

**Association of Nigerian Authors**

# **STRATEGIC PLAN**

**(2017-2022)**



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## INTRODUCTION

### 1.1. *Why a Strategic Plan for ANA*

The fast changing socio-economic and political environment within which the Association of Nigerian Authors (ANA) operates and the growing complexities in the character and expectations of its critical stakeholders, the diversity of its membership and increasing competition from sister associations, has necessitated the need for strategic planning. This entails the process of carefully identifying ANA's comparative advantages so as to determine accurately what unique value ANA is bringing into the market, where should ANA compete, how should ANA compete, what capabilities and resources does ANA possess to deliver the anticipated values.

The ultimate goal of the above systematic analysis is to ensure that ANA avoids the trap of linear thinking, and maximises its scarce resources through proper mapping and analysis of its strengths, weaknesses, opportunities and threats in order to facilitate progressive advancement of its vision, mission and attainment of set objectives.

This ANA strategic plan therefore proffers answers to the following:

- i. Where is ANA at the moment
- ii. Where does ANA want to be in the next five years
- iii. What actions need to be taken in order to achieve the identified ANA vision, mission and aspirations/goals?
- iv. What are ANA's responses to environmental opportunities, challenges and threats within the context of its competencies and resources?
- v. How will ANA match capabilities with environment and position its service delivery?
- vi. What are the challenges and expectations of ANA's stakeholders?
- vii. How will ANA efficiently allocate resources to those areas, which offer the best potentials for attainment of its vision.
- viii. What management decisions are needed and how will these

affect the fortunes and direction of ANA within the span of five years (2017-2022)

### *1.2. The ANA Strategic Plan Development Process*

In order to arrive at the answer to the above questions, a three day brainstorming workshop was organized in Kini Guest Inn Akwanga, Nasarawa State from 7th-10th July 2016. A total of 16 people representing the different strata of ANA members and leadership attended the workshop. The intensive workshop activated the process of:

- i. Strategic analysis which focuses on seeking understanding of ANA's strategic options
- ii. Strategic choice which enables ANA choose between possible courses of action
- iii. Strategic implementation which involves putting a chosen course of action into effect

### *1.3. Pivots of the ANA Strategic Plan*

The ANA Strategic plan is premised upon the following five pivots:

- i. It offers ANA clearly defined goals to achieve between 2017 and 2022. In order to ensure proper monitoring and evaluation of the implementation plans, specific indicators/ means of verification were built into the activities for each action plan within a time frame.
- ii. It is at best a statement of ANA's intentions, however, what is realized will be a combination of what is intended and what emerges along the way. Thus the implementation of this plan must be done strategically bearing in mind the inevitability of change but striving to mitigate the impacts of change.
- iii. The process of developing the plan was participatory and involved all the strata of ANA's membership in the attempt to

forge a common vision and mission for ANA, thereby involving the critical stakeholders in the design of the strategic direction of the association

- iv. It has outlined for ANA, specific actions, tasks and responsibilities within the next five years. This guarantees stability and discourages the usual inconsistency of programmes occasioned by change in leaderships, but at the same time, the plan is dynamic enough to enable flexibility of operations and programmes within the period.
- v. The strategic plan constitutes a contract that ANA has entered carefully negotiated and entered into with its stakeholders to deliver specific services

#### 1.4. *Background and Profile of the Association of Nigerian Authors*

The Association of Nigerian Authors was founded on the 27th June, 1981, during a conference convened by the late Professor Chinua Achebe. That maiden conference of Nigerian writers which held at the University of Nigeria, Nsukka was attended by notable personalities in Nigerian literature and two Kenyan writers, Ngugi Wa Thiongo and Gacheche Wauringi.

Subsequently, the Association of Nigerian Authors was registered as a corporate body/professional association with the Corporate Affairs Commission, Abuja. Its registered trustees are as follows:

- 1) Kole Omotoso
- 2) Mabel Segun.
- 3) Ernest Emenyonu
- 4) Labo Yari.
- 5) Chinua Achebe (deceased)
- 6) T.M Aluko (deceased)

### *1.5. Aims & Objectives*

The fundamental aims and objectives of the Association as stated in the ANA constitution which was last reviewed in 2012 are as follows:

- (i) To encourage and promote Nigerian literature.
- (ii) To encourage the collection, recording and transcription of all oral literature.
- (iii) To promote the interest of authors in all that concerns their profession and well-being and to protect their rights as authors.
- (iv) To encourage the commitment of authors to the ideals of a humane and egalitarian society.
- (v) To co-operate with other organizations in Nigeria, Africa and elsewhere, which share similar aims and aspirations.
- (vi) To liaise with all organizations established for the promotion and development of the book industry throughout the country.
- (vii) To stimulate and develop indigenous talents, skills and intellectual powers.
- (viii) To promote solidarity among Nigerian authors.

### *1.6. ANA Administrative Structure*

The Association has a governing National Executive Council made up of 14(fourteen) officials headed by a President with the secretariat administered by a General Secretary, elected every two years at a national convention which is held annually. A slightly similar Executive Council but less in number runs the Association's business at the States' level. The national headquarter or national secretariat is located at the National Theatre Complex Lagos and efforts are still being made to develop its landed property in Abuja into a world class writers' village which would then house its permanent National Headquarter.

### 1.6.1 ANA Leadership Profile

The current and past leadership of ANA at the national level is as follows

<b>Period</b>	<b>Presidents</b>	<b>General Secretaries</b>
2015-todate	Denja Abdullahi	Ofonime Inyang
2013-2015	Remi Raji	Tanko Okoduwa
2011-2013	Remi Raji	B. M Dzukogi
2009-2011	Jerry Agada	Hyacinth Obunseh
2005-2009	Wale Okediran	Denja Abdullahi
2001-2005	Olu Obafemi	Nduka Otiono
1997-2001	Abubakar Gimba	Wale Okediran
1993-1997	Odia Ofeimun	Nnimmo Bassey
1990-1993	Ken Saro Wiwa	Bode Sowande
1988-1990	Femi Osofisan	Ada Ugah
1986-1988	Kole Omotoso	Odia Ofeimun
1981-1986	Chinua Achebe	Kole Omotoso

### 1.6.2. ANA Membership Structure

ANA has members in virtually all States of the Federation and in all the 6 Geo-Political Zones of the country while it has active and functional branches in 30 States of the Federation.

The Association has 3(three) categories of membership: Associate; Full; and Honorary member. To become an associate member of ANA, you only need to profess the innate creative writing talent evident in manuscripts which may have been published in newspapers, journals or in anthologies or at least good enough to be so published. With this in the kitty, a fledging writer only needs to link up with the nearest ANA State branch to his or her place of residence, register and start participating in the various activities of such a branch. To become a full member of the Association, you must be a published creative writer, with at least a book to your name, or a considerable number of works published in reputable anthologies and must have attended at least one national convention of the Association. Honorary membership is given to non-writers, corporate bodies or groups who have shown in their activities, a passion for literature or have contributed by way of support to literary activities of any kind.

### *1.6.3. ANA Branches/Chapters*

ANA branches and chapters have an autonomy of operations guided by the general objectives of the Association and are free to design programmes and activities to further literary interests peculiar to their various environment. However, these branches and chapters derive their legitimacy to operate from the national body, which is the one recognised by law and from which they are governed through administrative directives, general programmes and projects.





## ANA VISION AND MISSION STATEMENTS/ ENVIRONMENTAL SCAN

### 2.1 *Vision*

ANA commits to build a humane society and knowledge economy driven by highly motivated creative writers.

### 2.2 *Mission*

ANA exists to promote Nigeria's cultural heritage, diversity, literary enterprise and protect the rights of writers in order to build a vibrant and responsive body of creative writers based on the foundation of freedom of expression, equity, integrity, mentorship, partnership, empowerment, and high ethical standards.

### 2.3 *ANA Core Values*

The core values of the Association of Nigerian Authors are:

- i. Advocacy
- ii. Creativity
- iii. Integrity
- iv. Equity
- v. Transparency and Accountability
- vi. Communication
- vii. Empowerment
- viii. Ethic
- ix. Mentorship
- x. Partnership

Consequently, all programmes and activities of the Association of Nigerian Authors shall be carefully designed to:

- i. Ensure **equity** and demonstrate **intergrity** of the highest order;
- ii. Guarantee **mentorship** that could promote **creativity** and effective **communication**;
- iii. Build **partnerships** that could **empower** its members and society at large;
- iv. Advance **transperency** and **accountability** in the conduct of its business;

- v. Sustain **advocacy** for freedom of expression and defend the rights of Nigerian writers; and
- vi. Adhere to high **ethical** standards in all its ramifications

**2.4. Mapping of ANA's External and Internal Environments**

This section contains a review of the current trends in the following External and Internal Environments areas within which ANA exists?

<p>Economic Environment</p>	<p>There is evident recession in the Nigerian economy that has impacted negatively on the standard of living of the majority. Ordinary people suffer on a daily basis as opposed to the affluence of a minority few. Nigeria's economy which has been oil-dependent for many decades appears to be overtly shocked by the global drop in the price of oil in the international market resulting in a much challenged economy. Most states are no longer able to pay the salaries of their workers as at when due. While civil servants in some states have, for several months, been on strike over non payment of salaries, there are many cases of downsizing of salaries and staff in both the public and private sectors. The cash flow in the economy appears low as several agencies now resort to different cost saving methods to stay afloat. The state of the nation's economy has further dwindled the sources of financial support for literary and creative activities in Nigeria. ANA is therefore in a very challenging economic space as it depends on both the government and private funders for most of its programmes. Given the current context, the Association is bound to experience low level of activities and this has the potentials to affect its fortunes as one of its primary activities, the Annual Convention, requires huge funds to host on a yearly basis. Writers have also been experiencing low productivity in terms of the volume of published literary works in circulation as the price of printing and allied services are seriously affected by fluctuations in the foreign exchange rates</p>
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<p>Social Environment</p>	<p>The difficult economic scenario in the country has provoked rising unemployment. The youth are more negatively affected. The response of young people to writing is rapidly dwindling. Reduced literary levels appear to be connected to weak book purchasing and poor reading culture. There is a palpable absence of research and dwindling academic productivity that has impacted on the literary landscape in the country. ANA currently exist in a social environment that inhibits creativity as a result of the many dislocations in the country. The increase tempo of hunger, deprivation, ethnic wrangling, religious bigotry, violence, kidnapping, and terrorism has exposed the citizenry to extreme angst. Many of the happenings within Nigeria point to a loud outcry for the restructuring of the nation. The counterclaims of marginalisation by different segments of the country point to inherent dissatisfaction within the larger system and increasing orchestrate the weak foundations of nationhood. As an academic and social organisation, ANA is seriously negatively affected by these developments. Writers flourish better in an environment of peace, cohesion, tranquility and harmony. The persisting social anxiety is stifling growth in the literary terrain as ANA is finding it increasingly difficult to embark on some of the activities that nurture the wellbeing of freedom, open creative expression and fraternal engagement.</p>
<p>Political Environment</p>	<p>The national political space is hostile to productivity at different levels. However this has also provided possible raw materials for creative writing. The political environment that ANA operate is bedeviled by many debilitating factors. From high levels of corruption by political leaders in the country to the unfortunate spate of politically motivated killings and other forms of anti-development activities carried out by</p>

