

## Foreword

Songa Afrika is an analysis, a strategy, and an organization. As an analysis, it reveals the situation of the Afrikan on the mother continent and across the world. It acknowledges the historical context of Afrikan people and the current events. As a strategy, it contributes to a plan on how to improve the status of Afrikans. As an organization, Songa Afrika is implementing that strategy.

The goal of the SA is to empower Afrikans with knowledge and skills to be in charge of their destiny. We shall critically look at topical Afrikan issues and deliberately conceptualize them to address deficiencies, raise awareness and participate in a way forward. The organization was set up to enhance the capacity of Afrikans to generate knowledge and solutions to challenges facing their community.

The organization is premised on the spirit of the Afrikan cause and Pan - Afrikanism. This spirit hinges on solidarity and stresses collective self-reliance, resilience, cohesion and sustainability. However, in the past Pan-Afrikanism has focused on historical, cultural, spiritual, artistic, scientific and philosophical legacies of Afrikans from past times to the present as well as on political, social and economic empowerment of Afrikan peoples. There has been a mismatch between Pan Afrikanism philosophy and the current Afrikan reality. In particular, ecological and environmental perspectives of economic, social and political change are not strictly adhered to. In most of Afrika, emphasis is being put on infrastructural development, especially roads and dams, and little attention is being paid to the need to enhance the solidarity, cohesion and sustainability of the heritage of Afrikan people in the face of enormous global socio-economic challenges.

In regard to class consciousness, Songa Afrika recognizes and appreciates the *degree of gross inequality* in capitalist society--which is a necessary feature not only of exploitation, but also of oppression. Having observed that for many political organizations, class-consciousness is mostly limited to anger at class and social inequality, Songa Afrika goes a notch farther and probes the obvious connection to a working-class strategy to transform society.

The Songa Afrika management has worked hard to bring stakeholders together to reflect on the previous unwritten Strategic Plan; in other words to look at the past, try to understand where we are and then challenge ourselves

to make a clear roadmap as we strategize for the future. Our involvement and active participation in the processes of the strategic plan for the coming five years have been rewarding and experience enriching. We have clearly sharpened our focal points and attained a new sense of direction.

We applaud the continuous support to all the wandugu (comrades). With your continued help, we trust that Songa Afrika will use the new Strategic Plan to further contribute to the empowerment of Afrikan people towards achievement of our full potential. We need all the courage of which the human heart is capable, forged into both weapon and shield to defend the possibility of acquiring a life of dignity. A life where Afrikans make up the majority of those who die of preventable and treatable diseases, the illiterate, the malnourished, and the poor, is not a dignified one. And the lifeblood of courage is love.

So in the end, Songa Afrika is about love. Love for your Afrikan self. Love for your Afrikan brothers and sisters. But why must we talk about our Afrikan selves? Experience has shown that if you dared to colonize any Chinese community in this era, the People's Republic of China will come out with full force to defend the freedom of Chinese. Speak of the threat of the life of one European, and the European Union will be at fore front. Who speaks for the Afrikans in West Papua, Western Sahara, Mauritania, Australia, under subjugation by Asian (Indonesia), Arabic, and European dictatorship?

## **Preface**

This Five-year Strategic Plan of Songa Afrika defines the focus of the organisation, streamlines priorities which are; **Community Empowerment; Capacity Building; and Advocacy**. The strategic priorities will be achieved by employing key strategic approaches in the plan as the main vehicle through which the organisation shall contribute to the African Empowerment Agenda and respond to the prevailing challenges. Approaches include but not limited to networking, Rights Based Approach, empowerment and purposeful partnership.

The Strategic Plan of Songa Afrika 2015-2019 gives us a new sense of direction as well as a new dimension of experience. In addition to the strategic framework, the plan provides ground for the development of resource mobilization strategy, marketing strategy, operational and personnel policies and a strong sense of responsibility and ownership.

The Strategic Planning process has been highly participative and this is reflective of stakeholders' serious commitment to the vision and ideals of prioritizing interests of Afrikan people on the mother continent (Afrika) and abroad. Away from Afrika, from Brazil, West Papua, Australia to the United States of Amerika, we have witnessed that it is not yet Uhuru (freedom) for Afrikans.

The Strategic Plan will be a key resource for coordination of the Songa Afrika activities from the village space to the larger globe for the next five years. We now have a clear roadmap to pave into the future with confidence and I trust that our partners will appreciate this new Strategic Plan and continue their support in all ways possible; intellectual, technical, moral and financial/material. Our hope is that this new plan will further stimulate a massive, yet sensitive, global response to issues affecting Afrikan people.

We invite you to read this strategy, and to undertake that long and sober assessment of the situation we face.

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### **List of Acronyms**

HRBA	Human Rights Based Approach
NGOs	Non-Governmental Organizations
RMS	Resource Mobilisation Strategy
SA	Songa Afrika

## **Executive summary**

### **Developing the Strategic Plan 2015-2019**

The Songa Afrika Strategic Plan for 2015-2019 was achieved through a participatory process. Songa Afrika, Uganda chapter, decided to have a special committee to look into its governance in light of the prevailing continental and global trends, draft a Strategic Plan to come up with a new sense of direction as to set up a clear roadmap to guide the realization of aspirations of Afrikan people. The overall purpose of the committee was to collect ideas from members, look at strategies which will help to revamp the organization.

The committee commenced its work in October, 2013 and spent time working on the plan to be approved by the General Assembly of Songa Afrika. The committee critically looked at the Songa Afrika constitution and suggested amendments; collected information from members on governance issues as to enhance the current constitution; identified and worked with technical people to come up with this Strategic Plan and provided a framework to develop sound, integrated and comprehensive policies and monitoring and evaluation systems.

The Songa Afrika strategic planning committee members provided oversight and technical assistance to the consultant responsible for documenting the evidence in a professional manner. The Strategic Plan aims at improving SA's state of affairs to the benefit of all Afrikans through effective planning, the promotion of information sharing, resource mobilization and the establishment of new development projects. SA's main goal is to empower Afrikans with knowledge and skills to be in charge of their destiny.

**The Importance of the Strategic Plan:** SA Strategic Plan aims at giving a clear sense of direction to Afrikans to create a desired future. It describes the purpose, direction and ethical conduct for SA as an organization. The plan shall guide SA in making a clear roadmap for the coming five years and be able to effectively redefine itself in light of changing realities and clearly communicate the vision, mission, goals and objectives to Afrikans.

**Vision:** To have an Afrikan community living in peace and harmony, and empowered to achieve its full potential.

**Mission:** To empower Afrikans with knowledge and skills on which Afrikan

transformation and sustainable progress could be premised.

Given our current situation, this translates into a more immediate goal, which is at the heart of this movement's grand strategy:

**Goal 1:** To impart knowledge and skills among the Afrikan population so that it can harness its resources to overcome ignorance, poverty, and disease.

The second goal depends on and assists the first:

**Goal 2:** To defend and rebuild just, sustainable, and autonomous Afrikan communities.

### **Strategic Priorities**

At this point in history, we need not remind anyone about the dire situation of Afrikan people. We are not going to lie to you—the hour is too late for cheer mongering. The only way to find the best outcome is to confront our dire situation head on, and not to be diverted by false hopes.

In line with the SA vision, mission and goal, and in view of the emerging issues, the information collected in different meetings and the situation analysis, SA decided to focus on the following strategic priorities in the next five years namely; Youth and women Empowerment; a critical look at Natural Resources and Environment, Advocacy for Good Governance; Community Sensitization on Wealth Creation; Promotion of an Afrikan – centred Education; Critical Developmental Thinking and Creativity; Research and Documentation; Appreciation of Pan Africanism in Light of Sustainable Development; Building & Strengthening Networks and promotion of Agriculture.

