of all SONTA publication, especially the outstanding 5 books.
- b) Setup editorial teams for publication of more specialized SONTA journals and books.

PROGRAMME 5: RESEARCH

Institute research teams to draw up proposal and track funding bodies involve SONTA members.

PROGRAMME 6: LINKAGES AND COLLABORATION

Take steps to improve SONTA web visibility to position SONTA for partnership, generate a list of strategic institution to approach for linkage and initiate MoUs.

PROGRAMME 7: CONVENTION AND CONFERENCES

Engage the participation of members and strategies stakeholders

STEP TEN: ORGANISATIONAL STRUCTURE

STEP ELEVEN: MONITORING AND EVALUATION

MONITORING

Reports

1. Normative/programmatic;
2. Financial;
3. Audit;
 - a) External audit consenting;
 - b) Management audit;
4. Web hit report;
5. Media mentions/press cuttings.

Ten: Reviewing Management and Organisational Structure

- 🌐 To ensure that the plan is successfully implemented the structural and management environment must be efficient and capable of delivering.
- 🌐 Management involves the effective and efficient use of resources to achieve desired results. SONTA's organisational structure is the framework within which managerial and operating tasks are performed.

The organisational and management structure can be determined through the following questions:

- 🌐 What are the weak areas in the present management and organisational structure that will prevent SONTA from achieving its goals and objectives?
- 🌐 Suggest ways of improving the management and organizational structure in order for it to achieve the goals and objectives effectively.

Eleven: Monitoring and Evaluation

To ensure that the plan is effectively implemented and kept under regular review, a monitoring and evaluation system needs to be developed and factored into the plan.

- 🌐 Monitoring is the continuous assessment of a programme in the context of its implementation schedules. It looks at the differences between the planned and the actual.
- 🌐 Evaluation is the assessment of SONTA in relation to its goals and objectives over a period of time.

EVALUATION

Outcome mapping for both internal and external

1. Develop a checklist based on objectives/output indicators.
2. Administer to:
 - a) Members;
 - b) Stakeholders;
 - c) Creative enterprises.
3. Cocktail
 - a) Questionnaire administration (quantitative)
 - b) FaDs(qualitative)
 - c) SMS/Internet
 - d) Interviews
4. Annual Evaluation Report: mid form and End.

Twelve: Action /Implementation Plan

PROGRAMME 2: INSTITUTIONAL BUILDING

This can be in the form of a matrix:

ACTION/IMPLEMENTATION PLAN: NAME OF PROGRAMME

Note: it is necessary to provide detailed budgetary notes to explain and justify the costs because this detail is not possible within the matrix or we include a column for it.

The M&E can be determined through the following questions

- 🎯 How will progress in the implementation of the programme be measured?
- 🎯 How often will the reporting be done?
- 🎯 When and how frequent will the evaluation be carried out?
- 🎯 Who will evaluate and who will be informed of the progress of evaluation?
- 🎯 How will we decide whether the strategy and programmes should be altered or aborted?

EVALUATION

Outcome mapping for both internal and external

4. Develop a checklist based on objectives/output indicators.
5. Administer to:
 - d) Members;
 - e) Stakeholders;
 - f) Creative enterprises.
6. Cocktail
 - e) Questionnaire administration (quantitative)
 - f) FaDs(qualitative)
 - g) SMS/Internet
 - h) Interviews
4. Annual Evaluation Report: mid form and End.

Eleven: Monitoring and Evaluation

To ensure that the plan is effectively implemented and kept under regular review, a monitoring and evaluation system needs to be developed and factored into the plan.

- 🌐 Monitoring is the continuous assessment of a programme in the context of its implementation schedules. It looks at the differences between the planned and the actual.
- 🌐 Evaluation is the assessment of SONTA in relation to its goals and objectives over a period of time.