	<p>aggrieved groups. The polity appears to be taking long to find its rhythm since the change of government in 2015. The political class is contending with so many issues at the same time to effectively initiate policies and programmes that will support the growth of literature and the arts. Writers and writing thrive better in a stable polity, which can hardly be said to be the case in Nigeria presently. The government as a key funder of literary enterprise appears to be grappling with so many political tensions especially in the North East and South South of the country and cannot therefore give attention to literature and the business of writing.</p>
<p>Legal Environment</p>	<p>The Nigerian judiciary appears weakened by excessive political influence in recent years. Piracy and intellectual property theft continue to impact negatively on the creative industries as the regulatory agencies seem helpless or lack the needed political will to tackle the problem. ANA's legal instruments reside in the constitution, which needs further review to strengthen its capacity to meet the needs of the Association and also to position itself effectively as the leading literary association in the country.</p>
<p>Technology Environment</p>	<p>Though there is increased realisation of the usefulness of technology to enhance productivity in the country, yet the application of technology to work remains low. The limited access to broadband connectivity by the majority limits the writers' adoption of the new media platforms to reach majority of its patrons. The writers themselves need to upgrade their capacities in ICT to maximize its potentials to enhance their works. There is uneven variable in mainstream publishing in the country and evident somersault in investment in the sector.</p>

<p>Budgeting Environment</p>	<p>The nation's budget is negatively impacted by the recession in the economy. Government's support of societal development initiatives including creative writing is therefore seriously hampered. ANA does not have a proper budgeting process or formal way of planning its expenditure. Most financial transactions are left to the discretion of the president/ chairman of Chapter/Branch who determines how money is spent with or without consultation with the Exco or congress. This sometimes results in poor utilization of the scarce financial resources available to the Association.</p>
<p>Programs and Services Environment</p>	<p>The service and programs sector is not as vibrant as it should be because of the prevailing economic and social situation in the country. There is a palpable state of inactivity in the service sector that hinders the accomplishment of determined programs. ANA is also affected by this development, as its own programs have not had a robust environment to be implemented. The various literary activities that keep the national landscape aglow have either been scaled down or completely called off.</p>



## **APPRAISAL OF THE ASSOCIATION ON NIGERIAN AUTHORS**

### *3.1 Introduction*

Generally the National body of the Association and the Branches carry out the following programmes and projects:

- i. Writers' workshops and other capacity building initiatives for members.
- ii. Literary outreach programmes to schools and the general society.
- iii. Readership promotion campaigns.
- iv. Writers' promotion initiatives
- v. Writing in the indigenous languages workshops and activities.
- vi. Regular readings and critique sessions of members works.
- vii. Publications of anthologies of creative pieces in all the genres, reviews, journals, newsletters and critical texts arising from some of its national and international symposia.
- viii. Collaborating with other literary bodies at home and abroad on literary projects and activities.

### *3.2 Review of ANA's Past Performance*

Specifically, the National body of the Association has for the past 34 years held its annual international convention without break, under various literature related themes. The national convention holds in a festive atmosphere where writers from home and abroad gather to participate in various writing-based activities. Hosting of the annual convention is rotated around the various chapters and parts of the country. Also at such conventions, the results of the annual ANA literary competitions leading to the awards of literary prizes are announced. Chapters at the States levels have also been hosting their various independent activities as governed by their peculiar environment while also helping to realize national programmes and projects at the local levels. The performance generally has been average, however, more dynamism is needed necessitating this strategic plan.

### 3.2.1 ANA Annual Literary Prizes/Awards

At the last count ANA has 14 literary prizes award categories (for both published and unpublished works) cutting across all the genres of literature and open to both young and old Nigerian writers, at home and abroad, with the least cash prize being N50,000 and the highest being \$2,500. These prizes, endowed by institutions and individuals and administered by ANA are publicly advertised, entered for, judged by reputable panel of judges and awarded without fail every year as appropriate. The detail of these prizes are as follows:

<b>S/NO</b>	<b>Competition</b>	<b>Category of Entries</b>	<b>Prize</b>
1	ANA/Cadbury Prize for Poetry	Published works only	\$2,500
2	ANA/NDDC Flora Nwapa Prize for Women (Creative) Writing	Published works only	N100,000
3	ANA/NDDC Gabriel Okara Prize for Poetry	Published & unpublished works	N100,000
4	ANA/NDDC J. P. Clark Prize for Drama	Published & unpublished works	N100,000
5	ANA/NDDC Ken Saro Wiwa Prize for Prose	Published & unpublished works	N100,000
6	ANA/Chevron Prose Prize on Environmental issues (Prose)	Published works only	\$2000
7	ANA/Esiaba Irobi Prize for Playwriting	Published & unpublished works	N50, 000
8	ANA/Jacaranda Prize for Prose Fiction	Published works only	N50,000
9	ANA/Funtime Prize for Children's Literature (Prose) *Winning entry to be published by sponsor (Funtime Publications) with a sign on advance royalty of N250,000	unpublished works only, Ages 8-15	N150,000

10	ANA/Atiku Abubakar Prize for Children's Literature	Published works and picture books only; Ages 0-7	N100,000
11	ANA/Lantern Books Prize for Children's Fiction *Winning entry to be published by Lantern Books.	Unpublished works only, Ages 8 - 15	N100,000
12	ANA/James Ene Henshaw Prize for Playwriting *Playwright of winning entry to work with an experienced director for the production of the play	Unpublished play scripts only	N100,000
13	ANA/NECO Teen Author Prize (prose)	Published & unpublished works	N100,000
14	ANA/Mazariyya Teen Author Prize (poetry)	Published & unpublished works	N50,000

However, during the Remi Raji led ANA National Executive Council (2011-2013) the list of annual prizes were audited to exclude prizes whose sponsors' were no longer forthcoming or became inoperatable due to some other administrative issues. Consequently, the list of subsisting ANA awards to date is as follows:

<b>S/NO</b>	<b>Competition</b>	<b>Category of Entries</b>	<b>Prize</b>
1	ANA Prize for Poetry	Published & unpublished works	N100,000.00
2	ANA Prize for Prose Fiction	Published & unpublished works	N100,000.00
3	ANA Prize for Drama	Published & unpublished works	N100,000.00
4	ANA/NECO Teen Author Prize (prose)	Published & unpublished works	N100,000.00
5	ANA/Mazariyya Teen Authors Prize (poetry)	Published & unpublished works	N50,000.00



6	ANA/Maria Ajima Prize for Literary Criticism	Focus on criticism of emergent Nigerian Literature	N100,000.00
7	ANA/ Abubakar Gimba Prize for Fiction (Short Stories collections)	Published works only	N200,000.00
8	ANA/Ngozi Chuma-Udeh Prize for Children's Writing (for ages 7-13 years)	Published works only	N100,000.00

### 3.2.2 Recent Major Projects of ANA

In assessing the vibrancy of the Association in the area of project conceptualization and execution since its inception, shows that series of strategic activities have been planned and successfully hosted by ANA over the years. Principal among these activities are

<b>S/No</b>	<b>Date</b>	<b>Event</b>	<b>Venue</b>
1	2014	Lauching of Nigerian Writers Series project (have already published 10 new fictional titles of young voices)	Nationwide
2	2013 (May 19-23)	Burial activities of the founding father of ANA, Chinua Achebe (organised in Conjunction with the National Transition Committee)	Abuja-Enugu-Awka-Ogidi
3	2012 to date	Organised annual nationwide literary awareness campaign in Secondary and tertiary educational institutions sponsored by Yusuf Ali (SAN) with a yearly grant of N3,000,000.	Nationwide

4	2011 to date	National Teen Authorship Scheme (published an anthology of teen writings in 2012)	Nationwide
5	2010	International Colloquium on The 50 Years of Writings of J. P. Clark	University of Lagos
6	2009	Abubakar Imam International Colloquium on Promoting Writing in the Indigenous Languages	Kaduna State University
7	2009	National Symposium on Writing in the Indigenous Languages on the Works of Adebayo Faleti	Lead City University, Ibadan
8	2009	National Workshop on Children's Literature	American University of Nigeria, Yola
9	2008	50 Years of Things Fall Apart Celebratory Activities Across Nigeria	Lagos, Abuja, Ibadan, Awka, Ogidi and Nsukka
10	2007	National workshop on Creative Writing for Leisure and Tourism	IBB University, Lapai
11	2007	National Workshop on Drama	University of lagos
12	2006 – 2007	National Workshop on Literature and the Environment	Lagos
13	2006	20 Years of The Nobel Prize International Colloquium in honour of Wole Soyinka	Obafemi Awolowo University, Ile Ife

In addition to the above projects, ANA has, for 35 years, sustained the publication of its annual literary journal called ANA Review containing literary pieces and critical works as well publishes occasional books, monographs and colloquium proceedings.

The sustenance of its traditional activities over the years has helped ANA to realise some degree of success in the following broad areas.

- i. Keeping literature at the forefront of national discourse.
- ii. Contributing to the literary development of the society.
- iii. Ensuring the emergence of younger writers and newer talents through literary competitions.
- iv. Promoting Nigerian writers nationally and internationally.
- v. Preserving and promoting Nigeria's cultural heritage.
- vi. Projecting writers as veritable public opinion moulders and conscience of the society.

### *3.2.3 Sources of Funding*

ANA today does not have a sustainable source of income as its membership dues is still pegged at a paltry sum of three thousand naira (N3,000). Owing to the absence of a reliable database of members, it is difficult to bank on membership dues as a reliable source of funding its activities. Often most members remember to pay dues only during the annual conventions, especially on election years. However, to date, the principal sources of funding for most ANA projects has been donations and grants from literary friendly individuals, corporate Nigeria, the academia, States and the Federal government.

### *3.2.4 Summary*

The forgone review reveals that ANA has achieved some modest success in terms of advancing its seven-point core fundamental aims and objectives over the years. The critical area that begs for attention is perhaps its goal of encouraging the collection, recording and transcription of all oral Nigerian literature. The absence of a membership database, dysfunctional national office and loose control over the chapters/branches are other loopholes mitigating against ANA's strive to reinvent itself as the leading professional association for creative writers in Nigeria.

While ANA also needs to consolidate and improve its service delivery in its areas of comparative advantage, there are new realities within its social, economic and political environment that ANA needs to factor into its programme design and planning.

### 3.3. *Internal Assessment: Programs, Products & Services*

#### **ANA is Moving Away From:**

Total reliance on government funding  
Weak involvement and influence on education, arts and culture

Weak governance/administrative structures

Increase politicization of ANA

Poorly created literary works, vanity and self publishing  
Lack of organized development of young writers/teen authors

Lack of formalized membership structure/data base

The lack of physical development of ANA land

Non protection of the rights of writers

Lack of proper coordination of ANA Branches and constant communication between the National Exco and branch leadership.

#### **ANA is Moving to:**

The discovery of efficient and realistic self-funding strategies

Active involvement in policy formulation, increase interaction and influence on education, arts and culture issues in the country

Organised governance and a developed administrative system expected of a modern and functional organisation

Eradication of the factors that increasingly promote the Nigerian type of politics in ANA and inculcation of the values of fraternal relations and a political process focused on the enthronement of the right people into ANA offices

Regulated and supervised publishing of only worthy works

The promotion of young writers activities, viable mentoring and promotion of teen authorship development

The reorganization of membership guidelines and creation of data base

The immediate physical development of ANA land at Mpape, Abuja

The vigorous defence of writers and substantial support in times of adversity

Coordination of branches and communication on a regular basis.

### 3.4 Strengths, Weaknesses, Opportunities and Threats

#### 3.4.1. ANA Strategic Options

In order to determine ANA's strategic options, in the table below, the information derived from the scan of ANA's internal and external environment has been juxtaposed as follows: Strengths to Weaknesses, Strengths to Opportunities; Weaknesses to Opportunities and Weaknesses to Threats.