## Core Values

<ul style="list-style-type: none"><li>• Creativity and innovation</li><li>• Transparency</li><li>• Team work/spirit</li><li>• Affirmative action</li><li>• Respect for human dignity</li><li>• Gender sensitivity</li></ul>	<ul style="list-style-type: none"><li>• Professionalism</li><li>• Participation</li><li>• Accountability</li><li>• Justice; Reliability</li><li>• Compassionate</li><li>• Commitment</li><li>• Discipline</li></ul>
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## SECTION ONE: BACKGROUND

### 1.1 Introduction

During the first two weeks of August, 2013, Songa Afrika Uganda had some critical reflections on its journey covered so far and decided to make self assessment and come up with a clear roadmap for its coming 5 years. Accordingly, a Strategic Planning Standing Committee was elected on 30<sup>th</sup> August, 2013 to review the organization's Constitution, draft a Strategic Plan and come up with a report showing recommendations on the way forward.

In September, 2013, we started the process of making a roadmap for the creation of a desired future. We came up with a set of statements describing the purpose and ethical conduct for the organization together with the specific strategies designed to achieve goals and targets. A historical as well as SWOT analysis was done to have a clear picture of where SA is coming from, where it stands, then determine where it wants to go and how it will get there. The **Strategic Plan** helped to set up performance expectations and goals for groups and individuals to channel their efforts towards achieving the objectives.

### 1.2 Background of SA

Afrika is a cause. Afrika, the cause, exists wherever Afrikans exist, and Afrikans are those who identify with the Afrikan cause.

It is not an exaggeration – and evidence is abundant – that there is nowhere else on earth today where the ugliest and scariest manifestations of the human moral failure towards genuine solidarity can be found. It's not an exaggeration to say that in modern history, no other continent or region than Afrika has seen the scale of slavery, brutal oppression, forced migration and continuous exploitation of natural and human resources for the pleasure of 'others'. Once we understand this, we can no longer afford to neglect Afrika, the cause, as less of a priority; not if we genuinely care for our survival and emancipation. Being a Pan-Afrikanist, therefore, is a matter of priority, not exclusiveness. As Sekou Toure said, "The imperialists utilize cultural, scientific, technical, economic, literary and moral values to justify and maintain their regimes of exploitation and oppression. Oppressed people, on the other hand, utilize cultural values of a nature contrary to that of the imperialists, with the aims of better combating imperialism and escaping the colonial regime". Pan-Afrikanism, then, is a strategic position determined by our limited practical choices in the current historical context (much like what Biko Bantu said about Black Consciousness in South Africa). It would not do Africa

justice to say that its problems are similar in scale to the problems of the rest of the third world. However, it would be totally naive to say that the two are not inherently connected. If the Afrikan problem is resolved at this level of understanding, it is our belief that the global human predicament shall be resolved as well.

Songa Afrika was founded in 2013 as an intellectual think tank as well as a discussion forum. The main purpose of the group was to critically look at topical African issues and deliberately conceptualize them to address deficiencies and raise awareness on things which matter for Africa. The forum was set up to enhance the capacity of mostly Afrikans to generate knowledge and solutions to their problems.

Songa Afrika is a Non-Governmental Organization mandated to operate country-wide and it operates as a think tank by activists who have great passion in, good governance, environmental issues, agriculture, and resource management. Since its establishment, SA has been holding weekly (every Friday evening) intellectual discussions on topical issues especially environment, agro ecological farming, oil and governance with the aim of fostering critical analysis and generating possible solutions to the challenges thereof. Among SA objectives are to promote environmental conservation, critical thinking, indigenous farming practices, analysis and constructive debate as a means of nurturing prospective community leaders as well as influencing policy, sustainable environmental management, improved agricultural yields and good governance in our region and Afrika at large.

### **1.3 Developing the SA Strategic Plan 2015-2019**

The SA strategic Planning Committee members provided oversight and technical assistance to the consultant responsible for documenting the evidence in a professional manner. The Strategic Plan aims at improving the SA's state of affairs to the benefit of the Afrikan community in general through effective planning, the promotion of information sharing, resource mobilization and the establishment of new empowerment projects.

This plan seeks to bring about the following **benefits**;

- To guide SA in creating and implementing a clear roadmap for the next five years.
- To provide SA with a tool to clearly communicate its vision, mission, goals and objectives to all Afrikans and other partners more effectively.

- To equip SA with a clear focus in solving identified problems and building strong teams to realize set objectives.
- To determine the required resources, followed by strategies and tactics for mobilizing these resources.
- SA uses this opportunity to redefine itself in light of changing realities and unfolding events.
- Having strategies and tactics will enable SA find the best approaches of implementing its mission, build on its assets, recognize its weaknesses, and anticipate any problems that may arise.
- The Strategic Plan will provide guidance and direction for the staff and a tool for the Board of SA to hold the organization accountable to fulfilling its mission.
- It will create a framework within which priorities can be set and gives coherent focus to project implementation.
- It will offer stakeholders an opportunity to know and therefore more effectively support the mission of the organization.
- This Strategic Plan is a dynamic and living document that should be subjected to regular critical reviews.

#### **1.4 Situation Analysis**

Look at it this way. Despite occupying the continent with the most abundant resources, Afrikans constitute the majority of the poorest people on earth. Afrika shares no more than 3.3% of global trade. We must ask, why? Poor people are too preoccupied by primary emergencies, rich people benefit from the status quo, and the middle class (rich people by global standards) are too obsessed with their own entitlement and the technological spectacle to do anything. We have to refer to what Afrikan freedom fighter Kwame Ture said, “*The weapon of the oppressed is organization.*”

We can also apply the insights of Kwame Nkrumah (1968: 30) that call for us to be:

*Equipped with a clear knowledge of our objectives, we are in a position to undertake a critical appraisal of recent developments in African history. [because] This is necessary if we are to draw positive lessons from past experience to determine both the area of deviation and the need for correction, and to devise a more effective strategy for the future.*

Pan-Afrikanism is a conscious stream which represents the collective utilization of knowledge and skills, practical and theoretical of all related fields, to serve the *Afrikan Cause* in all possible capacities. Pan-Afrikanism means solidarity and

stresses collective self-reliance, resilience, cohesion and sustainability. In the practical sense, the *Afrikan Cause* cares for questions, such as how is it that a continent so rich in resources that it has been exporting to the rest of the world for the last four centuries – and especially to Europe and North America, contributing essentially to their ‘industrial revolution’ – be so chronically poor and degraded in the basic demands of development? How is it that, with the net flow of wealth leaving the Afrikan continent to the rich countries on the Northern hemisphere every year, the former is still severely indebted to the latter? How is it that most of the so-called ‘aid money’ given to the continent by the rich countries ends up as payments for ‘development experts’, citizens of those same rich countries, and as more debt burden on the poor citizens of the continent? Why is it that, among the citizens of Afrikan states, those who are most corrupt and brutal get to stay in power the longest, while using that same ‘generous aid money’ to flourish the business of weapon-production in rich countries? And in terms of arts, philosophy and culture, why is it that the continent which dynamically contributed so much to the rest of world, from early history to this day, through trade, massive migrations and the diasporas of the slavery era, now portrayed in the contemporary global media as the most ignorant, primitive and static of all continents? Elements of self-criticism should be embedded in all these questions.

