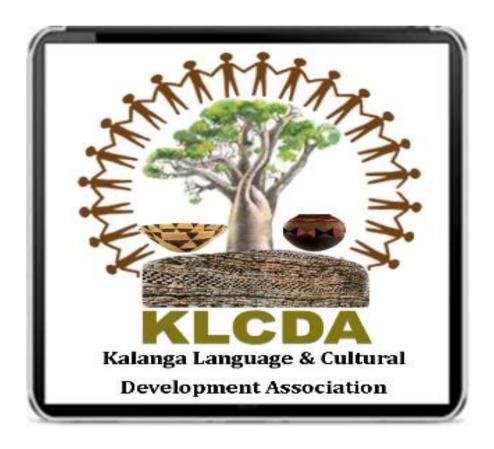# KLCDA STRATEGIC PLAN

2016-2021

List of Acronyms

AGM – Annual General Meeting

BUDA – Bulilima-mangwe Development Association

ECD – Early Childhood Development

ETF – Education Transitional Fund

ICT – Internet Computer Technologies

KLCDA – Kalanga Language and Cultural Development Association

KLPS – Kalanga Language Promotion Society

MOU – Memorandum of Understanding

RDC – Rural District Council

SPIL – Society for the Promotion of IKalanga Language

VETOKA – Venda – Tonga – Kalanga Association

ZBC – Zimbabwe Broadcasting Corporation

ZJC – Zimbabwe Junior Certificate

ZILPA– Zimbabwe Indigenous Languages Promotion Association

ZIMSEC – Zimbabwe School Examinations Council

Contents

1.0   INTRODUCTION

1.1   Organisation

The Kalanga Language and Cultural Development Association (KLCDA) is a membership umbrella body whose main thrust is to coordinate and facilitate the development and growth of TjiKalanga language and Culture in Kalanga Communities. The organisation seeks to position the language and culture as a key contributor to broader societal development. KLCDA was founded in 2005 and registered in 2010 deed registration number CF51/2010.

1.2   Objectives of the Strategic Planning process

i.   To project a clear understanding of the environment in which we operate, explore opportunities and threats so as to maximise on opportunities while minimising the risk presented by strengths and be pro-active.
ii. To conduct a self-introspection to understand our strengths and weaknesses so that we build on the strengths while working on our weaknesses.
iii. To define our identity and strategic direction for the next five years in a way that responds to the needs of Kalanga linguistic and cultural communities in our target areas and enhance partnerships.
iv. To package the organisation in a manner that enhances its appeal to stakeholders and potential partners.
v.   To explore strategies to make KLCDA sustainable and effective I its programming.

1.3   Methodology

The development of this strategic plan was motivated by the various challenges and lessons that we have encountered in the course of our work since the inception of the organisation. At the 2nd AGM on the 28th of March 2016, members of KLCDA made a resolution that a Strategic Planning exercise was to be carried out within two months to chart the strategic direction of the association. The Strategic planning meeting was then convened from the 27th to the 28th of May 2016 in Plumtree. This exercise included representative from the Trustees, members of the Executive committee and its four Sub-Committees namely; the Education and Writers Sub-Committee, the Finance and Fundraising Sub-Committee, the Festivals and Functions Sub-Committee and the Organising and Publicity Sub-Committee. It included prospective Board Members who were nominated at the AGM and a one Traditional Leader. The final contents of this strategic plan are informed by the organisation's Constitution, previous activity reports, it is also a result of the collation and analysis of various information and data gathered by KLCDA in various programs and surveys.

2.0   ORGANISATIONAL PROFILE

2.1   History

The Kalanga Language and Cultural Development Association (KLCDA) is a membership umbrella body whose main thrust is to coordinate and facilitate the development and growth of TjiKalanga language and Culture in Kalanga Communities. The organisation seeks to position the language and culture as a key contributor to broader societal development. KLCDA was founded in 2005 and registered in 2010 deed registration number CF51/2010.

The organisation's programming targets Kalanga Communities, schools in Kalanga speaking areas and tertiary institutions offering Kalanga programmes. KLCDA is a successor to earlier attempts through predecessor organizations such as the Kalanga Language Promotion Society which was started in 1980 under the chairmanship of Million Nsala Malaba. There were other follow up organizations such as Bulilimamangwe Development Association (BUDA) and umbrella body attempt of Venda-Tonga-Kalanga (VETOKA). Revived efforts after 2000 brought great fruit, including the founding of the KLCDA in 2005, its registration in 2010. Since its inception, the organisation has carried out various programs and projects which include cultural festivals and publishing grade 1 to 7 Kalanga Textbooks

which were distributed for free to 205 schools with assistance from the Education Transition Fund (ETF) amongst others.