<p style="text-align: center;"><b>INTERNAL ENVIRONMENT ASSESSMENT</b></p> <p style="text-align: center;"><b>EXTERNAL ENVIRONMENT ASSESSMENT</b></p>	<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Diversified Membership/National Spread</li> <li>2. Human Capital/Legacy</li> <li>3. Regular Conventions</li> <li>4. Respected Literary Prizes/Awards</li> <li>5. Vibrant Literary programmes/activities</li> <li>6. Democratized leadership &amp; regular Elections</li> <li>7. Regular output of creative works and publications</li> <li>8. Membership of international organizations</li> <li>9. Ownership of land for construction of national secretariat in Abuja</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Weak regulation of Chapters operations</li> <li>2. Lack of sustainable source of funding</li> <li>3. Lack of accurate membership database</li> <li>4. Poor linkage with stakeholders/donors</li> <li>5. Poor branding and marketing</li> <li>6. Lack of a functional national secretariat</li> <li>7. Poor financial commitment by members</li> <li>8. Growing politicization of the polity</li> <li>9. Lack of internal control mechanism of members</li> <li>10. Poor Mentoring System</li> <li>11. Absence of communication plan</li> <li>12. Absence of a strategic plan for ANA</li> <li>13. Poor Corporate Governance, budgeting and control systems</li> </ol>
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<b>Opportunities</b>	<b><u>Strengths to opportunities</u></b> <i>How can strengths be employed to take advantage of opportunities?</i>	<b><u>Weaknesses to Opportunities</u></b> <i>How can weaknesses be overcome to take advantage of opportunities?</i>
<ol style="list-style-type: none"> <li>1. Dearth of cultural content for digitized broadcast outfits in Nigeria</li> <li>2. Increased awareness for archiving and digital transmission of creative works</li> <li>3. Availability of multiple streams of revenue (membership dues, royalties, commission, etc.)</li> <li>4. Latent Networking/ Partnership potentials</li> <li>5. Untapped avenues for Corporate sponsorships, grants, and endowments</li> <li>6. Growth of reality broadcast programmes that require creative inputs</li> <li>7. Donor interest in using the arts for peacebuilding, and national integration</li> <li>8. Legal requirements for organizations to CSR Growing patronage of creative works by</li> <li>9. Availability of Institutional Residences</li> <li>10. Expansion of Training Opportunities and Foundations interested in creative works</li> <li>11. Availability of ICT platforms for fundraising, and access to endowments and grants</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance the capacity of members for grant proposal writing, creative writing and fundraising.</li> <li>2. Improve the mentoring programme of ANA by evolving a professional code of conduct for both mentors and mentees</li> <li>3. Improve incentives like special recognition awards to mentors and reinvigorate the interest of younger writers in undergoing mentoring.</li> <li>4. Mobilize members to pay annual dues regularly attend ANA conventions as well as capacity building programmes</li> <li>5. Improve the capacity of members in adaptation of creative works for radio, television and film.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create and maintain a membership database</li> <li>2. Design a programme of action to access funds, grants, endowments</li> <li>3. Design a masterplan and commence Phased development of ANA land in Mpape</li> <li>4. Improve internally generated revenue through robust membership services and timely collection of annual dues from members</li> <li>5. Cultivate the goodwill of stakeholders through establishment of ANA ambassadors of Goodwill project</li> <li>6. Relocate ANA national Secretariat to Abuja and put in place an effective and efficient corporate governance structure</li> <li>7. Strengthen the functions of the ANA strategic planning committee to ensure effective monitoring and evaluation of implementation strategies of the 2016 strategic plan</li> </ol>

<b>Threats</b>	<b><u>Strengths to threats</u></b>	<b><u>Weaknesses to Threats</u></b>
<ol style="list-style-type: none"> <li>1. Proliferation of literary societies in Nigeria</li> <li>2. Inconsistent government policies</li> <li>3. Poor public perception of ANA</li> <li>4. Weak cultural policies</li> <li>5. Emigration of members/ Brain drain</li> <li>6. Ailing national economy</li> <li>7. Erosion of Reading Culture</li> <li>8. Terrorism and internal security challenges</li> <li>9. State Censorship</li> <li>10. Corruption and reversal of value system</li> <li>11. Ineffective copyright protection</li> <li>12. Collapse of the publishing industry and emergence of vanity and self publishing</li> </ol>	<p data-bbox="409 244 687 368"><i>How can strengths be used to counteract threats that tend to hinder the achievement of goals and the pursuit of opportunities?</i></p> <ol style="list-style-type: none"> <li>1. Collaborate with the private sector and international donor agencies to expand and strengthen ANA programmes and literary prizes</li> <li>2. Use goodwill ambassadors to lobby for grants, endowments, international collaborations and sponsors of special residence programmes,</li> <li>3. Identify and network with key players within the culture and creative industries to ensure continuity of efforts.</li> <li>4. Use social media engagements to improve public perception of ANA</li> <li>5. Collaborate with sister literary associations with a view to streamlining their activities.</li> <li>6. Institutionalize lobby processes by enlisting literary Icons, corporate organizations and arts patrons.</li> <li>7. Collaborate with state and federal government legislative procedures to make funding of some programmes statutory.</li> <li>8. Work with organized local sectors to create alternative markets for literary products.</li> </ol>	<p data-bbox="717 260 969 384"><i>How can weaknesses be overcome to counteract threats that hinder the achievement of goals and the pursuit of opportunities?</i></p> <ol style="list-style-type: none"> <li>1. Engage in sustained advocacy and sensitization activities to establish ANA as the apex literary Association in Nigeria;</li> <li>2. Interface with government and non-governmental organizations to influence public policies in Education, arts and culture to create a market for the ANA programmes and creative products of ANA members;</li> <li>3. Improve relationship with stakeholders through establishment of annual donors fora and networking platforms.</li> </ol>



## **IMPLEMENTATION STRATEGY**

### **STRATEGIES, GOALS AND OBJECTIVES**

#### *4.1. ANA Programmes and Goals*

##### **PROGRAMME 1: CORPORATE GOVERNANCE AND INSTITUTIONAL DEVELOPMENT**

###### **GOALS:**

- i. To relocate the ANA National Secretariat to Abuja in 2016 and restructure it in order to ensure effective and efficient service delivery
- ii. To employ and administrative secretary and clerical staff/typist for ANA secretariat in order to facilitate day to day running of ANA national secretariat and ensure proper documentation and archiving of ANA publications and activities
- iii. Develop an accounting and auditing system.
- iv. To improve the regulation and communication between the National Secretariat of ANA and State Chapters/Branches
- v. To develop a strategy for the sustainability of ANA statutory events and programmes.

##### **PROGRAMME 2: CAPACITY BUILDING**

###### **GOALS:**

- i. To enhance the capacity of members within the ANA leadership strata for efficient and effective service delivery to its members beginning 2016.
- ii. To improve membership capacity through training in creative writing, grant proposal writing, fundraising, and oral literature collation, research and documentation techniques.
- iii. To train designated members and staff who would manage the ANA website to make it more dynamic
- iv. To identify and appoint facilitators within ANA to develop a series of modules in each of the identified training areas which will be conducted across the country beginning from 2016.
- v. To identify and appoint facilitators within ANA to develop a series



of modules in each of the identified training areas to run workshops for stakeholders.

- vi. To nurture young writers and link them up to credible publishing outfits.

**PROGRAMME 3: MEMBERSHIP SERVICES AND DEVELOPMENT GOALS:**

- i. To evolve innovative membership services in line with the vision and mission of ANA
- ii. To establish and expand database of ANA members nationwide
- iii. To provide each ANA member a membership number and Identity card
- iv. To publish a Membership register from 2017
- v. To regulate and increase access to publishing outlets for ANA members
- vi. To promote professionalism and camaraderie amongst Nigeria Writers
- vii. To increase the protection of the rights of Nigerian writers by encouraging whistle blowing on infractions, and providing substantial support in times of adversity
- viii. To increase and publicize the contributions of the Nigerian creative writers to socio-economic development and particularly the building of a knowledge economy in Nigeria

**PROGRAMME 4: FINANCE AND INVESTMENTS GOALS:**

- i. To evolve innovative, efficient and realistic self-funding strategies
- ii. To enhance ANA financial sustainability by investing in profitable ventures that could increase internally generated revenue beginning 2016
- iii. To broaden the revenue base of ANA through investment in various businesses in her area of comparative advantage
- iv. To set a working group to identify classical works which could be adapted for television, film or video as commercial ventures, identify and engage the

participation of relevant stakeholders that could actualize the production of such adaptations beginning from 2017

- v. To set up a committee on ANA ventures that would identify the various investment opportunities, develop business models, feasibility studies and support the ANA executive committee to put in place necessary measures to facilitate the take off of such ventures from 2017

#### PROGRAMME 5:           ADVOCACY, PARTNERSHIP AND LINKAGES

##### GOALS:

- i. To engage policy makers and relevant stakeholders at all levels in order to influence government policies in the area of education, arts and culture To set up ANA work teams that would map existing and potential donors who could endow ANA prizes and awards and recommend necessary modalities for partnership with such donors to ANA executive committee for approval beginning from 2016.
- ii. Identify other key issues around which ANA could undertake sustained advocacy.
- iii. To maintain good working relationship with sister organizations through experience sharing, partnership and mutually beneficial collaborations from 2016.
- iv. ANA leadership at the national, to liaise with the ANA leaders at the state and Local Government levels in order to collate a comprehensive list of potential funding agencies and take necessary steps to submit proposals that are in line with the funding requirements of such agencies identified.
- v. To advocate and promote partnership between ANA and relevant stakeholders from 2016.
- vi. To partner with other writers, and organizations with similar interest of promoting creative writing and creative enterprise so as to enhance the fortunes of Nigerian writers.

- vii. Improve ANA web visibility to position ANA for more partnership, generate a list of strategic institution to approach for linkage and initiate MoUs.

**PROGRAMME 6: CONVENTIONS, COLLOQUIUMS, PRIZES AND AWARDS**

**GOALS:**

- i. To re-engineer early planning for ANA conventions/activities.
- ii. To consolidate the annual administration of ANA literary prizes, Awards and collaborate with established state, national and international book and cultural festivals
- iii. Engage the participation of more members and strategic stakeholders in the organization and sponsorship of ANA events

**PROGRAMME 7: RESEARCH AND DOCUMENTATION**

**GOALS:**

- i. Set up specialized research teams from ANA members that could research and document Nigerian oral performances, conduct interviews with living literary icons and uncover the contributions of departed literary icons for posterity
- ii. To document Nigerian oral Literature & Promote Indigenous Languages

**PROGRAMME 8: INFRASTRUCTURAL DEVELOPMENT**

**GOALS:**

- I. To commenced phased development of the ANA land in Mpape
- ii. To establish a committee on ANA properties to ensure maximization of ANA opportunities in the area of infrastructural development
- iii. To conduct an assessment of ANA assets across the country and evolve ways to develop and maintain them efficiently

Action Planning (activities, budget & Financing etc.)