As we can see, these questions apply equally, but on different levels, to the rest of the ‘third-world’, especially the Caribbean region whose history is clearly tied to the history of the African continent for more than four centuries now (The history of the recently devastated Haiti is one example). This same tie is apparent in ‘pockets’ of ethnic groups within the European, South American and North American continents. On the bigger picture, however, all the questions above apply to the situations of all the ‘wretched of the earth’, but the *Afrikan Cause* makes it clear that Afrika gets the priority, here and now, not because it is more important than the rest of the suffering, but because it is the one suffering the most!

It is clear to us that this human predicament is a moral predicament in its core. It is about the level where humanity practices what it preaches. At which point would we consider critically questioning the exploitative in some parts of the world when they are clearly surviving due to continuous suffering for many fellow humans at the other parts of the world (and even inside those same generally spoiled parts)? When will we truly realize what Martin Luther King Jr. meant when he said, “Injustice anywhere is a threat to justice everywhere”? It is also an institutional predicament. When we seek to solve the problem by reinforcing the same philosophical and structural tools that created it in the first place, something must be wrong with our approach! (greedy pursuit of wealth; the global financial system

and credit regulations; The IMF, World Bank and WTO; heavily centralized systems of governance; top-down policy; etc). These institutions have achieved to maintain few extremely rich individuals, and their small circles on the top of the wealth pyramid, the least productive in society (production here being economic production; that of commodities and services), while keeping the large and diverse productive groups in society indebted to those few. A paradigm shift is needed, on the moral level and the institutional level, to emancipate ourselves from the oppressive structures of today which have no objective reason to exist. As the Afrikan authentic theologian and sociopolitical leader, Mahmoud M. Taha, once said, “On earth there is enough to satisfy all humans’ needs, but not enough to satisfy the greed.”

And last but not least, it is precisely because Afrika, and its extended influence beyond the continent, expresses the ugliest and scariest outcome of the current human predicament that it has the potential of leading the revolution for change.

In the past, there has been a mismatch between Pan Afrikanism philosophy and the current Afrikan reality. In particular, ecological and environmental perspectives of economic, social and political change are not strictly adhered to. In most parts of Afrika today, emphasis is being put on infrastructural development, especially roads and dams, and little attention is being paid to the need to enhance the solidarity, cohesion and sustainability of the continent’s diverse society in the face of enormous global socio-economic and political challenges. In fact, in the current era of globalization and privatization, many African countries, are following the brutal capitalist approach to development, which prioritizes multinational companies and money culture at the expense of ecological balance, social justice, and environmental equity and sustainability.

In many parts of Afrika, we witness that whole ecosystems are being destroyed and replaced with monocultures of palm oil trees, sugar cane, pine, eucalyptus and genetically modified organisms, which require heavy inputs of pesticides and industrial fertilisers. In Western Uganda, for instance, our natural forests are now faced with the reality of destruction by the emerging oil industry, which is estimated to last only 30 years yet the forests have survived for thousands of years. This presents us with a challenge of ensuring sustainable growth and development.

### **1.5 SA Achievements for the last three years**

Since its inception in 2013, SA has reached out to a number of individuals and organizations with intent of fostering cooperation and capacity building. The pioneer members (under SA) have worked in partnership with other organizations and institutions such as Nature Uganda (NU), The Uhuru Institute (TUI), THETA, Pan Afrikan Club Uganda, National Association of Professional Environmentalists (NAPE), Kyambogo University Guild, Uganda Youth Network, Advocates Coalition for Development & Environment (ACODE), Humanist Association for Leadership, Equity & Accountability (HALEA), in implementation of some of the following projects:

- Membership and participation of activities of Nature Uganda such as educational public talks, Big Birding Days, Nature Walks.
- Participation in the Annual Afrikan Traditional Medicine Conference 2014 in Kampala. It was organized by Ministry of Health, Natural Chemotherapeutics Research Institute, and THETA.
- Organizing study groups of citizens and sharing of books (hard and soft copies) to promote a culture of reading and discussion.
- Engaging citizens in Uganda in improving employment opportunities and involvement in issues around agro-forestry, environmental conservation, climate change, and water and food security. Specifically, we have bought tree seedlings and planted them. We have carried out sensitization about the importance of Afrikan traditional medicine through educational meetings and study tours on herbal medicinal plants. We have also established herbal medicinal gardens (see attached photos).
- We have been actively participating in the educational discussions held by the Pan Afrikan Club Uganda at Seascope restaurant. Mind transformation is evidently on-going whereby members continue to develop new shared perceptions on topical issues deliberated upon in our weekly debates thus nurturing positive and progressive attitudes among the members.
- Developing the art and confidence of public speaking among the youths by participating in Pan Afrikan Club weekly debates which have always been held consistently for the last three years. This has built a team spirit and awakened talents of many members.

- SA members also participated in the Annual Youth Camp organized by Forward Uganda. Youth leaders from all over Uganda were engaged for three days as part of capacity building in leadership.
- Linking and recommending some young people to organizations for doing internships and acquiring jobs.
- Arousing members' interest in reading. This has been achieved through consistent emphasis on the need to read and also giving references of certain books which are critical for tickling the minds of the reader to be a more critical thinker, innovative and hardworking.
- Exposed some of our members to other debate forums. In collaboration with Pan Afrikan Club Uganda, we have visited secondary schools and universities to debate and discuss about Pan Afrikanism.
- Attracted media publicity in some cases thereby influencing public opinion on pertinent issues especially oil, environment, job creation, justice and regional cooperation. For instance, active participation in the Afrika Liberation Day celebrations on 25<sup>th</sup> May 2014 at the Pan Afrikan Square.
- Development of the SA strategic plan and the Constitution.

## SECTION TWO: CONTEXTUAL ISSUES

### 2.0 Introduction

Chapter two of this Strategic Plan gives a clear strategic sense of direction to the organization for the coming five years. In line with our vision and mission and in view of the emerging issues from discussions with wandugu (comrades) and information from the situation analysis, we chose to have clear strategic statements and goals. SWOT analysis as a management tool was used in identifying the factors that affect the operation of the organization. Subsequently, both internal and external factors that either positively or negatively affect the efficiency and effectiveness of the organization have been critically looked at in order to have clear strategic priorities and objectives that follow in chapter three.

### 2.1 SA Strategic Direction:

**SA Vision:** To have a peaceful and prosperous Afrikan community where ideals of Pan Afrikanism are embraced and Afrikan solidarity is based on the belief that unity is vital to economic, social, and political progress and aims to “unify and uplift” people and ensure community resilience against all anti - developmental tendencies and aim at cohesion and sustainable development.

**SA Mission:** To empower Afrikans with knowledge and skills to achieve their full potential.

In more specific terms, to stimulate spiritual-moral direction, academic-intellectual fervor, cultural-political intelligence, psycho-emotional-physical wellness, collectivity, and commitment necessary to bring about our people's return to righteous living and sovereignty (nationhood/liberation/freedom). The organization will advocate, organize, educate, mobilize and agitate in the public realm as a Pan-Afrikan voice for freedom, justice, self-determination and liberation of Afrikan people.

SA works with Afrikans to encourage positive thinking, creativity and innovations on which African transformation and progress could be premised.

**SA Goal:** To empower young people with skills and information necessary to enhance their critical thinking, analysis and constructive discussion as pillars of nurturing an empowered Afrikan community.

## 2.2 Core Values

SA believes in supporting young people have values that promote being creative and innovate and remain focused with a culture of endurance. Below is a summary of SA values which gives the organization a unique culture and core competence:

Guided by the principles of Pan Afrikanism, the organization believes in the transparency and accountability whereby service capability is maximized through responsible stewardship of all entrusted resources. This is complemented by the highest standards, flexibility and pragmatism in program implementation. The programs are characterized by inclusive and participatory processes, as people centered approach, a focus on equality, networking and engagement leading to a sustainable development. SA recognizes the inherent dignity of every person and works hard to see to it that marginalized people access services, achieve justice, human rights and a sustainable future.

