

GREEN LIVING MOVEMENT



STRATEGIC PLAN 2008 - 2010

"Unless you enter the lion's den, you cannot get the cubs. Go into the community, live humbly with the people as one of them, learn from them, plan with them, start with what they know and build on what they have." Dr. James Yen.

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The members of GLM who took the responsibility upon themselves to ensure the Strategic Plan became a reality are commended for their sacrifices and precious time they devoted to the cause.

The 2008 – 2010 GLM Strategic Plan is indeed a milestone achievement for the organisation that all those who had a hand in its development should be proud of as it does not only provide a road map for GLM engagements in the next three years but also a basis for future organizational development initiatives and innovations.

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organisations
CSPR	Civil Society for Poverty Reduction
GHF	Green House Foundation
GLM	Green Living Movement
GT	Green Times
HIV	Human Immuno Virus
IGAs	Income Generating Activities
KEPA	Finnish Service Centre for Development Cooperation
MACO	Ministry of Agriculture and Cooperatives
MCDSS	Ministry of Community Development and Social Services
MT	Management Team
MTENR	Ministry of Tourism, Environment and Natural Resources
NEAP	National Environmental Action Programme
NGO	Non Governmental Organisation
PLA	Participatory Learning and Action
PELUM	Participatory Ecological Land-Use Management
SWOT	Strength Weaknesses Opportunities and Threats
ZLA	Zambia Land Alliance
ZANEEP	Zambia Network for Environmental Educators and

Practitioners

EXECUTIVE SUMMARY

The Green Living Movement (GLM) is a Zambian Non Governmental Organization (NGO) formed in 1997 by a group of journalists who were concerned about the general lack of environmental awareness such as green house effects among others. It was initially called the Green House Foundation (GHF). In 2000 the objectives of the organization were reviewed in line with the Zambia National Environmental Action Plan (NEAP) of 1994 and to incorporate rural development activities. The organization was then re-registered as Green Living Movement in the same year.

The main aim of Green Living Movement is to ensure environmental protection, sustainable rural development and contribute to national efforts on eradicating all forms of poverty. The aspects of self-help, food security, community participation in development activities and resource conservation are extremely important concepts used in all GLM's projects. GLM approach to implementation of its programmes is through training and research, skills development, networking and advocacy among others.

The organisation's areas of operation are:

- Environmental awareness: It involves information dissemination on various environment and social development issues and on new development innovations. The target groups include community members, research institutions, policy makers among others.
- Sustainable agriculture: It aims at enhancing rural farmers' productivity through the use of cost-effective and ecologically sound land management and agricultural practices such as agroforestry and conservation farming.
- Community development: Community members are engaged into undertakings that enhance their livelihoods and general community well-being.
- Capacity building: Provision of skills through training and study tours
- Campaign, advocacy and lobbying: It is the tool for engaging decision makers and service providers into processes of consultations and addressing needs that are decided on by local people.
- Infrastructure development: Social institutions and infrastructure such as schools, health centres and roads are key to socioeconomic development of any given community.

At the Annual General Meeting of the GLM in December 2006 it was proposed that the organisation develops a three year Strategic Plan (2008 – 2010). To undertake this exercise the GLM sought financial and logistical support from the Finnish Service Centre for Development Cooperation (KEPA) Zambia. The process was initiated in February, 2007 and finalized in October 2007. During the period of developing the plan the GLM consulted widely in the quest to harness ideas, technical knowledge and advice from like-minded partner organizations and individuals.

Developing a strategic plan is likened to mapping out a route to success. GLM considers this plan to be an important document in the organisation. The plan will be used as a planning and resource mobilization reference document. For the next three years GLM will draw its annual plans from this strategic plan as well as use it for annual reviews, project monitoring and evaluation.

It should be noted, however, that the production of a strategic plan is not enough in itself. What is important is its acceptance and the will and the determination to implement it. In this respect, the GLM and its partners have a crucial role to play in the implementation of this strategic plan.

Finally, we are grateful to all our stakeholders who took part in developing and reviewing the strategic plan. We wish to thank in particular KEPA-Zambia for providing financial support for this process.

