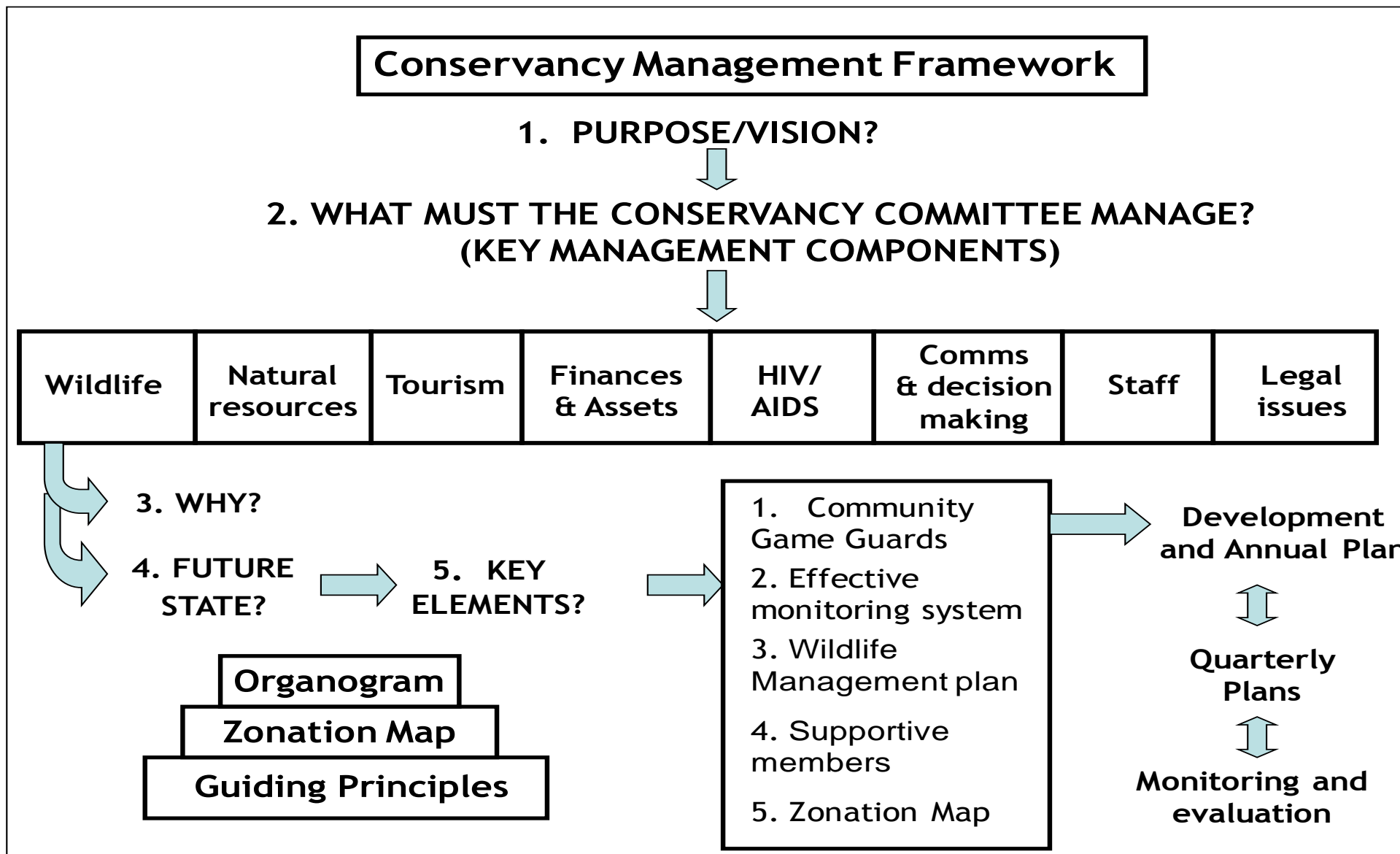


MODULE 1.3, HANDOUT #1: 10 qualities of a Servant Leader

- **Listening:** A servant leader has the **motivation** to listen actively to his fellow men and women and supports them.
- **Empathy:** A servant leader attempts to understand and empathise with others. Workers may be considered not only as employees, but are people who need to be treated with respect and appreciation to enhance their personal development.
- **Healing:** A great strength of a Servant Leader is the ability for healing oneself and others. A servant leader tries to help people solving their problems and conflicts in relationships, because he/she wants to develop the skills of each individual. This leads to the formation of a business culture in which the working environment is dynamic, fun and there is no fear of failure.
- **Awareness:** A servant leader needs to gain general awareness and especially **self-awareness**. He/she has the ability to view situations from a more integrated, holistic position. As a result, he gets a better understanding about **ethics (between right and wrong)** and values.
- **Persuasion:** A Servant Leader does not take advantage of his/her power and status by imposing compliance; he/she rather tries to convince them. This element distinguishes servant leadership most clearly from traditional, authoritarian models.
- **Conceptualization:** A servant leader thinks beyond day-to-day realities. That means he/she has the ability to see beyond the limits of the operating business and also focuses on long term operating goals.
- **Foresight:** Foresight is the ability to foresee the likely outcome of a situation. It enables the servant leader to learn about the past and to get a better understanding about the current reality. It also enables the servant leader to identify consequences actions will have on the future. This characteristic is closely related to conceptualisation. In contrast to the other characteristics which can be consciously developed foresight is a characteristic which one may be born with.
- **Stewardship:** Conservancy Committee members as the leaders of the conservancy have the task to hold their organization in trust for the greater good of society.
- **Commitment to the growth of people:** A servant leader is convinced that people have an intrinsic value beyond their contributions as workers. Therefore, he should nurture the personal, professional and **spiritual** growth of employees. For example he spends money for the personal and professional development of the people as well as having a personal interest in the ideas from everyone and involving workers in decision-making.

MODULE 1.3, HANDOUT #2: Conservancy Management Framework: Components that need to be managed by the CC?



MODULE 1.3, HANDOUT #3: Why the CC has to be responsible for managing these components

Why will your purpose fail if you do not manage this item?