### Core Values of SA

<ul style="list-style-type: none"><li>• Creativity and innovation</li><li>• Transparency</li><li>• Team work/spirit</li><li>• Affirmative action</li><li>• Respect for human dignity</li><li>• Gender sensitivity</li></ul>	<ul style="list-style-type: none"><li>• Professionalism</li><li>• Participation</li><li>• Accountability</li><li>• Justice; Reliability</li><li>• Compassionate</li><li>• Commitment</li><li>• Discipline</li></ul>
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## 2.3 SA SWOT Analyses:

### Strengths, Weaknesses, Opportunities and Threats

SWOT Analysis is a tool used to conduct self and situation assessments to determine where you are before designing plans. During the stakeholders' meetings for the development of this strategic plan, we looked at the strengths and weaknesses of SA as internal factors which could be controlled and these were premised on staffing, structures, systems in place, skills and style of leadership. On the other hand external factors were seen as issues that affect activities and operations but SA has limited control over them. These factors were identified as opportunities and threats. These were premised on the political, economic, social, technology, environmental and legal factors (PESTEL).

### **2.3.1 Strengths**

- ✚ The current composition of personnel at the SA head office is a small group of people (mainly volunteers) well qualified and can easily be trained in a number of things which can advance our mission.
- ✚ SA is legally registered and recognized as an NGO with rented functional offices. It is recognized as a think tank for young progressive people.
- ✚ Availability and improved access to communication: The organisation has access to ICT systems for purposes of communication; namely the telephone and internet which ease communication between members, groups and networks and other partners in time.
- ✚ Strategic partnerships and availability of volunteers.
- ✚ Established leadership and organizational structures.
- ✚ Capacity to handle huge amounts of funds and account for them. This is reflected in the donors we have worked with.

### **2.3.2 Weaknesses**

- ✚ Understaffing; the organisation is operating with a few staff though the duties and activities are enormous. There is a need to review staffing.
- ✚ Inadequate funds.
- ✚ Inability to advocate for sensitive issues without fear and ineffective dissemination of important information.

### **2.3.3 Opportunities**

SA is working for Afrikans in a challenging yet opportunity endowed environment. These opportunities can be properly assessed, tapped, mobilized and strategically utilized to the benefit of the Afrikan community. The stakeholders' meetings explored the following opportunities that present themselves Afrikans to take advantage of:

- ✚ Goodwill of partners who are willing to support our activities.
- ✚ Increased accessibility to ICT in the country; in the Uganda for instance, access to Information, Communication and Technologies has greatly improved. ICT and wide media coverage offer an opportunity for quick sharing of information and for advocacy.
- ✚ Government's favourable laws and policies on youth empowerment.
- ✚ High percentage of young people in Uganda who need the services of SA.
- ✚ Availability of willing students and other youths to participate in SA activities.

### 2.3.4 Threats

- ✚ Global financial challenges (recession); Limited funding from development partners.
- ✚ Environmental degradation and food insecurity.

### 2.4.0 Strategic Approaches:

Strategic empowerment: The strategies and tactics we choose must be part of a grand strategy. This entails appreciation of the contribution of our ancestors towards the Afrikan struggle from the first foreign invasion of the Afrikan continent. If we want to win, we must learn the lessons of history. Let's take a closer look at what has made past resistance movements effective. Are there general criteria to judge effectiveness? Can we tell whether tactics or strategies from historical examples will work for us? Is there a general model—a kind of catalog or taxonomy of action—from which resistance groups can pick and choose?

Learning the lessons of history will offer us many gifts, but these gifts aren't free. They come with a burden. Yes, the stories of those who fight back are full of courage, brilliance, and drama. And yes, we can find insight and inspiration in both their triumphs and their tragedies. But the burden of history is this: there is no easy way out.

We must also pay attention to our internal set up. We must engage our internal weaknesses and build more on our strength.

*“Now, when I talk about a resistance, I am talking about an organized political resistance. I'm not just talking about something that comes and something that goes. I'm not talking about a feeling.*

*I'm not talking about having in your heart the way things should be and going through a regular day having good, decent, wonderful ideas in your heart. I'm talking about when you put your body and your mind on the line and commit yourself to years of struggle in order to change the society in which you live. This does not mean just changing the men whom you know so that their manners will get better—although that wouldn't be bad either... But that's not what a*

*political resistance is. A political resistance goes on day and night, under cover and over ground, where people can see it and where people can't. It is passed from generation to generation. It is taught. It is encouraged. It is celebrated. It is smart. It is savvy. It is committed. And someday it will win. It will win.”*  
—Andrea Dworkin

#### **2.4.1 Networking and Mobilization**

We focus on organizing ourselves into networks and building cultures of empowerment to promote growth and development. Many community members are unfamiliar with serious empowerment strategy and action, so efforts are taken to spread that information.

SA works with partners with shared vision, values, ideas and wealth of diverse and specialized resources. This partnership and resource base offers a multitude of possibilities for cooperation, and diversity to the development agenda of Afrika. The organisation seeks to make the optimal use of this network through contributing its own expertise and working cooperatively with others to seek the maximum stewardship of this shared resource of skill, experience and knowledge.

#### **2.4.2 Awareness creation**

SA leadership shall organize awareness meetings for tertiary institutions and selected secondary schools to disseminate information on the Strategic Plan and encourage young people to engage in discussing development concerns and possible solutions. Youth will be challenged to plan activities right from family level since failure to plan is equated to planning to fail. Sensitizing communities on current development concerns and appreciating planning processes will be an important tool in causing sustainable development in the Afrikan countries. A number of people perish due to lack of knowledge and creative thinking.

#### **2.4.3 Marketing**

The marketing strategy will focus on increasing its visibility both within and outside the country. The following will be focused on;

- Website....a high profile and well constructed website will attract more partners, generate fundraising ideas and increase the visibility of SA.

- Brochures promoting the SA's activities will continue to be distributed to key stakeholders.
- Newsletter will be produced and distributed twice a year.
- Other activities shall include; production of t-shirts, business cards, certificates of recognition, calendars, badges, greeting cards, and word-of-mouth promotion.

#### **2.4.4 Rights Based Approach**

Development and human rights dimensions are related in many ways and as such the SA shall employ the Human Right Based Approach (HRBA) in a more pragmatic way and include this in its trainings and other capacity building activities. HRBA is a conceptual frame work that is based on international human rights standards and directed to promoting and protecting human rights. The HRBA integrates the norms, standards and principles of human rights system into plans, policies and processes of development. The HRBA shall be used through the organization's seminars and meetings at different levels to build leaders capacity to live up to the obligations of the international and regional legal instruments. The seminars and meetings don't require much money as people are always willing to meet and deliberate on development issues.

#### **2.4.5 Facilitation and Mediation**

SA is positioned to link with the universities, district local governments, central government and other partners at different levels. Uganda and other African countries do experience historical and emerging conflicts characterized by democratic and governance gaps, land conflicts, environmental degradation, poverty and the general phenomenon of resolving conflicts in a violent manner. The organization is therefore able to play the role of a mediator and facilitator of processes and exchanges at various levels, including initiatives leading to peace and reconciliation. This is a sure way of driving accelerated development and transformation.