2.2 **Vision**

KLCDA envisions a revived and thriving TjiKalanga language and culture which effectively contributes to and drives socio-economic development.

2.3 **Mission**

KLCDA is an umbrella coordinating body which exists to promote the development and growth of TjiKalanga language and culture in education, media and public sphere for its effective contribution to the socio-economic development of society.

2.4 **Values**

KLCDA, its members and affiliates subscribe to the following values and principles;

i.   Bunhu (Humility)
ii. Hoko inabhe (Transparency and Accountability)
iii. Zwipila (Commitment)
iv. Bunyambi (Innovation and Creativity)

3.0   CONTEXT

3.1   **Political Environment**

- The reviewed education curriculum has opened up space for indigenous languages and culture. However, these intentions have not been backed by any resources deployed in that regard.
- There is an encroachment of other languages notably TjiShona and TjiTebele into predominantly Kalanga speaking areas through government and private organizations employment practices, the Government resettlement program and the presence of non-Kalanga traditional leaders amongst BaKalanga. These use their powers and positions of influence to suppress TjiKalanga in their areas of jurisdiction.
- Zimbabwe will hold its harmonized election in 2018. Elections in Zimbabwe have always proven to be unpredictable and at times violent which might present a threat to the activities of KLCDA as political polarization and intolerance re-ermeges.

3.2   **Social Environment**

- The education ETF sector has facilitated the growth of TjiKalanga through the introduction of TjiKalanga in Primary Schools and tertiary institutions.

- Grade 7 pupils sat for their inaugural Kalanga ZIMSEC exams in 2015
- Colleges have increased enrollment for Kalanga teacher training.
- There is also an increasing consciousness among BaKalanga concerning their language and identity. This has been triggered by greater acceptance of cultural diversity in Zimbabwe.
- However, these gains are hampered by teacher deployment practice which puts non-Kalanga teachers in primary schools and ECD level.
- Churches have also been complicit in promoting the enforcement of other languages into Kalanga areas at the expense of the local language due to deployment of non-Kalanga church leaders and the absence of a Kalanga bible amongst other factors.
- A large number of BaKalanga have, due to economic factors, migrated to all corners of the world with the largest population in South Africa. These presents both a challenge and an opportunity. It means the human resource base to promote the development of TjiKalanga has been diminished. It also means a growing demand for TjiKalanga in various parts of the world as well as an empowered people who can support the development of TjiKalanga financially and technically.

3.3   Economic Environment

- The economy of Zimbabwe is fast declining and has not been performing well resulting in financial constraints which also impact negatively on the performance of the organisation. This is because fewer resources, either by government, business or private individuals can be channeled to the cause of TjiKalanga.
- This also means that the reviving of TjiKalanga language and culture ceases to be a priority for many BaKalanga as they focus more on day to day survival than on activities that do not directly speak to their bread and butter issues. The global economic decline has also impacted negatively on donors resulting in them changing focus or cutting on some funding streams for certain thematic areas, especially those that do not link directly to political issues.

3.4   Technological Environment

- The growth in Information Computer Technologies (ICTs), falling broadband prices and availability of free Wifi spots is presenting tremendous opportunity for the promotion of TjiKalanga.

- If Well-managed, the Association website with good content, Facebook Page, YouTube and WhatsApp, Video clips, audio clips, online radio, amongst others, present a great opportunity to develop and spread the language.
- Mainstreaming the language through new media and technology enables the younger generation to identify with the language and participate in its promotion. It also bridges the time and space barrier and enables BaKalanga in various parts of the world to work collectively in virtual platforms to promote the language.
- On the other hand, the rise in the use of ICTs poses other challenges like facilitating theft of intellectual material, illegal copying and selling of arts products like books, music etc. This might dampen the spirit of those working to revive the language through literary and audio visual arts as they will no longer see a benefit for producing such since they will not have any meaningful financial rewards from such.
- The growth of the use of internet also means the growth of 'online activists' who do not participate in the actual work of advocating for or promoting TjiKalanga

3.5   Legal Environment

- The adoption of the 2013 Constitution into the supreme law of the land has presented tremendous opportunity with the Declaration of Rights (Chapter 4) which makes TjiKalanga an "officially recognized language". This has laid down a good legal and constitutional framework from which to fight for our language. This means that the promotion of TjiKalanga is no longer just a need but rather a right guaranteed by the Constitution.
- Chapter 14 (Devolution of Power) also presents opportunity as it will give local communities more self-determination and can make decisions regarding their language and culture on their own.