GLM Management Team (2007)

SITUATIONAL ANALYSIS

The situational analysis presented herein looks at current trends in Zambia on political, social-economic, ecological, technological and legal context that will shape and influence the activities of GLM in the next three years.

Political

Zambia generally enjoys a relatively good political stability. The democratic political dispensation in the country appears to be taking root going by the successful conduct of the general elections in 2006. There is however reason to be cautious as there are still many spots of political instability in Africa that may influence the country's political direction.

The emergence of strong opposition political groups and civil societies however is a useful ingredient that provides checks and balances in government operations. The constitutional reform process is one case in mind that require active participation of the civil society movements.

Though government has provided room for participation of civil society movements in environment and natural resources sector, there is space for ensuring that legal frameworks are in line with government policy and answer the aspirations and expectations of people. There is also need to recognize the rights of local people to participate in decision-making processes. Most people in rural areas are only implementers of decisions and policies they have very little or no input in their formulation. This limits their influence on national issues. The agriculture policy development process is one case that evidently lacked effective community participation.

The GLM sees an opportunity in the current relatively stable political environment for community advocacy work and for enactment of laws and policies that address their needs and aspirations. The opportunities also include the availability of space for the communities to participate actively in policy development processes.

Economic

Currency fluctuations have had significant effect on the overall income and activities of development organizations. It has affected planning and service delivery as initial budgets are often affected in situations of currency instability as has been experienced in recent years. The poor road infrastructure and the unfavorable crop marketing system do not provide meaningful returns to the farmers. Market forces under the current liberalized system are not friendly to small holder producers. Poor small holder farmers can not afford expensive synthetic fertilizers and other agricultural inputs. Donor fatigue has also been identified as a factor at play leaving government and most NGOs with inadequate resources with which to provide extension services. Inaccessibility to micro-financing by small-scale farmers has significantly limited their productivity.

Liberalisation however provides community members with an opportunity to widen their business spectrum. Farmers can engage in skills development for planning market research in order to access profitable markets.

Social

Population increase continues to overstretch resources for government and other service providers. The HIV/AIDS pandemic and other diseases such as Malaria and Tuberculosis continue to ravage the country, the most affected being the rural poor. Working hours are lost to taking care of the sick and so are the incomes. The impacts on the poor communities include reduction in productivity and income levels for the affected households and the communities at large.

Unbalanced gender practices such as the inability of women to access land has negatively impacted on development and sustained productivity. Women are most of the time dependent on their Menfolk leaving them with little room for effective participation in development

Religious groups of most local community membership in most of GLM working areas defeat campaign advocacy and lobbying programmes being supported by the organization as such activities are seen to be of political nature in which their members are not allowed to participate. Some retrogressive traditional values and beliefs have also had negative impacts on the development processes.

Inaccessibility to information, low literacy levels and top down development approaches have made it difficult for community members to participate in most development programmes.

Technological

There is largely lack of effective mechanism for technological transfer due to inadequate infrastructure. Inaccessibility to information facilities like computers limits people's access to information on new innovations. Radio and television receptions are either poor or non existent while mobile telephone facilities are still largely confined to main business districts. This has made social mobilization in remote areas difficult.

Ecological

Zambia is currently facing great environmental degradation due lack of effective policy guidelines and Monitoring mechanism on environment. This has left huge gaps in environmental sustainability efforts.

Deforestation, waste management, land, water and air pollution are among the major environmental problems in Zambia today. Climate change due to global warming has resulted in adverse weather conditions, the recent ones being floods and droughts. There

is yet no policy in place on how the nation should respond to potential ecological crisis that may result from changing weather patterns.

Deforestation has mainly been caused by unsustainable agricultural practices and the inadequate use of renewable sources of energy as many rural and urban households depend on charcoal for fuel. Late bush fires and slow rate of attitude change among rural communities continue to challenge new sustainable innovations such as agroforestry.

Legal

Legislation in Zambia on environmental issues is currently weak and hence does not adequately support the operations of Environmental movements. Evidently however, government steps towards development of an environmental policy and other pieces of legislation that supports communities to participate in natural resource management gives impetus to operations of Environmental movements and community partners. The Societies Act though, provides space and a conducive environment for civil society to exist and operate in Zambia.