<b>PROGRAMME 1: Corporate Governance and Institutional Development</b>							
Objectives	Activities	Time Frame	Persons Responsible	Resources Needed	Expected Results	Means of Verification	Cost
To enhance ANA's daily operations and strengthen its administrative structure starting from 2016	Appoint a haulage company to handle relocation	July-December 2016	National Exco/Secretariat Office/Assistant @ Lagos	Funds Office equipment Transportation	A functional national coordinating Secretariat for ANA activities in Abuja	Invoices Notice of relocation of office	1,000,000
	Transfer important ANA facilities and documents from Lagos to Abuja and install communication facilities in the two offices to ensure efficiency	July-December 2016	National Exco/Secretariat Office/Assistant @Lagos	Funds Office equipment Transportation		ANA moveable office equipment, records and Documents	N300,000
	Convert Lagos Office in to ANA Lagos Liaison Office	July-December 2016	National Exco/Secretariat Office Assistant @Lagos	Funds	A functional liaison office in Lagos manned by a staff who will dispatch mails and coordinate ANA's activities in Lagos	Invoices Signage	N300,000
Setup ANA Strategy Team		July-December 2016	National Exco	Transportation and logistics for strategic planning committee meeting	Proper monitoring and evaluation of the ANA strategic Plan	Letters of appointment; photographs and tapes of inauguration ceremony;	N500,000

							Minutes of committee meetings; quarterly monitoring reports	
	Recruit staff to work in the Abuja national office	October 2016	National Exco	Stationeries	Stationeries	ANA's timely response to enquiries	Recruitment advertorial; staff files	N200,000
	Set up the machinery for the development of proper Accounting and Auditing systems in ANA	January/March 2017	ANA National President, Treasurer, Financial Secretary/Exco	Stationeries	Stationeries	Transparency and Probity in the management of ANA finances	Minutes of meetings	N200,000
Restructure the administrative structure of ANA in line with constitutional provisions from 2016	Create an Advisory Board or Council of Advisors	January 2016	National Exco/Congress			Improved quality of policies and decision making process in ANA	List of members of the advisory council; Audio-visual documentation of inauguration ceremony	NIL
To effectively motivate ANA employees to high productivity	Engage a consultant to organize special orientation and training activities for ANA staff and select exco members on ANA ethics, approved administrative procedures and minimum standards for operations in the	December 2016	ANA National President, Secretary-General and Administrative secretary	Funds	Stationeries	Highly motivated, well trained and result oriented staff that will run the secretariat with all diligence and full sense of professionalism	Letters of appointment of resource person(s); photographs and tapes of training events; copies of training certificates, Report of recruitment interview	N1,000,000

	national secretariat, etc.	January-March 2017	ANA National Exco	ANA National Exco	ANA Staff manual, scheme of service, salary scale, and organogram	N200,000	
To establish ANA National library/archive for the storage of books, documents and other creative resources by writers from 2016	Design a Scheme of service, salary structure, appointments and promotions manual and code of conduct for ANA employees	January-March 2017	National Secretary-General and Administrative secretary	Funds Expertise of a librarian	Security of ANA publications and other archival materials	Books, archival materials, library shelves and facilities for readers like chairs, tables and air-conditioners	N1,000,000
	Secure space for the library (temporary office space before the completion of ANA land)	January-March 2017	National President, Secretary-General and Administrative secretary	Funds	Security of ANA publications and other archival materials	Shelvestables and chairs for library staff and readers	N300,000
	Construct shelves and other storage facilities for the book sand other resources	January-March 2017	National President, Secretary-General and Administrative secretary	Funds	Comfort of researchers and readers in the library	Facilities for readers like computers, furniture and air-conditioners	N500,000
To establish an annual Roundtable for ANA National Exco-Branch Chairmen and Secretaries to enhance cohesion and	Furnish and Equip the Library with computers and other relevant electronic gadgets	January-March 2017	National President, Secretary-General and Administrative secretary	Funds	Effective communication and collaboration between the national exco and chapter leadership	Hosting Proposals and Letters of acceptance to host	N3,000,000
	Identify possible host of the maiden edition	March/April 2017	National President, Secretary-General and Administrative secretary	Funds Internet			
	Secure funds to host the event	May 2017	National exco			Copies of cheques,or	

effective governance from 2017	Plan activities for the roundtable	August 2017	National President & Secretary-General	Funds Internet Stationeries		evidence of bank transfers		
	Appoint facilitators and rapporteurs for the event	August 2017	National President, & Secretary-General	Stationeries, funds for postages	Quality engagement and cross-fertilization of ideas at the event	List of facilitators/ rap porteurs and letters of appointment		
	Negotiate book and pay for services for the roundtable	August 2017	National President, & Secretary-General	Funds Internet	Comfort of participants	Receipts and other evidence of payment for services		
	Engage media for publicity of the event	August 2017	National President, National Publicity Secretary	Funds Press releases Communiqué, Etc.	Adequate national publicity for the event	Press cuttings, social media postings, press releases, photographs and tapes of talk shows or news coverage by broadcast stations		
	Generate new content to feed into the website	January-March 2017	ANA National Exco	Stationeries	A more interactive website	Outline of changes desired on the website, new photographs, videos and writings for uploading	N200,000	
	Engage the webmaster and negotiate the upgrade and training of ANA	January-March 2017	ANA National Exco	Funds to pay for the upgrade and training; Venue; Internet; and	A more interactive ANA website	contract paper/ agreement with the webmaster	N300,000	
	Tore -engineer ANA Website to serve as a more dynamic brand ambassador, facilitate online payment of services; and serve as a dynamic means of communication with ANA's diverse publics by end of first quarter 2017							

	administrators	January/March 2017	ANA National Exco	Stationeries Internet	Highly functional and dynamic ANA website	Screenshots of website	N50,000
To procure operational vehicles that will enhance day-to-day functioning of the ANA secretariat starting from 2017	Launch the reengineered website on internet	December 2016-January 2017	ANA National Exco	Funds	Easy mobility of officers and movement of ANA goods	Receipt of purchases	N50,000
	Identify possible sponsors and contact them	2017	ANA National Exco	Funds	Sign an agreement for the supplies of the vehicles	Sales/purchases with the auto supplier	N200,000
	Secure a supplier for the vehicles and employ a driver for the bus	2017	ANA National Exco	Funds	Take delivery of vehicles (SUV & 18-seater bus)	Receipt of purchases, motor registration particulars and number plates	N5 MILLION
To compose a befitting ANA Anthem that will celebrate the vision, mission and core values of ANA	Procure, register and brand the vehicles	2016/2017	ANA National Exco/ANA Chapter leadership (to help with publicity and collection of entries)	Funds	ANA anthem that would strengthen the bond between ANA members	Call for entries	N100,000
	Organize a national competition among ANA members for an anthem	2016/2017	ANA National Exco	Funds	One winning entry to serve as ANA Anthem	Full text (lyrics) of the winning entry	N200,000
	Set-up committee to screen entries, select, and announce the winning entry into sound track	2016/2017	ANA National Exco	Funds	Musical score and soundtrack of ANA Anthem	soundtrack and copy of the lyrics and Musical score of ANA Anthem	N300,000
	Appoint a music producer to produce the winning entry into soundtrack	2016/2017	ANA National Exco	Funds			



<p>To Expand the number of ANA Trustees from five to seven persons in order to broaden the advisory base for the leadership of the Association from 2016</p>	<p>Consult with the existing trustees in order to nominate to congress names of two personalities who may be non-writers but of proven integrity to join the current number of ANA Trustees</p>	<p>2016/2017</p>	<p>ANA National Exco</p>		<p>Enjoy the active support of reputable personalities who may not be members of ANA</p>	<p>Minutes of congress meeting indicating the nominees approved.</p>	<p>N100,000</p>
	<p>Contact the nominees approved by congress to seek their consent to avail ANA of their services as trustees</p>	<p>2016/2017</p>	<p>ANA National Exco</p>	<p>Stationeries Funds for Transportation</p>	<p>Expanded number of ANA Trustees</p>	<p>Letters of notification and formal acceptance by the nominees to serve as trustees</p>	<p>N100,000</p>
	<p>Registration of the names of the new trustees with the Corporate Affairs Commission as Trustees</p>	<p>2016/2017</p>	<p>ANA National Legal Adviser</p>	<p>Passport photographs and signatures of the new trustees; CAC filing fees</p>	<p>Expanded number of ANA Trustees</p>	<p>Evidence of filing of Notification to the Corporate Affairs Commission of the desire to add to the names of ANA registered Trustees</p>	<p>N150,000</p>
	<p>Induct the two successful trustees at the 2017 ANA Convention and AGM</p>	<p>2016/2017</p>	<p>ANA National Exco</p>	<p>Funds for transportation, accommodation and feeding of the two nominees</p>	<p>Expanded number of ANA Trustees</p>	<p>Photographs, tapes, press cuttings of investiture ceremony</p>	<p>300,000</p>

## **PROGRAMME2: Capacity Building**

<i>Objectives</i>	<i>Activities</i>	<i>Time Frame</i>	<i>Persons responsible</i>	<i>Resources needed</i>	<i>Expected results</i>	<i>Means of verification</i>	<i>Cost</i>
To raise a minimum of forty gifted new Nigerian writers annually through a well organized New Writers Mentoring Scheme (NWMS)	Encourage ANA chapters/branches to run monthly reading sessions for upcoming authors and nominate two names each per annum for monitoring by the national secretariat.	To run annually starting from 2017	ANA National Exco and Chapter/Branch Chairmen & Secretaries	Funds and venue to organize monthly reading sessions by Chapters and Branches	Discovery of new creative talents in Nigeria	Attendance list, Photographs, videos and press cuttings of readings sessions  New manuscripts, publications and awards	N1,000,000 Annually
	Organize Annual workshop for established writers to mentor upcoming authors as part of the ANA Annual convention and AGM	To run annually starting from 2017	ANA National Exco	Funds	Discovery of new creative talents in Nigeria	Attendance list, Photographs, videos and press cuttings of workshop sessions	N1,000,000 Annually
To enhance the performance of ANA leadership through special training on public relations, branding, ethical revolution, and fundraising for professional associations	Identify possible venue and secure funds for the workshop/seminar	2017	National Exco	Funds	Efficiency of the ANA national exco	Bank statement or other evidence(s) of availability of funds for the workshop/seminar	N3,500,000
	Plan activities for the workshop; Appoint facilitators and rapporteurs for the event	2017	National President, & Secretary General	Stationeries, funds for postages	Quality engagement and cross-fertilization of ideas at the event	List of facilitators / rapporteurs and letters of appointment	



To improve the productivity of ANA members through Creative Writing Workshops targeted at equipping and polishing their creatives skills as writers	secure funds for the workshop /seminar and identify venue	To run annually starting from 2017	National Exco	Funds	Efficiency of the ANA national exco	Bank statement or other evidence(s) of availability of funds for the workshop / seminar	N5,000,000
Plan activities for the workshop; Appoint facilitators and rapporteurs for the event	Negotiate, book and pay for services required for the event		National President, & Secretary-General	Stationeries, funds for postages	Quality engagement and cross-fertilization of ideas at the event	List of facilitators/rapporteurs and letters of appointment	
Engage media for publicity of the event			National President, & Secretary-General	Funds Internet	Comfort of participants	Receipts and other evidence(s) of payment for services	
To sharpen the skills of established and emerging writers through regular zonal	Secure funds for the workshops and identify venue	To run annually starting from 2017	National Exco	Funds Press releases Communiqué, Etc.	Adequate national publicity for the event	Press cuttings, social media postings, press releases, photographs and tapes of talk shows or news coverage by broadcast stations	N5,000,000 Annually