3.6   Community Attitudes

Generally, most Kalanga communities are excited about the promotion of their language and culture and they participate fully in the efforts to promote such. However, some of them are in denial, not wanting to identify as Kalanga because of the inferiority complex that they associate with the language and the superiority that they associate with TjiTebele and TjiShona. Some communities, due to lack of information reject the teaching of TjiKalanga since they perceive that it is of no

economic or academic value to their children. All this hampers the promotion of TjiKalanga.

3.7   **Other organisations**

There are other organisations and projects which work to promote TjiKalanga language and culture one way or another. These organisations include Getjenge Community Media Trust, Lubahhe KubuKalanga and Tjinyunyi Babili Trust. Others across the borders include Radio BuKalanga in Johannesburg, Mukani Action Campaign, Domboshaba Cultural Trust and Society for the Promotion of Ikalanga Language (SPIL) all of which are based in Botswana. The Word for the World is also another organisation which work to facilitate the translation of the Bible into TjiKalanga.

There are also some organisations which work to promote other indigenous languages in Zimbabwe which are also key current and potential partners for KLCDA. These include the Zimbabwe Indigenous Languages Promotion Association (ZILPA) to which KLCDA is an affiliate, the Nambya Development Organisation Trust, the Venda Association, Tonga Association, Sotho Association and Tso-ro-tso San Development Trust.

KLCDA does not view all these mentioned organisations as competitors or threats to its existence and mandate but more so as collaborators and key partners in the development of TjiKalanga Language and Culture.

3.8   **Resources**
KLCDA currently has one desktop, one camera and a printer. Currently the organisation gets sporadic activity based funding sources. The organisation does not have office space, furniture or employed staff or volunteers to implement its decisions.

3.9   **Key Stakeholders**

i.   **Bulilima RDC and Mangwe RDC**

The RDCs are the local authorities in the operating areas, they make policy and oversee its implementation, and these stakeholders are supportive in the work of

promoting TjiKalanga Language and Culture to a large extent. This is a strong pedestal on which we can anchor our work.

ii.   Institutions of learning

Institutions of learning are key stakeholders with whom we work. They are the ones directly in charge of the teaching of TjiKalanga and have influence on whether the policies on the teaching of the language are implemented or not.

3.10 SWOT ANALYSIS

Strengths	Weaknesses
a) Recognition of TjiKalanga in the constitution Very importantly, the official recognition of TjiKalanga in the Constitution was great achievement. Whilst it was not a lone or direct effort of KLCDA, it is beyond dispute that it was a direct result of efforts of BaKalanga including the political leadership during the Constitution making process. This gives the association a firm pedestal on which to anchor its efforts, moving Kalanga language issues from just a being a need to being a constitutional right. **b) Diversity** KLCDA is made up of members with diverse skills, experiences, knowledge and networks. It also brings together people from across political, religious and other backgrounds and pursuits. This can be harnessed to promote the achievement of the organisational mandate. The association is also made up of people of all age cohorts, i.e the youth, the middle aged and the elderly who share their abilities in promoting TjiKalanga. **c) Commitment** The association is has managed over the years, to get people who are selflessly committed to the cause and are willing to sacrifice their time, skills, resources and expertise to serve TjiKalanga. In a context where resources are limited,	**a) Funding** KLCDA is grappling with lack of funding to carry out its mandate effectively. The current fundraising strategies are weak and unsustainable which makes it difficult to plan long term and implement those plans. **b) Teaching of TjiKalanga** The teaching of TjiKalanga at all levels is hampered by various challenges. These include the lack of understanding and clarity of policy on the teaching of indigenous languages by stakeholders. Teachers are also not adequately capacitated to teach TjiKalanga as most of them did not study it. Various other challenges which include the attitudes of schools, communities and pupils also confront the effective teaching of TjiKalanga. **c) Implementation** The association is handicapped in that it does not have an implementing office in the form of a fully-fledged secretariat to translate the plans into actions. This means the performance of the organisation is greatly compromised since most of the plans and resolutions remain on paper. **d) Getting the 'Elite Kalanga' members of the community on board**

commitment is a key strength on which the organisation survives.