1.0 BACKGROUND AND JUSTIFICATION

1.1 Background

Green Living Movement (GLM) was founded in 1997 as the Green House Foundation (GHF) whose main objective was to disseminate information about the green house effects. The organization redefined its mission and objectives and changed its name to Green Living Movement in May 2000. GLM is registered with the Registrar of Societies as a Non-Governmental Organization (NGO) and is non-profit making.

The GLM has pursued a community driven approach to sustainable productivity and sound environmental management practices since the year 2000. These initiatives have involved the establishment of management structures at community levels, initiating sustainable agricultural programmes, placement of development volunteers and conducting Participatory Learning and Action (PLA) field appraisals. These activities have been undertaken in GLM working areas namely; Kundalumwanshya, Nambo, Chibobo, Lwanshimba and Chilipamushi Villages in the Central Province of Zambia. The organization has also conducted these activities including project evaluation on behalf of other organizations.

The implementation of activities in project areas has been done through clubs and associations whose capacities and individual skills have been enhanced through training and community exchange programmes organized and facilitated by the Green Living Movement. In Kundalumwanshya, Nambo and Lwanshimba villages, GLM was the first NGO to initiate development interventions in 2001.

Through its cooperation with other partners, GLM has initiated and implemented various development projects which include promotion and facilitation of sustainable agricultural practices and management of natural resources. This programme has been initiated in all

the five partner communities the GLM is working with in Serenje and Kapiri Mposhi districts. The programme facilitated the construction of two community schools in Nambo and Lwanshimba, establishment of a nursery school in Kundalumwanshya, construction of a bridge and a health centre on the Lukusashi River in Nambo and Kundalumwanshya respectively. To strengthen community income generation, two community managed hammer mills have been installed in Nambo and Kundalumwanshya. In an effort to improve community crop marketing and bargaining advantage, the GLM facilitated the construction of a crop marketing centre at Kundalumwanshya. GLM has also in the last seven years hosted a number of international and local volunteers who have mainly been attached to community projects.

Accessibility to information and new technologies has been a problem for the partner communities due to the remoteness of the areas in which they are located. To counter this inadequacy, the GLM initiated the establishment of two Community Resource Centres at Kundalumwanshya and Chibobo. The centres are stocked with relevant literature mainly on agriculture, health and business.

Throughout the time that GLM has worked with its partner communities, a lot of lessons have been learnt from the successes and setbacks and these have helped the organization in planning for the future project activities.