### **2.5 Cross cutting issues**

- Capacity Building
- Human Rights Based Approaches
- Gender mainstreaming and action
- Environmental protection & climate change
- Advocacy and human rights
- Conflict Resolution
- HIV/AIDS mainstreaming

## **2.6 Legal Framework of Operation**

Songa Afrika is a Ugandan registered non-profit making organization with a Constitution and the mandate to stimulate developmental thinking and deliberations as well as coming up with homemade solutions to current problems.

## SECTION THREE: STRATEGIC FRAMEWORK

### 3.0 Introduction

A strategic plan is an organization's blueprint for carrying out its mission statement. It is initiated, implemented, and periodically reviewed by an organization's members. We are working to develop a language anchored in strategic goals and a multidimensional vision of our movement to facilitate how we communicate and conduct ourselves in concert with those goals and that vision.

The process of strategic planning is a critically important element of successful management. Every member of Songa Afrika (SA) is urged to develop an understanding of the process and to make sure that the Strategic Plan is a living document which should be revisited annually. This plan which covers five years, identifies institutional priorities, plots a course for achieving goals and objectives, lays out performance assessment, and provides for midcourse corrections.

### 3.1 Strategic Priorities

In line with the SA vision, mission and goal, and in view of the emerging issues from the information collected in different meetings and the situation analysis, SA has chosen to focus on five strategic priorities/directions in the next five years namely; Youth and women Empowerment; Advocacy for Human Rights and Good governance; Community Sensitization on Development Issues; Promotion of an Afrikan – centred Education; Critical Developmental Thinking and Creativity; Research and Documentation; Appreciation of Pan Afrikanism in light of Sustainable Development; Building & Strengthening networks and a critical look at Natural Resources and Environment.

**3.1.1 Youth and women Empowerment;** helping youth and women to access relevant information on opportunities and challenges, know their rights, love their motherland Afrika. We intend to provide with knowledge and skills to facilitate them to harness the resources in Afrika for employment.

**3.1.2 Advocacy for Human Rights and Good Governance;** most young people are not fully aware of human rights and how it is related to good governance. SA will work with citizens, government departments and different partners so that pillars of good governance are built premising on the universal human rights instruments.

SA also pays particular attention to the issue of refugees on the Afrikan continent. The organization intends to contribute towards removal of causes of war, food insecurity, desertification, and other forms of conflict. We shall continue to

emphasize to all Afrikans about their common ancestry, a shared history of exploitation through slavery and colonialism, and on – going threat of neo – colonialism. If Afrikans are going to stand a chance of becoming the primary beneficiaries of opportunities and resources in their motherland, they must unite. We intend to participate in empowerment of our Afrikan brothers and sisters through livelihood services. This includes health, education, cultural activities, and water and sanitation.

**3.1.3 Community Sensitization on Development Issues;** this forms the core of our agenda and shall be achieved through holding wananchi meetings, radio and television talk-shows, closer monitoring and evaluation, offering guidance and facilitation of our affiliated debate forums in tertiary institutions, creating more debate forums in institutions of learning and at general community level especially to engage youths on issues of sustainable development through environmental protection, agro ecological farming, proper petroleum management and advocacy for socio-economic service delivery.

#### **3.1.4 Promotion of an Afrikan – centred education**

SA, believes, that in practice, Afrikan – centred education

- 1) acknowledges Afrikan spirituality as an essential aspect of our uniqueness as a people and makes it an instrument of our liberation (Richards, 1989; Clarke, 1991; Anwisy, 1993; Ani, 1994);
- 2) facilitates participation in the affairs of nations and defining (or redefining) reality on our own terms, in our own time and in our own interests (Karenga, 1980);
- 3) prepares Afrikans "for self-reliance, nation maintenance, and nation management in every regard" (Clarke, 1991, p. 62);
- 4) emphasizes the fundamental relationship between the strength of our families and the strength of our nation;
- 5) ensures that the historic role and function of the customs, traditions, rituals and ceremonies -- that have protected and preserved our culture; facilitated our spiritual expression; ensured harmony in our social relations; prepared our people to meet their responsibilities as adult members of our culture; and sustained the continuity of Afrikan life over successive generations -- are understood and made relevant to the challenges that confront us in our time.

It seems, even until today that the main lure of Afrikan traditions to many Afrikans is not its civilizing, character-building and cultural clarity, but rather, the symbols of these, as experienced during rituals, festivals and celebrations. Aside from the obvious, the purpose of ritual and festivals is to "renew commitment to principle, tenets and values that a people extols as virtuous." Ritual is the opportunity to "strengthen the on' (consciousness, or head)," and "to get the personal and communal mind righted." To get our minds right requires a ceremony, or "ritual play" that gets us ready for the work we must do after the ceremony. Therefore, determination and participation in rituals and celebration of cultural festivals will be part of this education.

Azanian freedom fighter Sobukwe Mangaliso once stated that;

Education means "The identification of us with the masses. Education to us means service to Afrika. In whatever branch of learning you are, you are there for Afrika. You have a mission. We all have a mission.... A nation to build.... We must be the embodiment of our people's aspirations."

Africa is not the historical or educational stepchild of Islamic or European education when history verifies that an African process of education was transmitted and accumulated throughout the continent before the advent of invasion or colonialism, as represented in ancient Nubia in the east, the Great Zimbabwe in the south, and at the University of Sankore in the west.

An Afrikan centered synthesis one can begin to appreciate the particulars of indigenous ways of knowing and their epistemologies. For example, in examining indigenous African education and knowledge closely, we see that it involves understanding education as: a means to an end; social responsibility; spiral and moral values; participation in ceremonies, rituals; imitation; recitation; demonstration; sport; epic; poetry; reasoning; riddles; praise; songs; story-telling; proverbs, folktales; word games; puzzles; tongue-twisters; dance; music; plant biology; environmental education, and other education centered activity that can be acknowledged and examined.

The history of Afrikan script need a full analysis and inclusion in the curriculum of contemporary Afrika in juxtaposition to multi-ethnic Afrikan language study. Until this happens in Afrika and around the world, the myth of Afrika as a historically illiterate continent will not end.

Today many Afrikans do not read books and search for more knowledge. SA shall fight to establish libraries and encourage people to write down ideas and exchange with others to widen their knowledge base. Fortunately, we have already some trying writers in our membership and we will support them partly as a means to motivate others to engage in writing. SA shall always encourage members to adopt a culture of reading and some specific priority books will be emphasized such as books on Pan Africanism, African culture, nation building, the history of African struggles, African proverbs, riddles and poems, African spirituality, environmental protection, science, ICT, economics, farming, human rights and democracy.

**3.1.5 Critical Developmental Thinking and Creativity;** SA provides a platform to members to share and juggle around ideas to come up with thoughts which we expect to move our society forward. At SA we are inspired by Napoleon Hill's statement that "More gold has been mined from the thoughts of men than has been taken from the earth". We shall also host motivational speakers and successful creative thinkers to show case, tickle and inspire members to become creative thinkers as a way of enhancing critical development. We shall also carry out study tours to demonstration centers of excellence where powerful ideas have been turned into tangible results so that members are able to learn and directly link creative thinking to critical development and then "throw the ball into their hands".

**3.1.6 Research and Documentation;** The main purpose for SA to focus on research and documentation is to gather relevant information, widen its knowledge base and build a special archive and in the meantime to increase technological standards, update equipment and upgrade human resources. Research and documentation shall have the following objectives:

1. To identify, select, acquire, organize, and preserve SA important records and documents for quick future reference.
2. To upgrade and improve existing records and archives management capacity (RAM) at the national level.
3. To strengthen and restructure the SA in preparation for the establishment of a National Archive and related regional archives.
4. To identify and implement the best and most appropriate options for preservation.
5. To foster public awareness of the importance of documentation throughout our society.
6. To make documents easily accessible to the general public and researchers.