d) Experience and track record

The association has a vast experience in the subject have been in existence for more than 10 years and having scored major achievements in the process. It also consists of elders who have been in arena of advocacy and promotion of indigenous languages for over 30 years. This track record and vast experience is a major strength which the association possesses.

e) TjiKalanga in Primary Schools

Distribution of textbooks in primary schools is one of the most laudable steps that have been taken with funding from the Education Transitional Fund which was a great help in this regard. In 2015, TjiKalanga has been examined at Grade 7 with pupils sitting for the ZIMSEC and attaining a 70% pass-rate for TjiKalanga.

f) TjiKalanga in Secondary Schools

In 2015, KLCDA, through support from various well-wishers, convened a three day ZJC Kalanga Textbooks Writing workshops which trained teachers and produced manuscripts for Secondary school Textbooks. The textbooks are now at editing stage. Tahangana High School has also introduced TjiKalanga at Form 1. The association has responded by soliciting contributions to print and donate Kalanga Books to Tahangana High school as a way of supporting the move.

Getting the elite kalanga members of society to effectively participate in or contribute to the development of TjiKalanga has been unsuccessful. Such efforts have not been made in a coordinated and consistent manner. This means that the efforts still lack the influential figures who can strengthen and drive the agenda.

e) Influence and presence

The association has not yet managed to penetrate remote communities as well as the media and information. The influence of Traditional leaders has also not yet been exerted towards the development of the language and culture. The organisation has also not been able to entrench itself at grassroots level as it has not yet established district and grassroots committees.

f) Viable partnerships creating viable partnerships and synergies with key stakeholders

KLCDA has not managed forged any meaningful viable partnerships and synergies with key stakeholders which makes its work difficult. KLCDA needs to forge strategic alliances and partnerships for it to be effective in its work.

g) Research and Advocacy

KLCDA has not yet established a strong research and advocacy faculty which can research and generate information for evidenced based advocacy. This has meant the slow or absent response mechanism to fight and advocate for the welfare of TjiKalanga when its welfare is under threat.

g) Generation of more literature by individuals Various writers have started publishing books such as poetry books, history, novels, etc in TjiKalanga, in the process, bridging the literature gap and creating a source of income for the writers. These have been aided largely by the democratization of the process, that is, it was driven largely by private individuals or groups of individuals. This enlarges our human and financial resource base. **h) Resuscitation and Democratization of the organisation** KLCDA underwent a transition in 2015 which renewed leadership and democratized the organisation as well as opened space for more members to participate and enhanced the visibility of the organisation. The organisation also rebranded and came up with a new logo and new corporate colors.	
Opportunities **a) Established Kalanga business people** There are a number of established Kalanga business people within Zimbabwe and in the diaspora who can support the cause of TjiKalanga if engaged well. This is an opportunity for KLCDA to diversify its resource base. **b) High profile politicians** There a various high profile Kalanga politicians who can be engaged to also	**Threats** **a) Non-Kalanga traditional leaders** Some non-Kalanga traditional leaders in Kalanga communities are proving to be a barrier at least and a threat at most, in the development efforts of TjiKalanga. These refuse to have BaKalanga speak their language in traditional courts which oppresses the language and culture of their subjects. **b) Encroachment of other languages (government deployments,**

push the Kalanga agenda in their spheres of influence and shape policy direction at national level.

c) Kalanga Cultural Heritage sites

There are various undisputed Kalanga Heritage sites like the Njelele shrine, the Kami palace, the Luswingo ruins, the Domboshaba ruins amongst others. These are potential rallying points for BaKalanga as well as potential research sites on the history BuKalanga.

d) Stakeholders

There are various stakeholders like local government, other civic organisations, educational institutions, traditional leaders and other indigenous language groupings who can be key partners in the development of TjiKalanga.

e) Growing use of ICTs and new media

ICTs and new media present a tremendous opportunity for organising BaKalanga from across the world, sharing information and opportunities as well as increasing the presence of TjiKalanga in online and offline platforms. This is a very potent tool for promoting the development of TjiKalanga Language and Culture.

f) TjiKalanga in the Education sector

TjiKalanga is now taught at Primary schools and tertiary institutions. It is slowly finding its way into secondary schools. This is a tremendous

churches, Private organisations)

Government deployments, private organisations employment practices and churches' deployment practices promote the encroachment of other languages which, because these bearers of those languages are in positions of power, promote the use of their own languages in those spheres at the expense of the local Kalanga language.