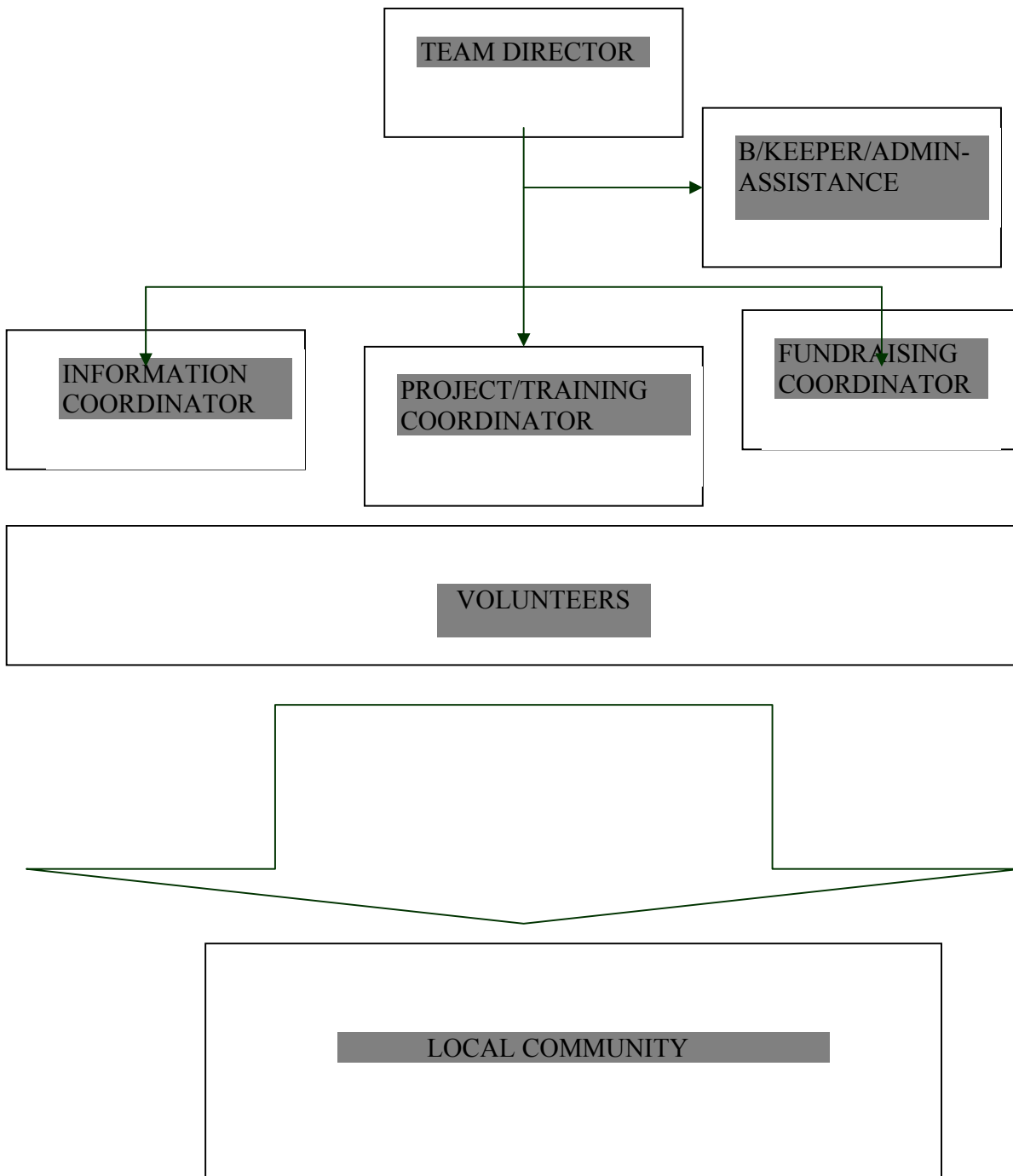
1.2 Justification

While many achievements have been recorded over the period GLM has been working with its partner communities, so have been setbacks. In addition, despite a lot of individuals and local development clubs having acquired the relevant knowledge through the GLM organized capacity building programmes, the levels of adoption of project innovations have been lower than expected. This has mainly been due to community members' skepticism about the 'new' concept of participatory community development. However, through time and recorded achievements, the perception of the project by community members has been changing for the better. This has been evident by the increase in the number of community members and surrounding communities expressing interest in joining the project membership and the number of people beginning to apply the acquired knowledge at household level.

In the next three years, GLM therefore wishes to exploit this increase in local demand for involvement and continue building capacities and strengthening the existing structures. The organization also intends to conduct a training of trainers to provide communities with future facilitators of project activities. The organisation will also aspire to review its projects and re-strategise its approaches in view of the identified setbacks.

2.0 ORGANISATIONAL STRUCTURE

GLM ORGANOGRAM



2.1 The Management Team

The Management Team (MT) is the supreme decision-making organ of the GLM headed by the Team Director. It is elected every three years at the organization's Annual General Meeting (AGM). The MT formulates, coordinates and administers projects, programmes and other activities of the organization.

The MT comprises of: the Team Director, Project Coordinator, Information and Publicity Coordinator, Fundraising Coordinator and the Administrative Assistant.

2.2 Volunteers

These comprise GLM membership facilitating field programmes but are not in the core MT of the organization. They are assigned tasks by the MT. They also attend general management meetings and have a voting power. The other category of volunteers is foreign and local development workers and students on short term attachments ranging from One month to two years.

3.0 VISION, MISSION AND CORE VALUES OF GLM

In order to define GLM's mandate, core business and the values it cherishes, the vision, mission and core values were defined.

3.1 Vision

“A Sustainable environment and livelihoods in a poverty free society”

3.2 Mission

“To empower communities with environmentally friendly interventions that sustain productivity and respond to the needs of society”

3.3 Values

- We value transparency and accountability
- Commitment to the beliefs and ideals of the organization
- Always striving to learn
- We attach sentimental value to our partner communities
- Uncompromising belief in the spirit of volunteerism
- We believe in equal representation and inclusiveness
- Total respect for cultural diversity

4.0 ORGANISATIONAL SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis helps in clarifying conditions within which an organisation operates and helps in identifying possible resources and strategy mixes. A SWOT Analysis of GLM was undertaken in order to provide a basis for formulation of objectives and strategies of the organisation.