Workshops on developmental writing	Plan activities for the workshop; Appoint facilitators and rapporteurs for the event	National Exco	Funds	are competitive enough to win major awards globally	funds for the workshop/semi nar	N3,000,000 Annually						
							National Exco	Funds	List of facilitators/rapporteurs and letters of appointment			
										National Exco	Funds	Receipts and other evidence(s) of payment for services
To improve the capacity of ANA members on proposal writing for grants, residencies and fellowships	Secure funds for the workshops and identify venue	National Exco	Funds	Expand the body of writers in Nigeria whose works are competitive enough to win major awards globally	Bank statement or other evidence(s) of availability of funds for the workshop /semi nar	Announcements and promotional materials; List of facilitators/rapporteurs; and						
							National Exco	Funds	Adequate national publicity for the event			
										National Exco	Press releases Communiqué, Etc.	Secure registration for participation by 50 and above participants for
To improve the capacity of ANA members on proposal writing for grants, residencies and fellowships	Plan activities for the workshop; Market the event and Appoint facilitators and rapporteurs for the	National Exco	Funds	To run annually starting from 2017	Announcements and promotional materials; List of facilitators/rapporteurs; and	N3,000,000 Annually						
							National Exco	Funds	Secure registration for participation by 50 and above participants for			

	event					each session	letters of appointment	
	Negotiate, book and pay for services required for the event	National Exco	Funds		Comfortable training environment for participants	Receipts and other evidence(s) of payment for services		
	Engage media for publicity of the event	National Exco	Funds Press releases Communiqué, Etc.		Adequate national publicity for the event	Press cuttings, social media postings, press releases, photographs and tapes of talk shows or news coverage by broadcast stations		
To improve the number of new teen writers in Nigeria annually through a well structured Teen Authorship Mentoring Scheme (TAMS)	Appoint a national coordinating committee for TAMS that will interface with ANA branches to promote talent hunt in this area	ANA National Exco	Funds		Engagement of all ANA chapters in the teen authorship mentoring scheme	Letters to chapters/branches; Reports from chapters/brancheson TAMS; List of teen authors from each chapter/branch annually	N2,000,000	
	Encourage ANA chapters/branches to run monthly reading sessions for teen authors and nominate two name search per annum for monitoring by the national	ANA National exco and Chapter/Branch Chairmen & Secretaries	Funds and venue to organize monthly reading sessions by Chapters and Branches		Discovery of new teen authors in Nigeria	Attendance list, Photographs, videos and press cuttings of reading sessions		New manuscripts, publications and awards



	donors for the residencies across the country	To be sustained from 2017			Funds	Media visibility for the residency programmes	Press cuttings, Video clips and screen shots of broadcast and online reports on the residency programmes	N300,000
	Organize media engagements and promotion of the Residency programmes							
Increase the participation of special groups of writers in ANA activities generally	Launch a Special Intervention Project for the physically challenged	2017-2022	ANA National Exco/ Secretariat			More published new Female Nigerian Writers	Press cuttings, Photographs Videoclips and screenshots of broadcast and online reports on the physically challenged writers promotion programme	N1,000,000 Annually
	Launch a special intervention programme for new Female Writers in Nigeria	2017-2022	ANA National Exco/ Secretariat			More manuscripts/ Publications from the physically challenged writers	Presscuttings, Photographs and screenshots of broadcast and online reports on the renewed Female writers promotion initiative	N2,000,000 Annually
	Collate and publish an annual Calendar for ANA Monthly Readings across the country	To be published on ANA website every January ending from 2017	ANA National Exco/ Secretariat			Regular monthly book reading session across ANA chapters	List of new publications/ manuscripts submitted for publication	N100,000
Improve the hosting of monthly readings for writers by ANA Chapters and branches	Establish annual Presidential	To run annually from 2017	ANA National Exco/			Vibrant ANA mentoring	Photographs, presscuttings,	N500,000



	awards for best performing ANA Chapter / Branch in ANA Mentoring Schemes (TAMS & NWMS)	Conference and AGM	Secretariat		programme for both teen authors and new writers in Nigeria	Video clips and screen shots of broadcast and online reports on award ceremony.	
<b>PROGRAMME3: Membership Services and Development</b>							
<i>Objectives</i>	<i>Activities</i>	<i>Time</i>	<i>Persons responsible</i>	<i>Resources needed</i>	<i>Expected results</i>	<i>Means of verification</i>	<i>Cost</i>
Boost the morale of ANA members by 100% by 2018 as well as improve camaraderie amongst members through improved membership services from November 2016	Create ANA membership database Publish ANA membership register online	2016-2018 2017	ANA National Exco ANA National Exco	Computer, Scanner, Web administrator Computer, Web administrator	Improved services to ANA members Improved visibility for financially up todate ANA members	Copy of Membership register Screen shots of webpages	N300,000 Annually N200,000
	Issue ANA National Membership Numbers and Identity Cards Launch Special Recognition Awards as part of ANA annual conference from 2016 in order to celebrate exemplary contributions by members Liaise with regulatory bodies in the education	2017 2017	ANA National Exco ANA Exco/ Branch/Chapter Chairmen & Secretaries ANA National Exco	Computer, Plastic ID Card producing machine and consumables Funds to organize events and prepare certificates and plaques	Better welfare services to bonafide members Highly motivated membership	Copies of ID cards issues Current list of bonafide ANA members Photographs, press cuttings, Video clips and screen shots of broadcast and online reports on award ceremony List of newly included publications by	N500,000 N500,000

improved sales of their publications	sector so that members can be empowered economically through inclusion of more of their titles in reading list of institutions and the syllabi of schools					ANA Members on reading list of schools/ Syllabi	
Institutionalize the regular celebration of ANA goodwill	Establish ANA Hall of Fame to immortalize ANA icons	Update the list quarterly first quarter of 2017	ANA National Exco	Hallway in the national secretariat, Certificates and plaques & eventually on ANA land		Photographs/ Screen shots of the entries in the building and on ANA website	Cost to be ploughed into ANA structure on ANA land
ANA ambassadors and have distinguished themselves in their various career paths for posterity	Improve the annual ANA award ceremonies	Sustain this annually from 2017	ANA Exco/ Branch/Chapter Chairmen & Secretaries	Funds		Testimonials from recipients, Photographs, press cuttings, Video clips and broadcast and online reports on award ceremony	N3,000,000 Annually
	Organize annual ANA merit Award ceremony to honour friends, sponsors and partners of the Association	Sustain this annually from 2017	ANA National Exco	Funds to organize event, print certificates and produce plaques	Higher motivation for existing and potential donors to ANA programmes	Testimonials from recipients, Photographs, press cuttings, Video clips and broadcast and online reports on award	N5,000,000 Annually

Main stream activities related to the protection of the rights of Nigerian writers	Document and Publish violations against the rights of Nigerian Writers by individuals, organizations and governments in Nigeria	Sustain this annually from 2017	ANA National Exco/ Branch/Chapter Chairmen & Secretaries	Funds for research and publication	Provide better succor to victimized writers and Galvanize public outcry against cases of violation of writers' rights	Record of publications related to violation of writers' rights	N5,000,000 Annually
	Document, publish and circulate via conventional and news media channels, all ANA activities relating to protection of the rights of Nigeria Writers	Sustain this annually from 2017	ANA National Exco/ Branch/Chapter Chairmen & Secretaries	Funds for research and publication, Computer, Internet		List of publications related to violation of writers' rights	
<b>PROGRAMME 4: Finance and Investments</b>							
<b>Objectives</b>	<b>Activities</b>	<b>Time</b>	<b>Persons responsible</b>	<b>Resources needed</b>	<b>Expected results</b>	<b>Means of verification</b>	<b>Cost</b>
To strengthen financial probity and accountability in ANA	Design a Financial/ Accounting manual for ANA	January- March 2017	National Exco	Funds to hire financial expertise	Harmonized accounting manual for ANA	Copy of ANA accounting / Financial manual	N300,000
To improve the collection of ANA Membership Dues from 900,000naira per annum to 10million naira in three	Open a membership dues ledger in the national secretariat and create a ledger	Commence and progress steadily from November, 2016	National Exco	Leger book and ledger cards (greencards)	Comprehensive ANA membership ledger and record of remittances by	Copy of ANA membership ledger and green cards (individual members')	N200,000

years	card for every bonafide member of ANA and keep accurate record of remittances of annual dues on the ledger card	2016-2019	National Exco	Funds to publish filers and pamphlets	individual members	ledger cards	N300,000 Annually
	Sensitize members on new membership services and the advantages of dues remittances through publications, and stakeholders engagements				Prompt remittance of membership dues	Filers, memos and copies publications on membership services	
	Enable online payment of annual dues and other services on ANA website	September 2016- March 2017	ANA National Exco	Internet	Expanded channels for all official payments to ANA	Screen shots of website	N200,000
	Initiate constitutional amendment to redefine the criteria for membership to include payment of annual dues on or before 3 <sup>rd</sup> March each year	2017	National Exco/ National legal adviser	Stationery	Constitutional amendment to accommodate the proposed clause	Copy of amended ANA constitution	N500,000
	Appoint an Editor and production / marketing manager for the Nigerian Writers' Series	2016	National Exco	Funds	A functional administrative structure to manage the publishing outfit and	Appointment letters, List of new publications or manuscripts being	N20,000,000 Annually
	Increase the output of works on the Nigerian Writers Series (NWS) from current ten to thirty titles per annum beginning						

from first quarter of 2017	2016	National Exco			processed	
	Formally incorporate NWS as a publishing company and patent the brand name "Nigerian Writers Series".					
	Liaise with all relevant committees, competitive ANA award screening panels, and ANA chapters/Branches to sensitize writers on the availability of the publishing avenue	National Exco	Funds	Increased publication	List of new publications on the NWS label	N500,000
	2017-2022	National Exco				
	Engage in aggressive marketing of published titles to ensure wide circulation and financial success of such publications	NWS Editor/ Marketing Manager	Funds	Increase sales of NWS titles	Record of sales from the NWS management team	N500,000
	2017-2022					
	Establish ANA Business Development Committee (ABDC) to conduct feasibility studies on business ventures ANA could engage in profitably	ANA Business Development Committee/ National Exco	Funds	Report of Feasibility studies conducted on various business ventures in which ANA has comparative advantage	Photographs, press cuttings, Video clips and screen shots of broadcast and online reports on ABDC inauguration ceremony	N500,000
	2017					
To diversify sources of revenue for ANA through establishment of viable ANA business ventures from 2017						

						Meetings of the ANA Business Development Committee			
						Report of feasibility studies			
						Munifices of ANA Business Development Committee			N200,000
						Report of feasibility study on the recommended works			
						Sample of Printed items for display and a copy of their pricelist			N1,000,000
						Improve the visibility, accessibility and patronage of published work of Nigerian writers			
						Funds			
						ANA Business Development Committee/ National Exco			
						2017-2018			
						Identify classical literary works which could be adapted into television, film or video as commercial ventures			
						Design and produce ANA memorabilia and branded items for sale in ANA offices and events			
						2017			
						National Exco			
						Funds			
						Improved brand marketing and sources of income for ANA			
						Expected results			
						Means of verification			
						The draft bill, media reports etc			N1,000,000,
						Attendance lists,			N3,000,000
						Resources needed			
						Funds, the media and support			
						An Act of the Parliament Establishing the endowment for arts			
						Better reading culture at the			
						Persons responsible			
						ANA EXCO and Stakeholders in the book industry			
						Time			
						Jan. 2017 – Dec 2018			
						Draft bill for the NASS Assembly; Lobbying and attraction of funds; sensitization and publicity			
						Continue this annually in 2016			
						Sensitize ANA chapters to			
						Reinvigorate the Annual Yusuf Ali			

**PROGRAMME5: Advocacy, Partnerships and Linkages**

Objectives	Activities	Time	Persons responsible	Resources needed	Expected results	Means of verification	Cost
Advocate for the Establishment of National Endowment Funds for Arts	Draft bill for the NASS Assembly; Lobbying and attraction of funds; sensitization and publicity	Jan. 2017 – Dec 2018	ANA EXCO and Stakeholders in the book industry	Funds, the media and support	An Act of the Parliament Establishing the endowment for arts	The draft bill, media reports etc	N1,000,000,
Reinvigorate the Annual Yusuf Ali	Sensitize ANA chapters to	Continue this annually in 2016	ANA EXCO and state chapters,	Funds	Better reading culture at the	Attendance lists,	N3,000,000