Twelve: Action /Implementation Plan

Objectives	Activities	Time	Persons responsible	Resources needed	Resources	Expected results	Means of verification	Cost
1. To enhance membership capacity through training in report and proposal writing, research methodology, local and international fundraising and competency based curriculum beginning 2014	3. Identify relevant bodies with similar aims/objectives 4. Workshops 5. Seminars 6. Contact and Establish relationship with similar bodies	May 2013- Dec. 2014	1. Secretariat/ Exco	1. Secretariat/ Exco 2. Projector, writing materials, venue 3. Facilitators	5. Funds 6. Partner organizations	9. Increased visibility of SONTA 10. Proficiency in report/proposal writing, research methodology 6. Increased funding for SONTA 7. Collaboration btw SONTA & partners 8. Production of Curriculum	5. Reports of identified bodies 6. Pictures, Evidence of financial report 7. Correspondences btw SONTA and other bodies 8. Reviewed curriculum	3. 500,000 4. 1.5m x 4 = 6m 1.5m x 2= 3m
2. To enhance the capacity of SONTA for efficient and effective service delivery to its members beginning 2014	1. Acquire a parcel of land 2. Build a functional secretariat	Jan: 2015	1. Secretariat/ Exco	1. Secretariat/ Exco 2. Projector, writing materials, venue	5. Funds 6. Architects and Planners	8. Improved students performance 9. Functional secretariat	7. C of O 8. Building 9. Hired Staff 10. Appointment letters issued 11. Equipments 12. Evidence of secretariat	250m 3. 300,000 4. 3m
2. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas, which will be conducted during annual conventions beginning from 2013.	3. Hire staff 4. Identify and appoint internet and website facilitators 2. Develop Modules	May 2013-Dec 2015	1. Secretariat/ Exco 2. Resources persons	4. Human/mat . Resources 5. Funds, projector, writing materials, venue	3. Human Resources 4. Funds	3. Number of modules developed and produced 4. Number facilitators identified and appointed	4. Appointment letters issued 5. Evidence of modules produced 6. Attendance lists of participants	3. 300,000 4. 3m
3. To identify and appoint facilitators within SONTA to develop a series of modules in each of the identified training areas, to run workshops for Stakeholders from 2013.	1. Identify and appoint facilitators 2. Develop Modules 3. Identify stakeholders	Jan 2014- Dec 2015	1. Secretariat/ Exco 2. Resources persons	4. Human/mat . Resources 5. Funds, projector, writing materials, venue	1. Number of modules developed and produced 5. Number facilitators identified and appointed 6. List of stakeholders identified	3. Appointment letters issued 3. Evidence of modules produced 6. Attendance lists of participants 7. Report of training activities	1. 300,000 4. 3m	
4. To advocate and promote partnership between SONTA and relevant stakeholders from 2014.	1. Advocacy Visits to Stakeholders 2. Sign MOU with relevant Bodies	May 2014-Dec. 2015	1. Secretariat/ EXCO 2. Stakeholders	1. Funds, 2. Human resources	1. Improved relationship btw SONTA and stakeholders 2. Greater involvement of Stakeholders in SONTA activities	1. Reports of advocacy visits 2. Signed MOU between SONTA and Stakeholder	1million for all the activities	

PROGRAMME 2: INSTITUTIONAL BUILDING

2013	5. Equip the secretariat						
3. To maintain good relationship with sister organizations through experience sharing and collaboration beginning 2013	7. 1 Identify relevant bodies with similar aims/objectives 8. Contact and Establish relationship with similar bodies	Jan 2014-Dec 2015	1.Secretariat/ Exco	8 Funds, Internet connectivity 9 Partner organizations Funds,	1. Improved relationship between SONTA and Sister ORG. 2. Greater partnership and networking	5. List of organizations identified 6. Number of experience sharing activities carried out	1. 300,000
4. Ensure SONTA registration with CAC beginning 2013	1. Set up Ad hoc committee 2. Produce constitution 3. Commence process of registration	Jan 2013-Dec. 2014	1.Secretariat/ EXCO 2LEGAL SERVICES 7. CAC	1. Funds, 2. Human resources	1. SONTA has legal status	1. Certificate of Registration	500,000