1. Wildlife

Why will your purpose fail if you don't manage your wildlife? The purpose will fail because wildlife is the cornerstone of the conservancy. If it is not managed properly the benefits that come from wildlife will be lost.



2. Natural resources

Why will your purpose fail if you don't manage natural resources? The purpose will fail because if natural resources are not managed, the environment will become degraded which will impact on livelihoods such as cropping, livestock and wildlife. Fewer tourists will visit and as a result the quality of life of members will decrease.



3. Tourism

Why will your purpose fail if you don't manage tourism? The purpose will fail because the means of making money for the conservancy will be removed or reduced as well as a major reason for members to protect wildlife.



4. Finances

Why will your purpose fail if you don't manage finances? The purpose will fail because the money generated will be wasted so there will not be enough to pay for the running costs of the conservancy and/or give benefits to the members.



5. HIV/AIDS

Why will your purpose fail if you don't manage HIV/AIDS? The purpose will fail because the conservancy will not achieve its purpose because the capacity of the CC, members and staff will be reduced due to illnesses and deaths.



6. Staff

Why will the purpose fail if staff is not managed? The purpose will fail because the activities of the conservancy will not be carried out effectively.



7. Assets

Why will your purpose fail if you don't manage assets? The purpose will fail because running costs will increase and benefits to members will be minimised.



8. Communication/decision making and organisational structure

Why will the purpose fail if communication/decision making and your organisational structure are not managed well?

The purpose will fail because members and other stakeholders will not be involved in the management of the conservancy. This will result in a decline in support for the continuation of the conservancy.



9. Legal issues

Why will your purpose fail if you do not manage legal issues?

The purpose will fail because if no-one adheres to the rules, MET will remove its support from the conservancy, donors will no longer fund it, members will not receive benefits, and wildlife and natural resources will be reduced.

MODULE 1.3, HANDOUT #4: The required state for each management component

THE REQUIRED STATE FOR EACH MANAGEMENT COMPONENT (HOW THEY MUST BE TO WORK WELL)

ENVIRONMENTAL:

Wildlife



A system where wildlife is managed by the conservancy in a way that allows numbers to increase to optimum levels and ensures that benefits to members are maximised.

Natural resources



Natural resources that are being used sustainably and are improving towards optimal levels; that are managed by those directly engaged with them and are supported by the conservancy where appropriate.