Strengths	Weaknesses
1. Spirit of volunteerism 2. Committed Management in Place 3. Strong community relation (mobilization skills) 4. Vast experience in project implementation and management 5. Committed and hard working Membership 6. International linkages with other partners	1. No board in place 2. Inadequate finances 3. Unreliable transport 4. Inadequate communication facilities 5. Inadequate accounting and administrative skills 6. Absence of fundraising strategy 7. Virtual dependence on external funding
Opportunities	Threats
1. Government enabling environment to other actors in environmental sector 2. Insufficient media coverage on environment and developmental issues 3. Presence of other NGOs to network with	1. Withdraw of partners 2. Potential clash with other NGOs with different interest 3. Instability in financial markets 4. HIV/AIDS

5.0 STRATEGIC AND OPERATIONAL OBJECTIVES

5.1 Develop and strengthen the institutional framework in order to enhance the capacity of GLM to facilitate and manage developmental programmes in the communities

5.1.1 To provide sustained income for the organization

- The organization shall mobilize funds through various means and forms of fundraising. Income generating activities and other viable business enterprises shall be identified and embarked on.

5.1.2 To build capacity and provide for checks and balances

- The GLM shall constitute a multidisciplinary advisory board. The members to the board shall be invited by the MT. The board shall advice, provide guidance and

counsel to the MT. It will comprise men and women from key disciplines such as accountancy, law, environment, social development and the church.

5.2 Increase knowledge and learning opportunities across GLM membership in sustainable natural resource management and best practices

5.2.1 To build knowledge base and awareness of global events for GLM membership and local communities.

- The GLM shall facilitate/support members wishing to undertake training or seminars/workshop whose subject are relevant to GLM operational field.
- The organization shall as a way of improving its operations acquire relevant office and logistical equipment and facilities like extra office space, vehicle, furniture, computers, filing cabinet and communication facilities (internet, telephone and fax).

5.3 Enhance project management and administrative capacities and promote Social infrastructure development at community level.

5.3.1 To raise the knowledge base to ensure that community members are up to date with new innovation.

- The GLM shall scale up training in agroforestry in its existing project areas and replicate the concept to other areas. The management shall access training opportunities in agroforestry so as to keep abreast with new technologies and innovations.
- Community partners shall be engaged into community to community study/knowledge sharing visits as a way of learning from experiences of their peers.
- The GLM shall source relevant and up to date literature for the Community Resource centres as a way of raising the knowledge base at community level.
- The GLM shall endeavour to network with Agriculture Research institutions and acquire research publications for the use of partners.
- In order to build sustained knowledge and skills transfer mechanism some key persons and project leaders at local communities will be trained as trainers in such capacity building areas as Leadership Skills, Conflict Management, Participatory Development, Agroforestry and Community Based Natural Resources Management.

5.3.2 To enhance community accessibility to social services

- The GLM shall facilitate and support construction works of social service infrastructure such as health centres, bridges, schools and markets.
- Local community members in project areas shall be equipped with Campaign, Advocacy and Lobbying skills and tools for engaging Government and other

service organizations and ensure such partners meet obligations and commitments expected of them.

5.4 Mainstreaming HIV/AIDS and gender in all community based projects.

5.4.1 To have health, productive and gender sensitive communities

- The GLM shall develop a gender and HIV/AIDS policy and ensure they are mainstreamed in all its community based projects.
- To enrich the knowledge base of its staff and partner communities, the GLM shall network with institutions working in issues surrounding HIV/AIDS through knowledge sharing workshops, literature and brochures.
- Sensitisation and awareness information and performances on HIV/AIDS and gender shall be undertaken in partner communities through drama, community meetings, community radios and advocacy (posters, fliers, T-shirts, Caps)

5.5 Campaign, Advocate and Lobby for favourable legislation regarding sustainable land-use policies for the benefit of the local communities

5.5.1 To enhance people's participation and accessibility to benefits from the development and implementation processes of national policies

- The GLM shall unpack and simplify relevant national policies such as the National Agriculture policy, National gender policy, the land policy etc so as to enhance local peoples participation in national governance.
- Discussions around national policies shall be held at local community for sharing and identifying advocacy areas.
- The GLM shall invite parliamentarians to community meetings on issues that may need their legislative interventions.
- Community and project leaders will be trained in Leadership and community mobilization skills.