The documents that shall be maintained by SA shall have the following different formats; Written Records; Audio-visual Records; Photographic Records; Cartographic Records. Further still, SA shall; organize training programs on records and archive management; enhance public awareness of the importance of

archives the preservation of Afrikan culture and history; make an inventory of Pan Afrikan archival materials both in the country and abroad; transfer selected materials to SA for safe-keeping; organize the records which are selectively transferred and make them accessible to researchers; and set up regional documentation centers.

### **3.1.7 Appreciation of Pan Afrikanism in Light of Sustainable Development;**

Pan Afrikanism refers to a strong affinity which all Afrikans at home and abroad have towards the Afrikan continent. We find that the spirit of Pan Afrikanism implies solidarity and stresses collective self-reliance, resilience, cohesion and sustainability. In essence, An Afrikan warrior must work hard for mother Afrika and hence must promote pillars of good governance, fight corruption, ensure proper utilization of Afrika's resources and uphold Afrikan progressive values for sustainable development.

**3.1.8 Building & Strengthening Networks;** In the modern times, it has become compulsory than ever before that to achieve the ideals of Pan Afrikanism, we must make strategic alliances and cooperation with those who appreciate the Afrikan Cause. This will not only enhance achievement of Pan Afrikan ideals but will also ensure their sustainability because you realize that in this world, we need each other. Aware of this, SA will reach out to sell its vision, objectives and mission to potential partners not only in Afrika but also in Europe, Asia and America. For those networks already built and those yet to come, SA will ensure that it plays its partner expected role so that the relationships grow stronger and long lasting.

### **3.1.9 Natural Resources and Environmental Protection**

SA understands natural resources as materials and components that can be found within the environment. Every man-made product is composed of natural resources and a **natural resource** may exist as a separate entity such as fresh water, and air, as well as a living organism such as a fish, or it may exist in an alternate form which must be processed to obtain the resource such as metal ores, oil, and most forms of energy. Young people should have their capacity built to conserve the environment and be in position to identify, tap and utilize resources to both their benefit and to sustainably conserve their environment and ecological balance. SA has plans to network with different partners in this direction.

There is much debate worldwide over natural resource allocations; this is partly due to increasing scarcity (depletion of resources) but also because the exportation of natural resources is the basis for many developing economies.

SA believes that a successful management of natural resources should engage community members especially the youth. It is normal once resources are to be shared then the individuals who are affected by the rules can participate in setting or changing them. SA holds the view that the users have the rights to devise their own management institutions and plans recognized by the government. The rights to resources include land, water, fisheries and pastoral rights. The users or parties accountable to the users have to actively monitor and ensure the utilization of the resource compliance with the rules and to impose penalty on those peoples who violate the rules. Many researchers and international civic organisations believe that these conflicts should always be resolved in a quick and low cost manner by the local institutions according to the seriousness and context of the offence. SA will engage the global science-based platform to learn more about natural resources management and environmental conservation to benefit young Afrikans.

### **3.2 Strategic Objectives**

1. Youth and women empowered with communication and leadership skills, leading to critical thinking, analysis and constructive discussion thus effectively contributing to the national development agenda by the year 2019.
2. To create a pro – active community of scholars who will advance the positive particulars of Afrikan culture and knowledge production to further educate the Afrikan populace.
3. Increased awareness on human rights, good governance and the Pan Afrikan ideology with a view of influencing responsible decision making and activism by the year 2019.
4. To discuss and enable our community appreciate and support strategic geo-political interests of Afrika.
5. To promote regional and Afrikan integration as a means of enabling Afrika deal better with her challenges taking advantages of economies of scale.
6. To inculcate a culture of reading among members and encourage them to prioritize specific books which are critical for the awakening and development of Afrika.

7. To establish a reliable knowledge searching forum of focused, informed, disciplined and Pan Afrikan oriented citizens.
8. To establish a research centre to critically look into issues that hinder youth development and come up with clear recommendations leading to appropriate interventions.

### **3.3 Keys to Success**

- A thorough understanding and commitment to the operationalization of the SA Strategic Plan 2015-2019.
- Ensuring that the plan is reviewed annually and those elements that are pertinent to SA have been included.
- Good understanding of the issues experienced by SA members and partners.
- Maintaining a highly motivated team.
- Maintain a good working relationship with all partners.
- Ensuring that the SA's core values and principles are always followed in the program implementation processes and policy designs.
- Commitment to advance best practices based on current and emerging evidence.
- Seek for increased and sustained funding and technical assistance from development partners and internal resource mobilization.
- Persistence and never to give up: SA shall never give up until its desires/strategic priorities are achieved. In course of things, any part of this plan that does not work will be changed and something else is tried.
- Plans of action will be worked out to take a step and remind ourselves that each step brings us closer to the organizational goal. To perform each act to the best of our ability filled with faith, determination and purpose to reach the goal.
- SA shall live in the present and keep moving forward. The past will help the organisation to avoid mistakes, use good lessons and forge the way forward.
- Time is the new money and in the information age, time is another precious resource. Unlike money, you cannot stockpile time. You are forced to spend it, whether you like it or not, at a rate of 60 minutes per hour.
- To be successful, we don't only manage time - we manage ourselves as well. Superior self-management requires excellent decision-making.

### 3.4 Key activities for the coming five years in a logical framework

#### Performance (Measurement) Indicators - Based on a SMART Strategy

Special Instructions: 1. *This is a live document and will subject to amendments as 12 monthly measurements take place. Such amendments are to be recorded on an amendment sheet attached to the plan.*

<b>Strategic Objective</b>	<b>How is it achieved</b>	<b>Person(s) responsible.</b>	<b>How measured and when</b>	<b>Means of verification</b>	<b>End Year Remarks &amp; % Success</b>
1.Young people empowered with skills and knowledge	Regular Debates Seminars, meetings and radio talk shows	Chairman, Coordinator	Number of youth trained in communication	Reports and attendance forms	

Note; The full logical frame work shall be done separately and followed by the work plan and annexed

## **SECTION FOUR: STRATEGIC PILLARS**

### **4.1 Competitive Edge**

SA has a number of advantages which are important in implementing this strategic plan to the benefit of many young people and other citizens and cause meaningful transformation. SA has a good track record and well-established forums which encourages young people to debate on topical issues and learn from each other. This enhances leadership skills. Other advantages include the following:

- Membership is dominated by young people with zeal to learn and contribute to empowerment of Afrikan people.
- SA is actively working with local institutions of higher learning and a number of progressive schools on sensitization about the Afrikan Cause.
- A number of professionals willing to offer their services to the organization.
- Good working relationships with foreign missions and governmental departments.

### **4.2 Resource Mobilization Strategy (RMS)**

A resource is any natural or human aspect that can be used for satisfying human needs. Resources include commodities and human resources used in the production of services and goods. Mobilisation on the other hand is a process of organising something or somebody for a particular purpose or to make something or something ready for a service. And Resource Mobilisation is about the organisation of resources to offer a service or support any effort.

The organization will mobilise resources both human capital and financial for its goal and strategic priorities as outlined in this plan. This RMS will be further enhanced for SA to build a constituency in support of its cause. The strategy will be used to improve chances of getting support from major donors, trusts and foundations. Time and energy shall be prioritised, so that sufficient mobilisation is done to get resources needed for our work. The major purpose of RMS is to secure a sustained access to resources necessary for its programs. The RMS shall include producing proposals, concept notes, training staff in the RMS, and designing appropriate strategies to ensure sustainability. The organization shall come up with a clear policy on resource mobilisation.