ECONOMIC:

Tourism

Tourism which is well-planned and managed, takes local land use into account and optimises benefits to members.



ORGANISATIONAL/SOCIAL:

Finances

Funds generated by the conservancy that are managed in a precise, accountable, wise and transparent way to cover conservancy running costs and maximise benefits to members.



HIV/AIDS

The number of people being infected by the HIV virus is reduced and those affected or infected by the disease are helped as far as possible.



Staff

Satisfied, highly capable and well-motivated employees who ensure the conservancy is managed efficiently and effectively so that it is able to achieve its purpose.

Assets



Well-managed assets that last a long time, serve to bring about the conservancy's purpose and therefore allow maximum benefits to members.

Communication and Decision making



Internal (CC - Members, Area reps and TA)

A CC that carries out mandated decisions/actions and consults members and others when required and informs members of progress.

External (CC to MET/Parks/MLRR/Gov. etc.)

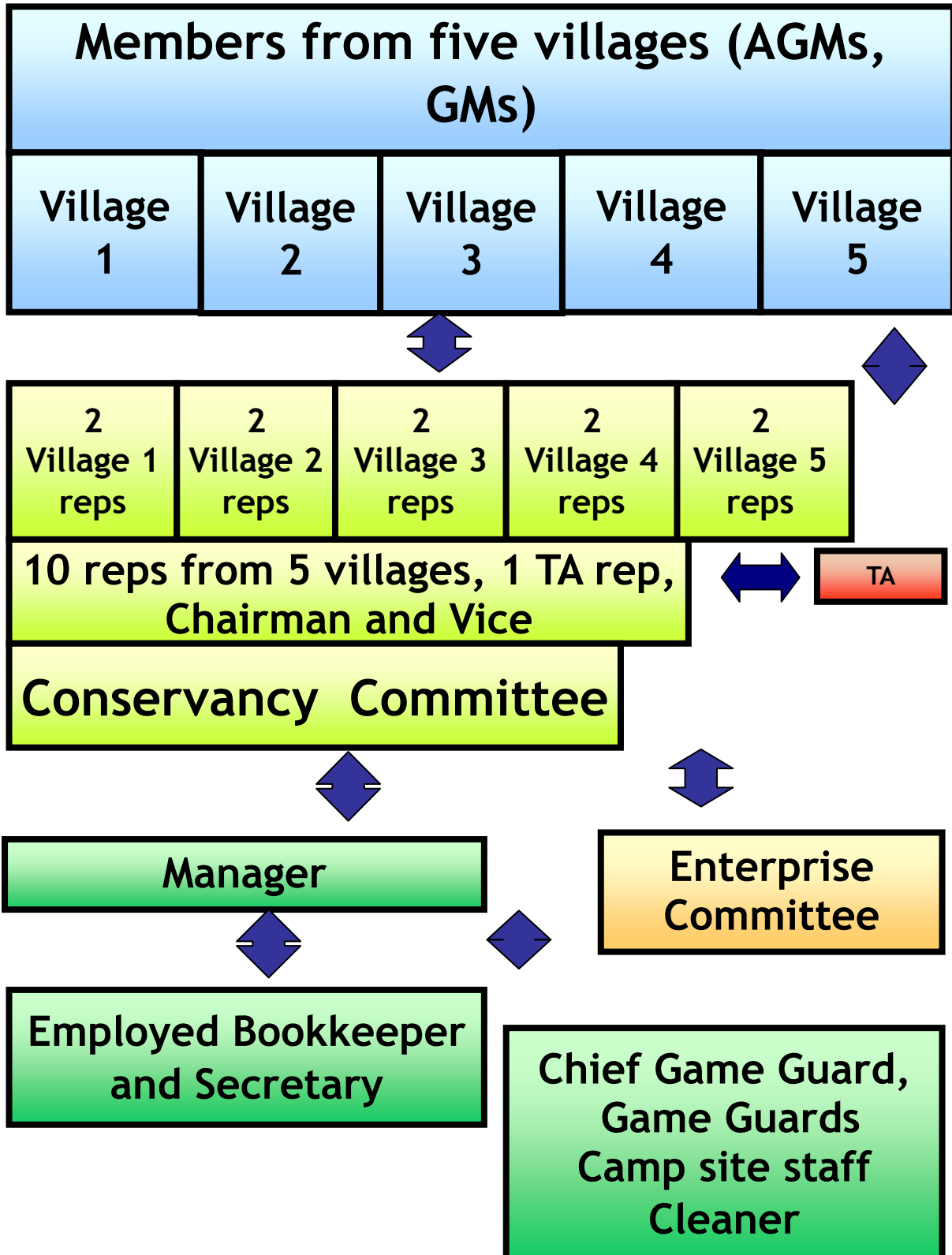
A CC that builds relations with key outside stakeholders, consults when needed and lobbies for the improvement of the conservancy's purpose.