Literary campaigns from 2016	organise the reading campaigns at schools within their states	and beyond	and Yusuf Ali, SAN		grassroots levels;	photographs and videos of events across the chapters	
Institute a robust Writers' Exchange Programme with foreign tertiary institutions and sister Writers' Associations across the globe	Organizing mutual exchange of writers between ANA and foreign institutions /writers Associations	Annually from 2017	ANAEexo and foreign sister bodies and tertiary institutions	Funds	Increased global window of opportunities for Nigerian Writers to expand their exposures and innovativeness	List of partnering institutions and enlisted ANA members on the exchange programme	N5,000,000
General Advocacy for Improvement of Creativity and Protection of Writers' Rights, Interests and Needs	Partner with the Nigeria Copyright Commission(NCC) and sister creative professional bodies to combat piracy of creative works in Nigeria	2017	National Exco	ANA Ambassadors of goodwill	Better protection of writers' Intellectual property rights	Letters indicating readiness to collaborate with ANA	N200,000
	Mount workshops &Media Sensitization programmes on the role of stakeholders in the fight against piracy and allied issues	2017	National Exco	Funds ANA Ambassadors of goodwill		Munities of Meetings, etc	
	To engage policy-makers and stakeholders at all levels in order to influence government policies in the areas of education,	2017-2022	National Exco/ ANA Chapters/Branches	ANA Ambassadors of goodwill	More friendly regulatory and policy environment for advancement of writers'rights	Photographs, press cuttings, Video clips and screenshots of broadcast and online reports on the specific events	N7,000,000

Increase strategic Stakeholders' Relations and Publicity functions for ANA (Branding, etc.)	Introduce and Host Annual ANA-Media Roundtable	2017	National Exco	Funds	More friendly media coverage of ANA activities	readiness to collaborate with ANA on various projects; and Minutes of joint Meetings, etc	N2,000,000 Annually	
		2017	National Exco	Funds	grant writers fair deals in their relationships with publishers and increased publication of manuscripts from ANA members	Audio-visual documentation of workshops sessions	N1,000,000 Annually	
	Establishment and Hosting of ANA Partners' Forum	2017	National Exco/ ANA Chapters/ Branches	Funds	Increased funding of ANA programmes	Audio-visual documentation of workshops sessions	N2,000,000 Annually	
		2017	National Exco/ ANACHapters/ Branches	Funds		Audio-visual documentation of workshops sessions	N1,000,000 Annually	
	<b>PROGRAMME 6: Annual Conventions, Prizes, and Awards</b>							
	Objectives	Activities	Time	Persons responsible	Resources needed	Expected results	Means of verification	Cost
Improve The Quality Of ANA Conventions And Annual General	Unbundle ANA Annual Conventions and	January-March 2017 (planning)	National Exco		Make ANA Conventions better	Programme of events for the 2017	N20,000,000 Annually	



Meetings	AGM	Execution (October- November yearly)				organized with more time for book readings and other creative activities and exhibitions	Convention; Minutes of meetings; Congress resolution on the proposed form at of the unbundled convention/ AGM	
	Enable online registration for ANA convention and other programmes on ANA website	January- March 2017	ANA National Exco	Computer server; Internet	Expanded channels for all official payments to ANA	Screen shots of website	N100,000	
Meetings	Establish ANA annual seminar series outside the annual convention to be hosted round Nigerian Universities as a full fledged literary conference devoted to critical evaluation of contemporary Nigerian Literature	January- March 2017	ANA National Exco		Enhance the profile and sustainability of ANA annual seminar series	Programme of events of the maiden seminar series in 2017	N3,000,000 Annually	
	Increase the number of Chapters monthly reading sessions; Organize special Guest authors reading sessions across the Country annually	2017-2022	ANA National Exco and Leadership of ANA Chapters		Improved reading and scholarly review of members' works	Audio-visual documentation of reading sessions across ANA Chapters	NIL	
Meetings	Quality of Annual Literary events across the country and ANA	2017-2022	ANA National Exco and Leadership of ANA Chapters				N500,000	

Chapters	Organize periodic colloquiums organize to coincide with special dates like national celebrations or birthdays of literary icons	2017-2022	ANA National Exco and Leadership of ANA Chapters		Increased Literary awareness, Grooming of talents of young writers And celebration of the achievements of ANA members / Literary Icons	Reports; Audio-visual documentation of sessions across the country	N1,000,000
	Organize Periodic National Symposia aimed at broadening the horizons of members and appreciation of literature by the general public	2017- 2022	ANA Exco at both national and branch levels		Capacity building of members and Increase public awareness on the contributions of Nigerian writers	Audio-visual documentation of events	
	General sponsors to finance the production of the Winning drama entry annually	Annually from 2017	ANA National Exco		Create more visibility of the winning entries for ANA drama competition	Letters and contract documents with potential sponsors	N10,000,000 Annually
	Appoint an artistic director or institution to produce the winning play	2017	ANA National Exco			Letters and contract documents with producer/ director or institution	

	Secure venue for the production and publicize the event nationally	2017	ANA National Exco						
Review of the Administration and endowment conditions for ANA annual Literary Prizes in order to make them sustainable from 2017	Set up a think-tank to evolve new ANA prizes that are developmental, and can sustain the interest of corporate donors/sponsors.	January - March 2017	ANA National Exco	Funds to convene the think-tank and facilitate its meetings	Enhance the profile and sustainability of ANA annual prizes	List of members of think-tank Report of the think-tank	N1,000,000		
	Review the guidelines on ANA Prize administration and conditions for endowment or prizes in order to make the awards sustainable and conform to contemporary literary realities	January - March 2017	ANA National Exco	Funds to facilitate review its meetings	Enhance the profile and sustainability of ANA annual prizes	Minutes of meetings of review committee	N500,000		

### **PROGRAMME 7: Research and Documentation**

<i>Objectives</i>	<i>Activities</i>	<i>Time</i>	<i>Persons responsible</i>	<i>Resources needed</i>	<i>Expected results</i>	<i>Means of verification</i>	<i>Cost</i>
To ensure the release of two major publications per annum on Nigerian Oral Literature from 2017	Inauguration of ANA Research and Documentation Committee	2017	ANA National Exco	Funds	Regular research output by way of documentation of Oral Nigerian literature	Research reports	N500,000
	Launch Nigerian Indigenous Literature Documentation	2017-2022	ANA National Exco	Funds		Audio-visual documentation of launching ceremony	N10,000,000 Annually

<p>To develop sustainable Partnerships with language development research centres and tertiary Institutions interested in the research and documentation of oral Nigerian literature</p>	<p>Project Submit proposals for workshops and collaborative research on Oral Nigeria Literature to research centres and tertiary institutions</p>	<p>2017-2022</p>	<p>National Exco/ ANA Chapters/ Branches</p>		<p>More Researches and documentation of oral Nigerian Literature</p>	<p>Copies of proposals; Evidence of dispatch and acknowledgment by relevant institutions</p>	<p>N250,000</p>
<p>To improve the quality, frequency and circulation of existing ANA publications</p>	<p>Strengthen the editorial quality of ANA Review Journal through indexing, online presence and improvement of its circulation locally and internationally</p>	<p>2017-2022</p>	<p>ANA National Exco</p>	<p>Funds</p>	<p>More visibility and sales of ANA Review</p>	<p>Copies of publications and screen shots of online copy</p>	<p>N500,000</p>
<p>Improve the quality, frequency and online visibility of ANA Quarterly Newsletter and appoint zonal reporters to improve the</p>	<p>Improve the quality, frequency and online visibility of ANA Quarterly Newsletter and appoint zonal reporters to improve the</p>	<p>2017-2022</p>	<p>ANA National Exco</p>		<p>More visibility and sales of ANA Quarterly Newsletter</p>	<p>Copies of the newsletter and screenshots of online copy</p>	<p>N300,000 Per quarter</p>



## PROGRAMME 8: Infrastructural Development

<i>Objectives</i>	<i>Activities</i>	<i>Time</i>	<i>Persons responsible</i>	<i>Resources needed</i>	<i>Expected results</i>	<i>Means of verification</i>	<i>Cost</i>
Mapping and possible Review of all existing MOUs and agreements with regards to the ANA land in Mpape	Inaugurate a technical committee to study all legal agreements and MOUs that pertain to the development of ANA land	2016	National Exco/ National legal Adviser		Streamlined ANA agreements and MOUs highlighting ANA obligations and entitlements	A consolidated list of all agreements and MOU  Minutes of meetings and recommendations	N500,000
Fast track the phased development of ANA Land in Mpape to ensure commencement of ANA activities on the land	Ensure speedy discharge of all pending legal tussles on ANA land in Mpape	2017-2019	ANA National/ land development committee/ National Exco		Free ANA land in Mpape of all legal encumbrances	Documents indicating favorable Judicial decisions or Legal documents indicating amicable resolution of all contending issues	N2,000,000,000
	Review the existing Master plan for ANA land in Mpape	January-March 2017	ANA land Development Committee/ National Exco		An implementable masterplan that meets the aspirations of ANA for its land in Mpape	Masterplan designs and models	
	Liaise with the ANA land developer to identify projects to be executed on	2017	ANA land Development Committee/ National Exco		Commencement of construction work on the land in Mpape	Agreements and document showing the list of projects and the agreed	

	ANA Land in Mpape and organize the proposed projects into phases for purposes of implementation	2017	ANALand Development Committee/ National Exco		in 2017	timelime for execution	
	Liaise with the ANA land developer to secure space for takeoff accommodation in the existing duplex on the land in Mpape for the relocation of ANA head office from Lagos to Abuja				Commence ment of ANA administrative operations on ANA land in Mpape	Agreements and Pictures of ongoing construction work on the land	



**APPENDIX**  
**REPORT ON ANA NEEDS ASSESSMENT**  
**(STRATEGIC PLANNING NATIONWIDE SURVEY)**

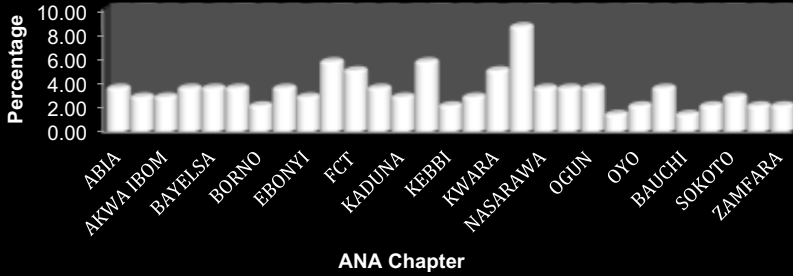
As part of the data collection process for the ANA 2016 Strategic Planning Workshop, a total of two hundred and twenty six (226) copies of the questionnaire were distributed to ANA members through the national and state executives. The respondents were carefully selected to cover the diverse membership categories. Out of this number, only one hundred and sixty-five (165) were returned, from which only one hundred and thirty-eight (138) were properly filled and useable for the purpose of analysis. The distribution and result of the analysis are summarized below:

**Distribution of Respondents**

S/NO	STATE	TOTAL NUMBER	PERCENTAGE
1	ABIA	5	3.62
2	ADAMAWA	4	2.90
3	AKWA IBOM	4	2.90
4	ANAMBRA	5	3.62
5	BAYELSA	5	3.62
6	BENUUE	5	3.62
7	BORNO	3	2.17
8	DELTA	5	3.62
9	EBONYI	4	2.90
10	EDO	8	5.80
11	FCT	7	5.07
12	IMO	5	3.62
13	KADUNA	4	2.90
14	KANO	8	5.80
15	KEBBI	3	2.17
16	KOGI	4	2.90
17	KWARA	7	5.07
18	LAGOS	12	8.70
19	NASARAWA	5	3.62
20	NIGER	5	3.62
21	OGUN	5	3.62
22	OSUN	2	1.45
23	OYO	3	2.17
24	PLATEAU	5	3.62
25	BAUCHI	2	1.45
26	ADAMAWA	3	2.17
27	SOKOTO	4	2.90
28	RIVERS	3	2.17
29	ZAMFARA	3	2.17
		138	100.00