5.6 To raise awareness on environment and social development issues for the benefit of a wider society

5.6.1 To collect and disseminate information to the community

- The organization shall publish a bi-monthly tabloid dubbed "Green Times" as a vehicle for disseminating information on social and environmental development issues. Stories/information to be published in the paper shall be sourced from projects reports, local and international media and the internet.
- Discussion forums on pertinent social and environmental issues shall be organized in different districts. Ordinary local residents, policy makers and

professionals will be invited to the forums whose findings and resolutions will be documented and shared with relevant authorities for further action.

6.0 STAKEHOLDER ANALYSIS

The stakeholders for GLM in this analysis are classified in three categories. They are primary, secondary and tertiary. Primary stakeholders are the GLM partners at community level and other community structures or organizations (CBOs). Secondary stakeholders are other like minded organizations and networks that GLM works with or is a member. Tertiary stakeholders are a cluster of cooperating partners that provide technical and financial support but have no direct link to the activities of the organization.

6.1 Primary stakeholders

Community partners

These are GLM community based development groups/ club members in rural and semi urban areas. Their main interest is to acquire skills and information in order to improve their livelihoods. Through the development and achievements of these partners, who are the primary beneficiaries of GLM services, the organization meets its objectives and attains its vision. There are 5 communities the GLM is currently working with in the central province.

Traditional leaders

Traditional leaders as custodians of customary land are important in the organization's community work as they play a vital role in community mobilization.

C.B.Os, N.G.Os and Faith Based Organizations

Community based organizations such as health and development associations and faith based organizations play a critical role in community mobilization. GLM uses these stakeholders as vehicles for information dissemination and advocacy work.

6.2 Secondary stakeholders

They include umbrella organizations the GLM is affiliated to and other like-minded NGOs and Volunteers. Some of the organizations GLM has collaborated with include:

- Participatory Ecological Land-Use Management (PELUM)
- Zambia Land Alliance (ZLA)
- Zambia Network of Environmental Educators and Practitioners (ZANEPP)
- Civil Society for Poverty Reduction (CSPR)

- Copperbelt Environmental Project (CEP)
- ETVO (A volunteer organisation based in Finland)
- The Media.

GLM and secondary stakeholders' areas of common interest include shared values and experiences. They also expect the GLM to support them in advocacy work and environmental activism.

6.3 Tertiary Stakeholders

This is a cluster of partners that provide technical and financial support to GLM. They also include government institutions. The following stakeholders have been identified.

- Finnish Service Centre for Development Cooperation (KEPA): KEPA and GLM have shared values and their expectation is to promote and enhance the shared values. Their potential is in expertise and a source of new ideas and project financing.
- Edinburgh Global Partnership (EGP): It has shared values with GLM aimed at improving livelihoods. Its expectation from GLM is quality service delivery. EGP potential lies in financial support to improve livelihoods in GLM community partners.
- Environmental Council of Zambia (ECZ): ECZ is a quasi government institution that has shared values with GLM to promote environmental sustainability through advocacy and information sharing. ECZ has the potential to give general technical guidance and capacity building on environmental issues
- Government ministries (MACO, MCDSS, MTENR): Their interest is for GLM to support them fulfill national goals and that GLM works within the provisions of the law. Government has the potential to create a platform for experience sharing and provide an enabling environment conducive to GLM operations.

7.0 MONITORING AND EVALUATION

The GLM will employ internal and external monitoring and evaluation mechanisms. The activities contained herein will be evaluated qualitatively and quantitatively. Internal evaluation will include the participation of key stakeholders (GLM, community members and partner organisations) who will also be party to development of indicators against which the activities will be evaluated. Participatory Monitoring and Evaluation (PM&E) approach will be applied.

Achievements, progress and impacts made by the implemented activities will be measured against the objectives set out in the Strategic Plan.