### **4.3 Marketing Strategy**

SA is in position to provide consultancy services in the Great Lakes region in areas of project proposal writing, legal aid, conflict resolution, relief services,

environmental conservation, human rights, agro ecological farming, and good governance. This will have forward and backward linkages as it will bring income to the organization and strengthen the strategy.

#### **4.4 Sustainability Strategy**

Sustainability is the ability to function and survive for a longtime without necessarily depending on external support or help. Sustainability is not having wealth or good systems, it's rather having ability or capacity to produce wealth, develop and maintain good systems and structures for a long time. Sustainability is also having capacity to think, to create, to innovate, to adapt, to grow, to own, and to maintain for the purpose of improving and living a dignified life. In the framework of SA, sustainability is primarily the work of the board. SA will play a key role in supporting and working with its members, other Pan Afrikanists and the partners to build capacity and help young people determine and chart their own destiny. SA shall empower communities through participation, facilitation, capacity building, advocacy and information sharing to see to it that its work remains relevant and sustainable.

A successful implementation of sustainability strategy will be more readily achieved when efforts are based on this coherent and thoughtful plan. The plan enables SA to coordinate efforts, track progress and focus energies on the highest priority activities. The sustainability efforts are a solid link to our strategic plan. We shall endeavor to ensure that all the people involved in these efforts understand the compelling reason for pursuing sustainability. The sustainability strategy examines relevant environmental and social trends as well as the coping mechanisms of the organization. How might these trends threaten our ability to operate? What opportunities do these trends present for distinguishing SA or for inspiring innovations? What would happen if SA didn't respond at all to these trends? What would the cost be of doing nothing?

#### **4.5.0 Monitoring and Evaluation Mechanisms**

The Monitoring and Evaluation mechanisms are meant to track progress regarding the strategic priorities and activities of SA. Monitoring is to take place at all relevant levels and shall involve SA leaders and all key partners. A focal point person is to be designated at the SA head office to coordinate the linkages developed for monitoring and evaluation. She/he is to regularly collect information, assess SA activities and make reports.

#### **4.5.1 Key Inputs for Monitoring and Evaluation**

- The log frame matrix of SA's Strategic Plan including the strategic priorities, activities, indicators, and means of verification.
- Annual and quarterly work plans and monitoring checklists will be prepared, guided by the strategic work plan. These work plans are vital for tracking the delivery process i.e. translating inputs into outputs.
- Monitoring and support supervision of the various actors.
- Submitted proposals, donor agreements & contracts, government policies, Parliamentary Acts like the Local Government Act and other relevant documents.

#### **4.5.2 Key Elements for Monitoring**

- Availability of expected inputs for service delivery, including their timing, quality and amount; activities planned vis-à-vis activities implemented
- Timeliness of implementation of activities.
- Evidence of outcomes of the activities implemented, including their timing, quality and amount.
- Activities not implemented, or rescheduled.
- Changes, omissions, deletions or additions (in activities or entire strategic plan).
- Capacities of implementing affiliates and other partners.

#### **4.5.3 Key Elements for Evaluation**

SA shall prepare for the terminal evaluation of the strategic plan during or towards the end of the third and last year of the plan period. The evaluation shall be guided by strategies and activities reflected in the Strategic Plan Logical frame matrix, and also make use of surveys and other studies with information on relevant indicators. The following shall constitute the key aspects of evaluation;

- ⌘ Effectiveness of programs of SA in meeting the goal and objectives set. This also includes the extent to which the targeted groups (e.g. men, women, youth, and children) have been reached and served.
- ⌘ Efficiency in attaining the objectives/targets, in terms of cost-effectiveness in service delivery.
- ⌘ Validity and coherence of designs of interventions/programs.
- ⌘ Sustainability of programs/activities.
- ⌘ Lessons learnt and best practices documented.

#### **4.5.4 Means of Verification for Monitoring and Evaluation**

The following means will generate the information required as process, output and impact indicators to monitor and evaluate the work of SA:

- ✚ Baseline and impact studies at onset, mid and end of implementation Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed.
- ✚ Supervision and monitoring visits.
- ✚ Periodic review meetings.
- ✚ Quarterly and annual reports of SA, affiliates and other partners.
- ✚ Enhancement of the developed data base for SA.

#### **4.5.5 Monitoring and Evaluating Strategic Actions**

- ✚ Build the capacity of members and other Pan Afrikanists and gather data.
- ✚ Promote the utilization of M&E.
- ✚ Use monitoring data in the further planning of SA activities.
- ✚ Monitoring the success of SA response as well as the identification of specific successful intervention or “best practices”.
- ✚ Provide an information base for SA’s timely reporting on its national and regional commitment.

### **SECTION FIVE: ORGANISATION AND MANAGEMENT**

#### **5.1 Direction and Management**

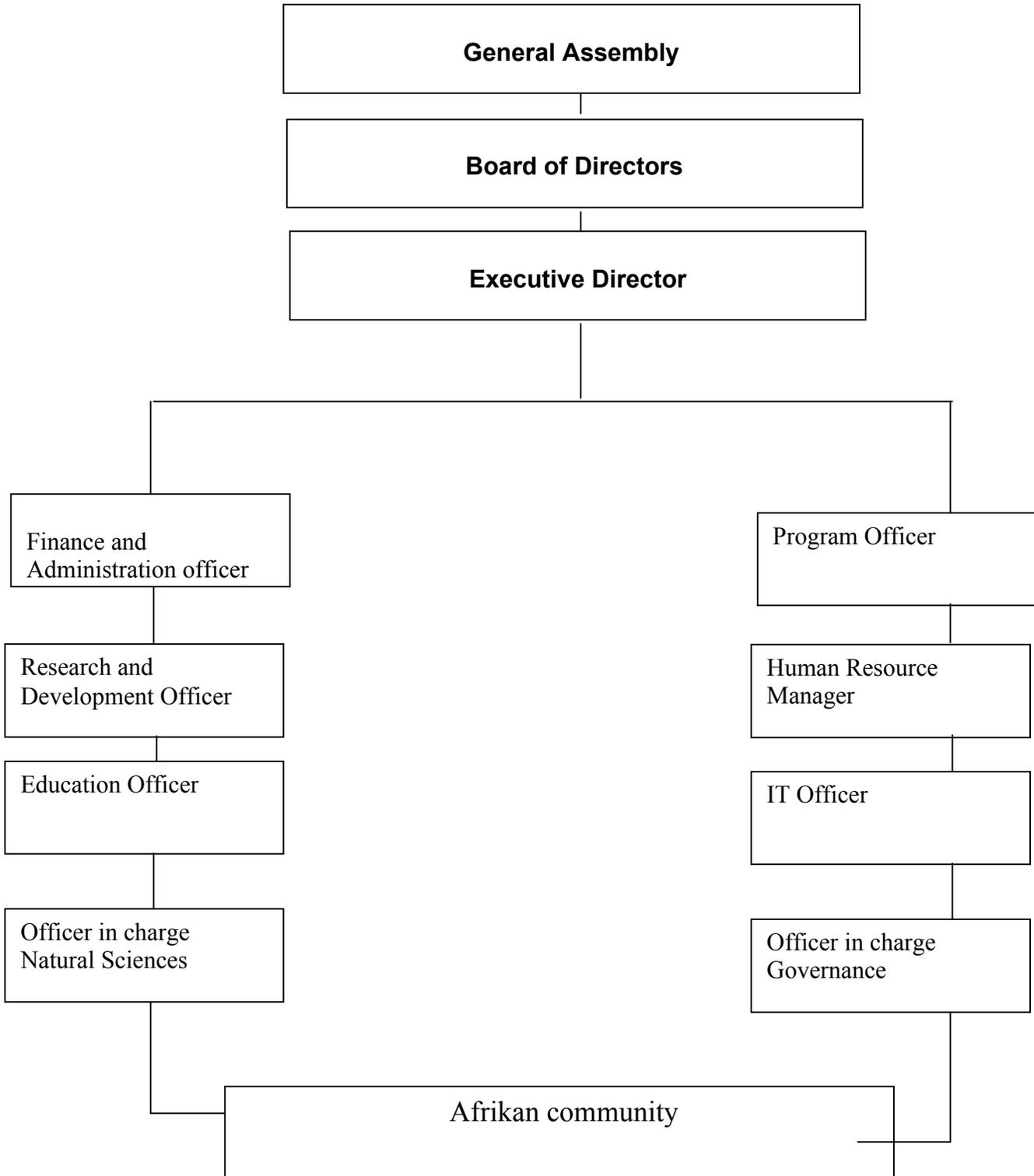
The implementation of the plans of SA is the overall responsibility of the Executive Director (**the Director heads the SA Secretariat and coordinates the organization’s activities and in liaison with the Board. He recruits the staff on the Management Team**). The Executive Director reports to the Chairman of the Board and acts as the secretary to the Board for easy implementation of policies and programs.