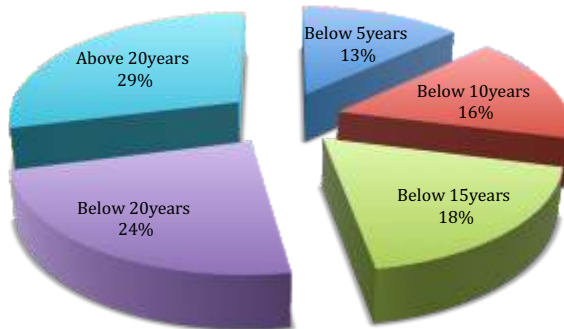
## Distribution of Respondents



### How Long Have you Been an ANA Member?

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5 years	5	11.6	13.2	13.2
Below 10 years	6	14.0	15.8	28.9
Below 15 years	7	16.3	18.4	47.4
Above 20 years	9	20.9	23.7	71.1
Total	38	88.4	100.0	100.0
Non Response	5	11.6		
Total	43	100.0		

### How Long Have You Been a Member of ANA



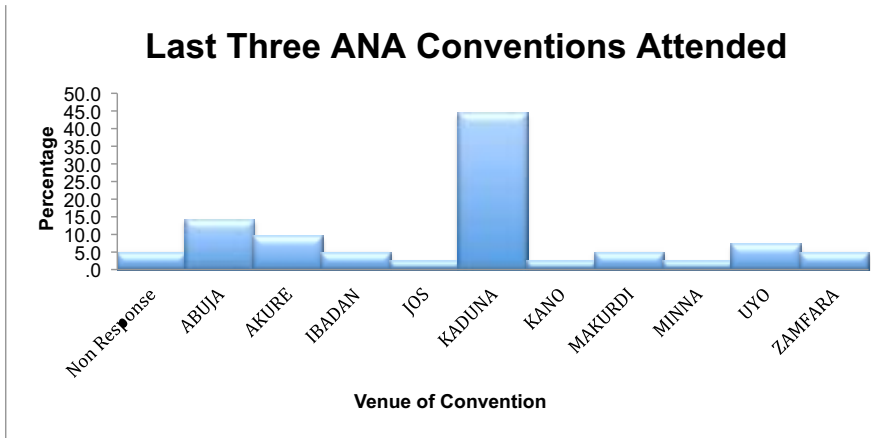
**Q2. Kindly state three reasons why you decided to join ANA**

To improve my creative/writing attributes	To promote ideals of the Organization	Personal interest	To tap experience and be in the gathering of known Authors
33	33	24	37
26.0	26.0	18.9	29.1



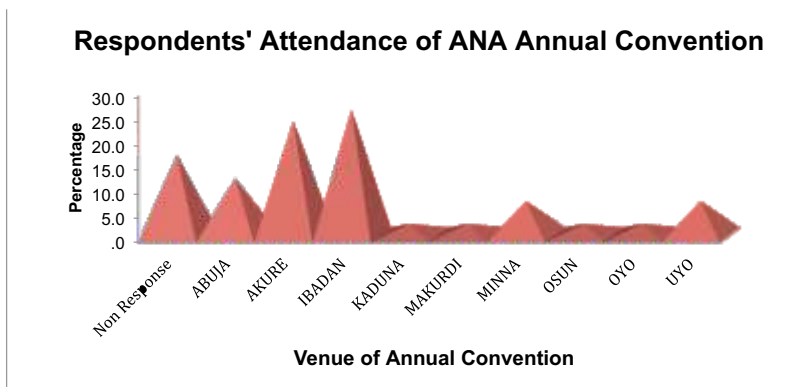
**Q3. List the last three National ANA Annual conventions you have attended**

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Non Response	2	4.7	4.7	4.7
ABUJA	6	14.0	14.0	18.6
AKURE	4	9.3	9.3	27.9
IBADAN	2	4.7	4.7	32.6
JOS	1	2.3	2.3	34.9
KADUNA	19	44.2	44.2	79.1
KANO	1	2.3	2.3	81.4
MAKURDI	2	4.7	4.7	86.0
MINNA	1	2.3	2.3	88.4
UYO	3	7.0	7.0	95.3
ZAMFARA	2	4.7	4.7	100.0
Total	43	100.0	100.0	



**Q3. List the last three National ANA Annual conventions you have attended**

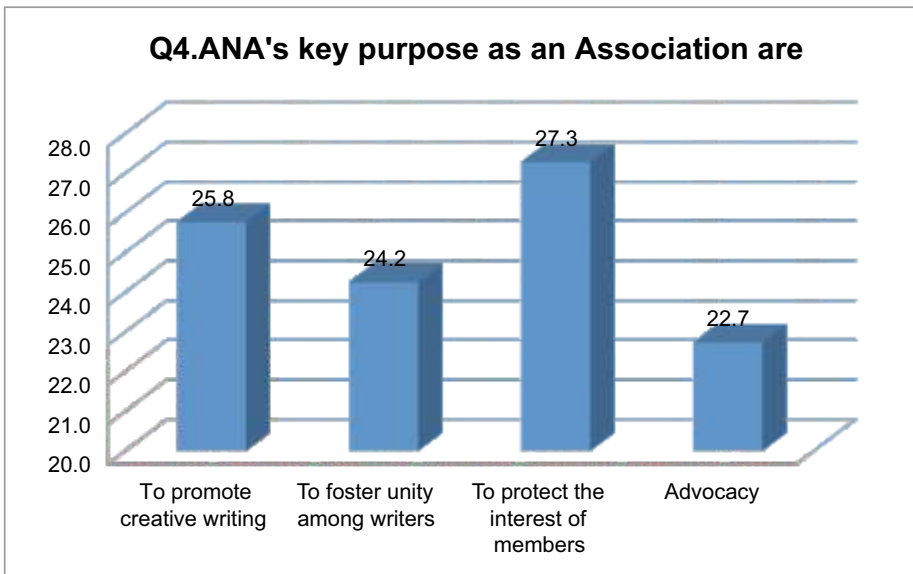
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non Response	7	16.3	16.3	16.3
	ABUJA	5	11.6	11.6	27.9
	AKURE	10	23.3	23.3	51.2
	IBADAN	11	25.6	25.6	76.7
	KADUNA	1	2.3	2.3	79.1
	MAKURDI	1	2.3	2.3	81.4
	MINNA	3	7.0	7.0	88.4
	OSUN	1	2.3	2.3	90.7
	OYO	1	2.3	2.3	93.0
	UYO	3	7.0	7.0	100.0
	Total	43	100.0	100.0	



**Q4. ANA's Key Purpose as an Association are**

To promote creative writing	To foster unity among writers	To protect the interest of members	Advocacy
34	32	36	30
25.8	24.2	27.3	22.7

132  
100

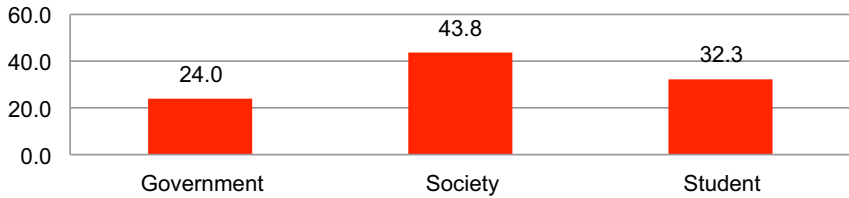


**Q5. ANA is intended to help the following**

Government	Society	Student
23	42	31
24.0	43.8	32.3

96  
100

### Q5. ANA is intended to help the following

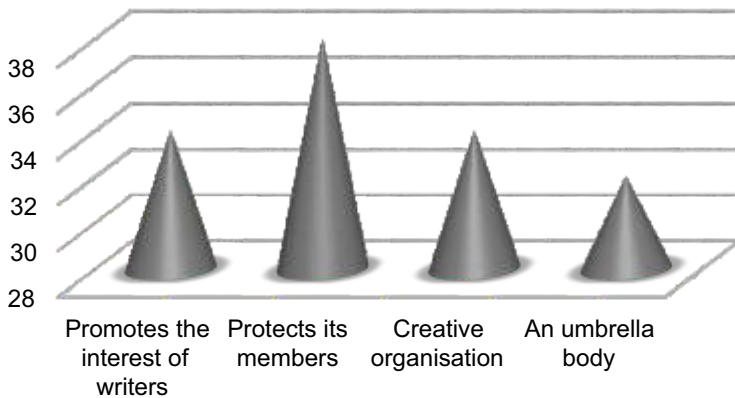


### Q6. ANA as an association is important because

Promotes the interest of writers	Protects its members	Creative organisation	An umbrella body
34	38	34	32
24.6	27.5	24.6	23.2

138  
100

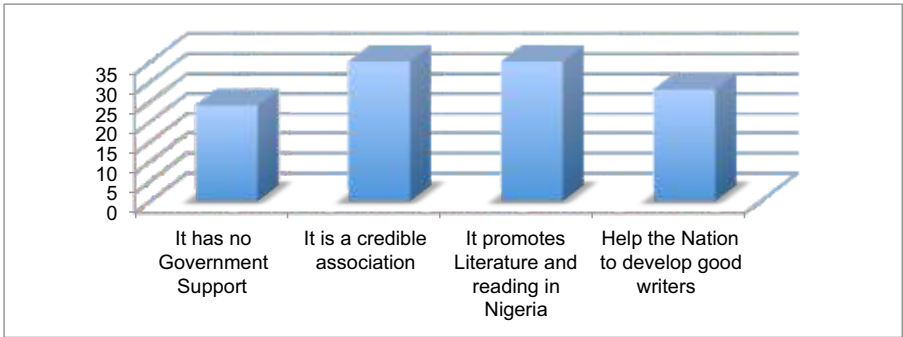
### ANA is Important Because



**Q7. Other individuals and corporate bodies should support ANA activities because**

It has no Government Support	It is a credible association	It promotes Literature and reading in Nigeria	Help the Nation to develop good writers
24	35	35	28
19.7	28.7	28.7	23.0

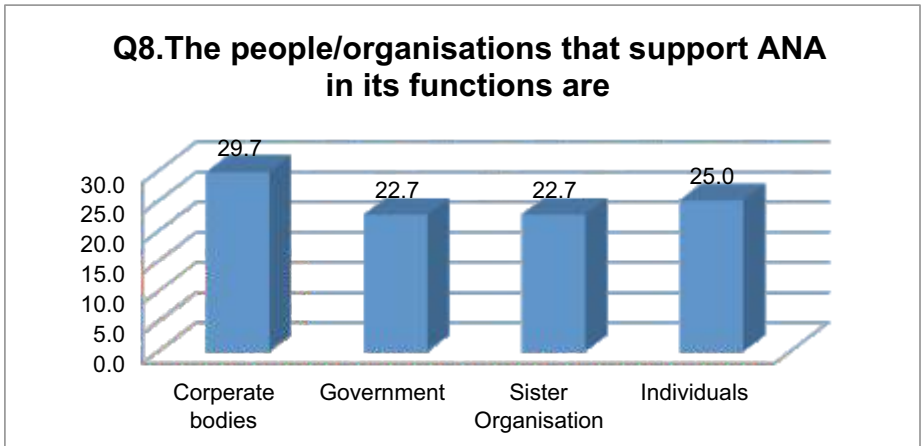
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**Q8. The people/ organizations that support ANA in its functions are**