c) Government officials suppressing TjiKalanga

The perpetuation of the myth that TjiKalanga is not an 'office language' by government officials who address locals in either Ndebele or Shona in their offices including at roadblocks, suppress TjiKalanga as a language that can be used in public establishments.

d) Marginalization of TjiKalanga in national programs

TjiKalanga is marginalised in government programs and government communications which are made in Ndebele, Shona and English only at the expense of local languages. The language is further marginalised even in local employment requirements which puts Ndebele, Shona and English as language proficiencies that add advantage to one's employment eligibility criteria. This is done even for vacancies that are primarily in BuKalanga which means these programs disregard the importance of communicating with locals in their own language in that office or program.

opportunity for increasing the development efforts of the language as well as a tremendous market for Kalanga literary works as well as cultural practitioners. **g) Digitisation process** The current ZBC digitisation process presents an opportunity for TjiKalanga and BaKalanga in the broadcast media sphere to promote our culture and arts. It is also a tremendous market for Kalanga dramas and theatre productions.	

4.0   PLAN

4.1   STRATEGIC GOALS

i.   A well-developed TjiKalanga language taught from infancy to tertiary level and spoken in all spheres of society by 2021.

ii.   A visible, respected and recognised vibrant association with a strong effective membership base worldwide by 2021

iii.   A developed TjiKalanga arts and culture sector including cultural relics all forms of arts and festivals by 2021

iv.   A financially sustainable association with sound financial management systems by 2021

4.2 STRATEGIC PLAN MATRIX

STRATEGIC GOAL 1: A well-developed TjiKalanga language taught from infancy to tertiary level and spoken in all spheres of society by 2021.			
Objective 1:	**Key Activity Areas**	**Indicators**	**Responsible Organ**
To promote the development of a strong Kalanga human resource base	1. Promote the training of Kalanga teachers for infancy to tertiary level as well as encourage Kalangas to enroll for Kalanga programs at tertiary level. 2. Conduct capacity building workshops for teachers, writers and other key human resources	– Number of teachers trained – Skills and knowledge levels – Quality of TjiKalanga taught in schools – Number of students enrolling for Kalanga programs at tertiary level	
Objective 2: To empower and support established and amateur writers for the production of Kalanga literature, research and publications	1. Conduct capacity building workshops for writers, researchers, traditional leaders. 2. Conducting Kalanga research 3. Commission writers and researchers for Tjikalanga	– Number of workshops conducted – Level of skills and knowledge – Amount of literature produced – Number of research projects carried out	

	publications		
Objective 3: To advocate for the effective teaching and speaking of TjiKalanga and engage key stakeholders responsible for such.	1. Advocacy meetings with key stakeholders in the development of TjiKalanga. 2. Establish Kalanga clubs, debates, public speaking and quiz in schools. 3. Publicise the Kalanga basic vocabulary for those interested in learning TjiKalanga	- Number of meetings held - Level of implementation of policies - Level of teaching of TjiKalanga - Number of clubs and activities carried out	

STRATEGIC GOAL 2: A visible, respected and recognised vibrant association with a strong effective membership base worldwide.

	Key Activity Areas	Indicators	Responsible Organ
Objective 1: Increase awareness and consciousness of KLCDA and TjiKalanga in general.	1. Production of promotional material in the form of brochures, pamphlets, banners, posters, videos, audio etc 2. Increase the online presence through social media, websites etc	- Amount of promotional material produced and distributed. - Level of awareness on TjiKalanga and KLCDA - Number of platforms which feature TjiKalanga and KLCDA - Number of peole reached out	

Objective	Activities	Indicators	
		- to through online platforms - Feedback from people engaged - Number of people participating KLCDA activities.	
Objective 2: Reach out to more BaKalanga, create and strengthen structures and organs of the association	1. Recruitment of members 2. Creation and capacity building of local chapters. 3. Orientation of chapters on issues like constitution etc 4. Encourage regular meetings, local activities etc.	- Number of people joining KLCDA - Level of knowledge and performance of local chapters - Number of activities carried out by local chapters - Number of meetings held by the association at all levels of the association - Number of structures and organs created	
Objective 3: Collaborate and network with other like-minded organisations	1. Hold stakeholders' meetings 2. Invite stakeholders in KLCDA programs 3. Attend activities and programs of other likeminded organisations 4. Print business cards and share	- Number of stakeholders' meetings held - Number of collaborative programs with stakeholders - Number of business cards printed and distributed	