SA is comprised of five core departments including Forum Debates Programs, Advocacy and Lobbying, Human Rights and Good Governance, Monitoring and Evaluation, Human Resource, Finance and Administration. Each of these departments is to be headed by a senior program officer who shall also form the senior management team together with the Executive Director.

The management style of SA shall be purposeful, inclusive and value laden, motivating and stimulating for staff to innovate and succeed. The leadership shall always strive to inspire confidence, extract the best in the team in order to inspire creativity that is needed for solving problems and moving the strategic plan forward. The management shall always ensure that the strategic plan is implemented, policies are clearly understood and adhered to; capacity of staff built

as well as periodical performance appraisal for quality and effective service delivery.

### SONGA AFRIKA MANAGEMENT STRUCTURE



**SECTION SIX: NEEDED RESOURCES/BUDGET**

**SA FIVE-YEAR STRATEGIC PLAN: BUDGET SUMMARY**

<b>Expenditure Item</b>	<b>Unit</b>	<b>Quantity (per year)</b>	<b>Unit Cost (UGX)</b>	<b>Total Cost Per Year (UGX)</b>	<b>Total Cost for 5 Years (UGX)</b>	<b>Total Cost for 5 Years (USD)</b>
<b>Youth Empowerment:</b> Study trips	A trip	3	2,000,000	6,000,000	30,000,000	<b>11,538.46</b>
Outreach programs	Outreach Program	4	3,000,000	12,000,000	60,000,000	<b>23,076.92</b>
Internship recommendations; (a)Communication (b)Documentation	Airtime Letters	— —	200,000 200,000	200,000 200,000	1,000,000 1,000,000	<b>384.6154</b> <b>384.6154</b>
Seminars	A seminar	3	7,000,000	21,000,000	105,000,000	<b>40,384.62</b>
<b>SUB TOTAL</b>	—	—	—	<b>39,400,000</b>	<b>197,000,000</b>	<b>75,769.23</b>
<b>Advocacy for Human Rights &amp; Good governance:</b> Petitions	A petition	3	1,500,000	4,500,000	22,500,000	8,653.85
Newspaper articles	An article	10	100,000	1,000,000	5,000,000	1,923.08
Press conferences	A press conference	3	1,000,000	3,000,000	15,000,000	5,769.23
Press statements	A press statement	12	200,000	2,400,000	12,000,000	4,615.38
Media talk shows	A talk show	12	700,000	8,400,000	42,000,000	16,153.85
Sensitization workshops	Workshop	3	12,000,000	36,000,000	180,000,000	69,230.77
<b>SUB TOTAL</b>	—	—	—	<b>55,300,000</b>	<b>276,500,000</b>	<b>106,346.16</b>

<b>Community Sensitization on Development Issues:</b>						
Workshops	Workshop	3	12,000,000	36,000,000	180,000,000	69,230.77
Radio Talk shows	Talk show	20	700,000	14,000,000	70,000,000	26,923.08
Outreach programs	Outreach program	5	3,000,000	15,000,000	75,000,000	28,846.15
Public debates	A public debate	4	4,000,000	16,000,000	80,000,000	30,769.23
<b>SUB TOTAL</b>	—	—	—	<b>81,000,000</b>	<b>405,000,000</b>	<b>155,769.23</b>
<b>Promotion of a Reading Culture:</b>						
Hiring a library room	A library room	1	1,000,000	12,000,000	60,000,000	23,076.92
Stocking reading materials	Reading materials	80	50,000	4,000,000	20,000,000	7,692.31
<b>SUB TOTAL</b>	—	—	—	<b>16,000,000</b>	<b>80,000,000</b>	<b>30769.23</b>
<b>Critical Developmental Thinking &amp; Creativity:</b>						
Inspirational debates	A debate	3	4,000,000	12,000,000	60,000,000	23,076.92
Study trips to demonstration centres of excellence	A study trip	3	3,000,000	9,000,000	45,000,000	17,307.69
<b>SUB TOTAL</b>	—	—	—	<b>21,000,000</b>	<b>105,000,000</b>	<b>40,384.61</b>
<b>Research &amp; Documentation:</b>						
Facilitating Research	A report	—	12,000,000	12,000,000	60,000,000	23,076.92
Carrying out	Paper					

documentation	work	—	12,000,000	12,000,000	60,000,000	23076.92
<b>SUB TOTAL</b>	—	—	—	<b>24,000,000</b>	<b>120,000,000</b>	<b>46153.84</b>
<b>Appreciation of Pan-Africanism in Light of Sustainable Development:</b>						
Debates	A debate	4	3,000,000	12,000,000	60,000,000	23,076.92
Outreach Programs	Outreach program	4	3,000,000	12,000,000	60,000,000	23,076.92
Media Talk shows	Talk show	6	700,000	4,200,000	21,000,000	8,076.92
<b>SUB TOTAL</b>	—	—	—	<b>28,200,000</b>	<b>141,000,000</b>	<b>54,230.77</b>
<b>Building &amp; Strengthening Networks:</b>						
Proposal Writings	Proposal	9	500,000	4,500,000	22,500,000	8,653.85
Reaching out to organizations for partnerships	A partner	5	200,000	2,000,000	10,000,000	3,846.15
Participating in public events	An event	12	100,000	1,200,000	6,000,000	2,307.69
<b>SUB TOTAL</b>	—	—	—	<b>7,700,000</b>	<b>38,500,000</b>	<b>14,807.69</b>
<b>Natural Resources &amp; Environmental Protection:</b>						
Sensitization workshops	Workshop	3	12,000,000	36,000,000	180,000,000	69,230.77
Outreach programs	Outreach program	4	3,000,000	12,000,000	60,000,000	23,076.92

<b>SUB TOTAL</b>	—	—	—	<b>48,000,000</b>	<b>240,000,000</b>	<b>92307.69</b>
<b>Administration</b>	<b>Staff</b>	<b>3</b>	<b>500,000</b>	<b>18,000,000</b>	<b>90,000,000</b>	<b>34,615.38</b>
<b>Contingency</b>	<b>10%</b>	—	—	<b>33,860,000</b>	<b>169,300,000</b>	<b>65,115.38</b>
<b>GRAND TOTAL</b>	—	—	—	<b>372,460,000</b>	<b>1,862,300,000</b>	<b>716,269.23</b>

**END**