Corporate Bodies	Government	Sister Organisation	Individuals
38	29	29	32
29.7	22.7	22.7	25.0

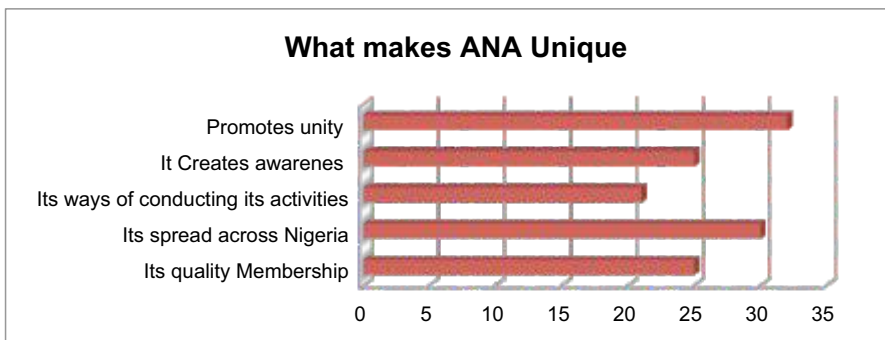
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**Q9. What makes ANA unique compared to other sister national associations**

Its quality Membership	Its spread across Nigera	Its ways of conducting its activities	It Creates awaresnes	Promotes unity
25	30	21	25	32
18.8	22.6	15.8	18.8	24.1

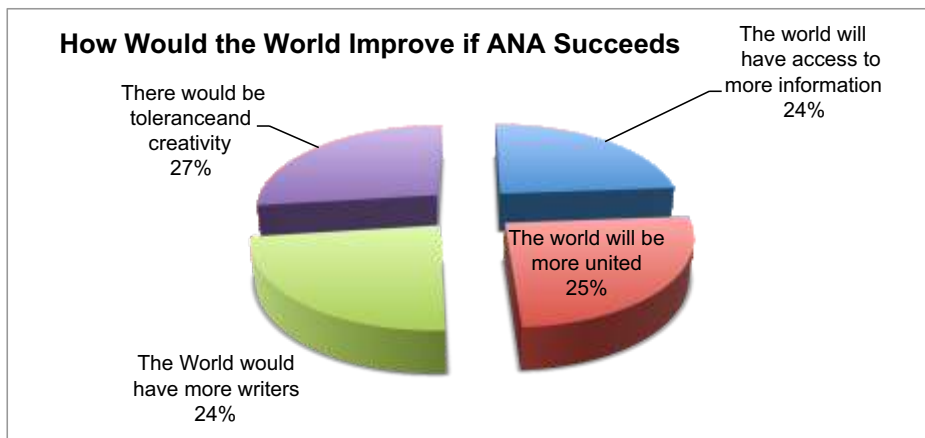
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**Q10. How would the world be improved, changed or different if ANA was successful in achieving its purpose**

The world will have access to more information	The world will be more united	The World would have more writers	There would be tolerance and creativity
30	32	30	34
23.8	25.4	23.8	27.0

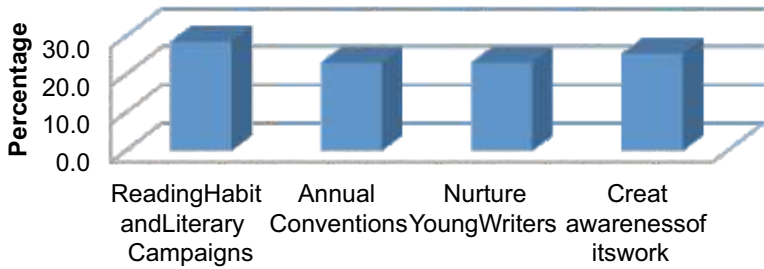
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Reading Habit and Literary Campaigns	Annual Conventions	Nurture Young Writers	Creat awareness of its work
36	29	29	32
28.6	23.0	23.0	25.4

126  
100

**Q11. What are the most important services that ANA should continue to provide, change or begin to offer in the next five years**

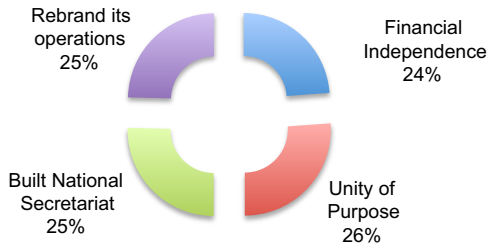


**Q12. If we could only make three changes that would significantly affect ANA's ability to provide better quality services, what would they be**

Financial Independence	Unity of Purpose	Built National Secretariat	Rebrand its operations
31	34	33	32
23.8	26.2	25.4	24.6

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100

**Three Changes that Could Affect ANA's Service Delivery**



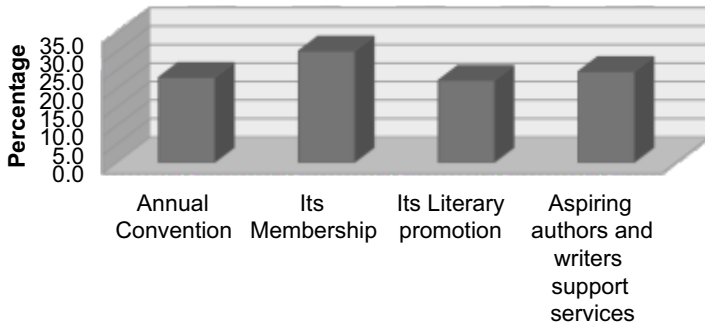


**Q13. What do other stakeholders consider the most important part of ANA's activities**

Annual Convention	Its Membership	Its Literary promotion	Aspiring authors and writers support services
29	38	28	31
23.0	30.2	22.2	24.6

126  
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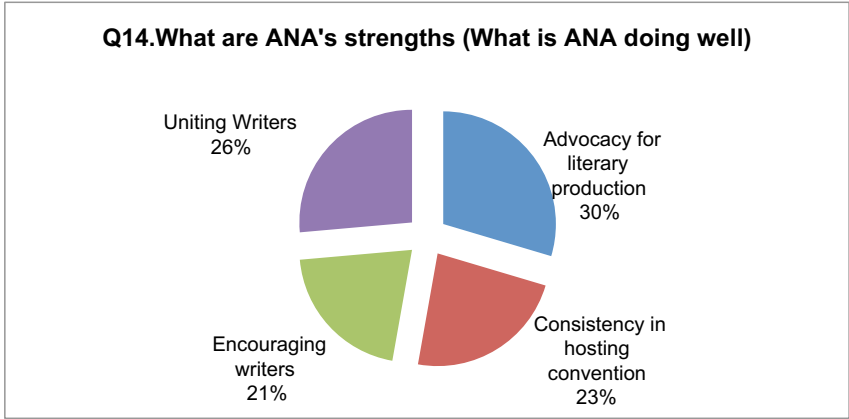
**What do others see as ANA's most Important Activity?**



**Q14. What are ANA's strengths (What is ANA doing well)**

Advocacy for literary production	Consistency in hosting convention	Encouraging writers	Uniting Writers
37	29	26	33
29.6	23.2	20.8	26.4

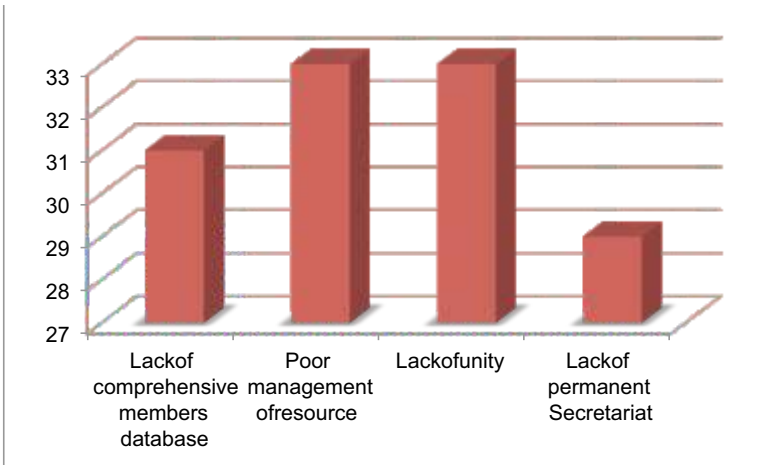
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**Q15. What are ANA's Weaknesses (What could be improved upon)**

Lack of comprehensive members database	Poor management of resource	Lack of unity	Lack of permanent Secretariat
31	33	33	29
24.6	26.2	26.2	23.0

126  
100

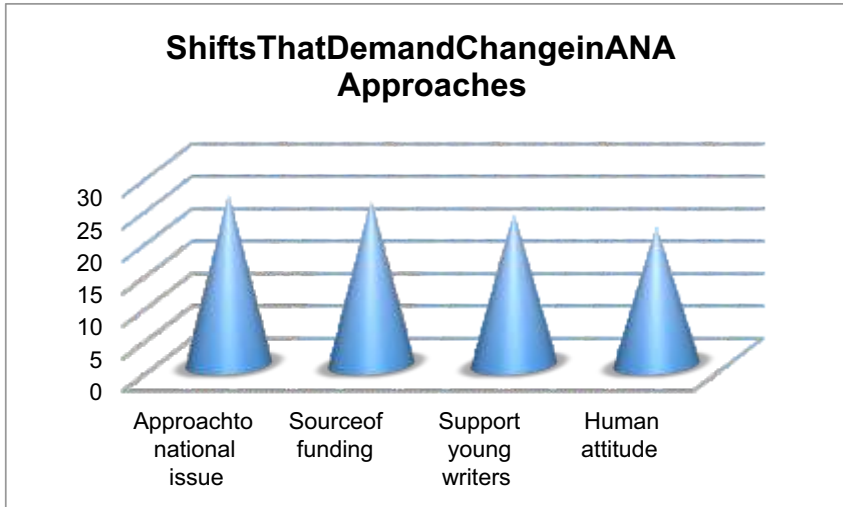


**Q16. List any shifts in political, economic and social environment within which ANA exist that will demand changes in ANA approaches**

Approach to national issue	Source of funding	Support young writers	Human attitude
26	25	23	21
27.4	26.3	24.2	22.1

95

100



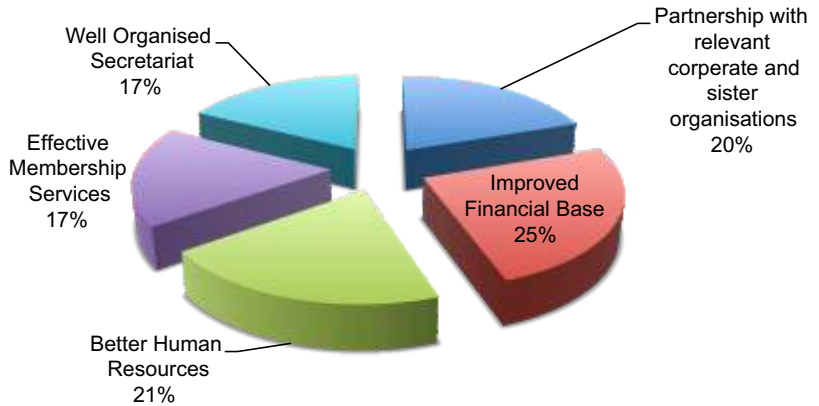
**Q17. What resources will ANA need to grow in the next five years**

Partnership with relevant corporate and sister organisations	Improved Financial Base	Better Human Resources	Effective Membership Services	Well Organised Secretariat
26	33	27	23	23
19.7	25.0	20.5	17.4	17.4

132

100

## What Resources Does ANA Need to Grow



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