Quantitative evaluations will highlight amounts and quantities attained, weighing inputs against outputs.

Monitoring and evaluation will ensure:

- Efficiency in project management
- Transparency and accountability in utilization of resources
- Timely decision-making
- Effectiveness in planning

8.0 LOGICAL FRAMEWORK

SPECIFIC OBJECTIVES	ACTIVITIES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
1. To provide sustained income for the organization	Fundraising IGAs	-No of project proposals submitted and funded -Amount of funds generated -No of IGAs Initiated and operational.	-Cashbook, Bank receipts, audit reports, project proposal responses.	-Stable political and socio-economic environment -Donor confidence -Availability of skilled human resource
2. To build capacity and provide for checks and balances	-Restructure and constitute a Board GLM	-Board in place -Restructured functional organogram in place	-Copies of letters of appointment -List of names of Board members in place	-Willingness of identified individuals to join the board
	-Training (management and technical skills)	-Number of GLM members attending trainings -Number of appropriate training attended -Relevant skills acquired/enhanced	-Performance appraisal reports -Copies of certificates -Training reports -Annual reports	-Availability of funds -Availability of appropriate courses -Member willingness to attend training
	-Sourcing and acquiring office space, equipment and facilities	-Facilities in place and hired -Working equipment acquired and installed	-Asset register -Receipts and tenancy agreements -Facilities and equipment in place	Availability of funds
3. To build knowledge base and awareness of local, national	-Training in sustainable agriculture	-No of appropriate trainings conducted	-Training reports -Annual reports	

and global events for GLM membership and local communities.		-Number of participants trained		
	-Community to community exchange	-No of visits conducted -No of participants	-Activity reports -Annual reports	
	-Stocking resource centers		-Resource center register -Activity reports	GLM/Community members willingness to use the resource Centers.
	-Strengthening linkages and networks with research institutions	-No of functional linkages -No of joint activities	-MoU signed -Annual reports	
	-Training of trainers.	-No of trainings conducted -Type of training conducted	-Training reports -Annual reports	Project members' willingness to train as trainers
4. To enhance community accessibility to social services	-Infrastructure development	-Available of social service institutions	-Functional structures built	Availability of Funds Peoples' willingness to participate
	-Lobby and advocacy	-Number of trainings conducted -Number of advocacy events undertaken	-Training reports -Events report -Media reports	
5. To have health and productive communities	-Develop GLM HIV/AIDS policy	-Functional HIV and Gender Policy document in Place.	-Policy document -Annual reports	
	-Develop GLM gender policy	-Functional gender policy document in place	-Policy document -Annual reports	
	-Networking with institutions well abreast with HIV/AIDS and gender	-Number of functional linkages -Number of joint activities with HIV/AIDS institutions	Activity reports	

	-Sensitize communities on HIV/AIDS issues	Number of sensitization activities undertaken	-Sensitization materials -Workshop reports Meetings reports	Community members' willingness to participate.
	-Sensitize communities on gender issues	-Number of sensitization activities undertaken	-Sensitization materials -Workshop reports -Meetings reports	Community members' willingness to participate
6. To enhance peoples participation and accessibility to benefits from the development processes and implementation of national policies	Raise awareness of identified policies of concern	-Awareness campaigns conducted -Members involvement enhanced	-Awareness reports -Awareness materials -Evaluation reports	
	Organize discussion forums at local level	Number discussion for a organized	-For a reports and attendance lists -Copies of discussion papers	Availability of funds
	Lobby parliamentarians	-Number of advocacy messages and meetings – meetings held with parliamentarians	-Copies of minutes -Filed copies of advocacy messages sent	Willingness by Parliamentarians to participate
	Mobilize communities appropriately	-Necessary action initiated -Communities mobilized -Key stakeholders identified and activated	-Activity reports -Statistical inferences	
7. To collect and disseminate information to communities	Publication of the GT	Serial issues published and circulated regularly Number of publication produced	Circulation list Activity report Presence issues in files	Availability of funds
	Development link forums	-Topics and number of fora held	-Copies of discussion papers -Reports and attendance list	Funds available
	Develop materials for production of radio programmes	No of programmes produced	Copies of recorded and aired programmes.	Funds available