	them with other stakeholders		

STRATEGIC GOAL 3: A well-developed TjiKalanga arts and culture sector including cultural relics, all forms of arts and festivals by 2021			
Objective 1	**Key Activity Areas**	**Indicators**	**Responsible Organ**
To instill a sense of pride and identity amongst BaKalanga	1. Research and profile Kalanga dances, songs poetry and praise names 2. Exhibitions of Kalanga music, artifacts, attire, books etc. 3. Celebrating Kalanga days 4. Organising Cultural tours 5. Organising Dinners 6. Organising Potluck meetings 7. Organising Get togethers 8. Hold music galas to honour great Kalanga musicians like Solomon Skuza and Ndux Malax	– Amount of research material gathered – Number of research papers published – Number of exhibitions, music shows, book fairs and launches held – Number of artists identified – Number of activities carried out – Number of people reached out to	
Objective 2:	1. Hold Kalanga Festivals and carnivals 2. Convene poetry slams and	– Number of festivals held – Number of poetry slams held	

Revive Kalanga traditional dances, poetry, food and crafts	reading sessions 3. Hold crafts shows 4. Hold food shows and festivals	- Number of reading sessions held - Number of crafts shows held	
Objective 3: Advocate for the restoration and re-instatement of Kalanga traditional leadership	1. Research and documentation of traditional leadership 2. Presentation of Kalanga history through various platforms and media including documentaries 3. Engage the relevant authorities on traditional leadership	- Research papers produced and published - Number of platforms (online and offline) where Kalanga history is presented - Number of documentaries produced - Level of engagement with authorities on traditional leadership	
Objective 4: Empower upcoming contemporary Kalanga artists	1. Hold arts shows 2. Networks contemporary artists with opportunities 3. Market contemporary artists.	- Number of shows held - Level of publicity for Kalanga artists - Market share for Kalanga artists	
STRATEGIC GOAL 4: A financially sustainable association with sound financial management systems			
	Key Activity Areas	**Indicators**	**Responsible Organ**

Objective 1:			
Explore and pursue funding opportunities within the donor community	1. Research on funding opportunities 2. Donor profiling and targeting 3. Writing project proposals 4. Visiting funding agencies 5. Networking with funding agencies	- Number of proposals written - Number of successful proposals - Number of funding agencies engaged - Number of platforms for networking with funding agencies - Amount of money raised	
Objective 2: Engage and seek funding from established Kalanga business people locally and in the diaspora	1. Research on Kalanga business people 2. Profiling and targeting business people 3. Writing proposals 4. Visiting business people and networking 5. Selling marketing airtime to business people at our events 6. Advertising for business people to our mailing lists,	- Number of business people targeted and engaged - Number of proposals written - Number of successful proposals - Number of business people visited - Number of advertising platforms created - Amount of money raised	

	website and other online platforms		
Objective 3: Develop and strengthen financial management systems and cultivate a culture of accountability.	1. Crafting and adopting a sound financial policy 2. Putting in place accounting systems 3. Carrying out spot-checks and other control systems 4. Carrying out an internal or external audit	– Number and quality of financial systems developed – Level of accountability within the organisation – Frequency of audits carried out – Effectiveness and efficiency of financial management.	

4.3 PRIORITIES

- Diversify funding sources
- Establish a secretariat(administrator)
- Publish Secondary School textbooks
- Establish grassroots structures
- Establish an internationally acclaimed festival
- Increase and diversify the membership base of the organisation
- Establish a strong research and advocacy unit

5.0 APPROACH

i.   Community organising and conscietisation
ii. Capacity building
iii. Research and Advocacy
iv. Facilitation and networking

6.0 TARGET AREAS

KLCDA primarily works in Bulilima, Mangwe, Matopo, Bulawayo and parts of Tsholotsho and extends its programs and activities to all communities within the country and across borders where BaKalanga are present.

7.0 ORGANISATIONAL STRUCTURE

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                    ┌─────────────────────┐
                    │    Members (AGM)    │
                    └─────────────────────┘
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                    ┌─────────────────────┐
                    │      Trustees       │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐      ┌─────────────────────────┐
                    │  Board of Directors │──────│   Traditional Leaders   │
                    └─────────────────────┘      │ (As ex officio board    │
                              │                  │       members)          │
                              │                  └─────────────────────────┘
  ┌────────────────┐ ┌─────────────────────┐      ┌─────────────────────┐
  │ Sub-Committees │─│ Executive Committee │──────│     Secretariat     │
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                              │
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                    │ District Committees │
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                    │ Grassroots Commitees│
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