Legal issues

A conservancy which follows the laws of Namibia, as well as its contract and constitution, to prevent deregistration and legal battles and to ensure that it operates as a sound legal body.

Conservancy A Internal Organogram



MODULE 1.3, HANDOUT #6: Roles of Chairperson and Manager

The Conservancy Chairperson and Manager – Roles and Duties

WHO IS THE CHAIRPERSON?

The Conservancy Chairperson is a person who meets the agreed upon chairperson selection criteria and elected by the general membership or committee members guided by the specific conservancy constitution in order to guide and lead the conservancy management on behalf of the conservancy members.



Who is the Conservancy Manager or Coordinator?

The Conservancy Manager is an employee of the conservancy, answerable to the conservancy management committee. The manager is employed to execute and supervise conservancy work-plan and activities on behalf of the Conservancy committee or management.



WHAT ARE THE ROLES AND DUTIES OF A CONSERVANCY CHAIRPERSON?

- Provide overall direction to conservancy
- Prepare meetings agenda and call meetings
- Chair or delegate powers during meetings
- Ensure that decisions taken are implemented
- Monitor the conservancy activities, include and give the elderly and girls. These are met and their work plans are implemented timely
- Monitor conservancy compliance to VET requirements
- Keep the conservancy membership informed
- Solve problems and resolve conflicts within the conservancy and among staff
- Supervise the conservancy manager
- Sign on all conservancy correspondence and documents
- Get sign on conservancy enquiries

What are the Roles and Duties of the Conservancy Manager or Coordinator?

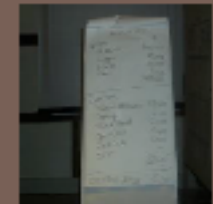
- Day to day management of the conservancy on behalf of the CC.
- Facilitate development, planning and approval of the conservancy plans by CC and membership.
- Monitor and Follow up contract obligations on behalf of the CC
- Ensure timely implementation and facilitation of conservancy activities
- Represent the conservancy in various forums in the conservancy area and regional or national level as delegated or approved by the Conservancy Committee.
- Collaborate and be the link between the conservancy and its relevant partners (private sector and public sector)
- Manage conservancy resources and assets on behalf of the CC and membership
- Supervise and assess performance of conservancy staff
- Compile reports for conservancy management and membership.
- Monitor and give guidance to conservancy enterprises
- Facilitate the organization of training activities to meet the staff and Conservancy Committee needs.
- Organize and chair staff meetings.
- Liaise with MEC and other Government Agencies



MODULE 1.3, HANDOUT #7: Roles and duties – Treasurer

THE CONSERVANCY TREASURER AND BOOKKEEPER

Roles and Duties



Who is a Treasurer?



A Treasurer is a suitable elected member of the Conservancy Management Committee or employee, whose responsibility is to develop and ensure efficient and effective implementation of the Conservancy Financial Management and Control Systems.



A treasurer should be a person who can read, write and has mathematical skills and/or understanding.

WHO IS THE CONSERVANCY BOOKKEEPER?

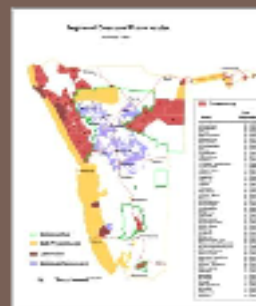


A bookkeeper is a fulltime suitable employee of the conservancy and is responsible to the conservancy elected treasurer.

A Bookkeeper is to ensure efficient and effective day-to-day Conservancy Financial Administration and Management.

What are the Roles and Duties of a Conservancy Treasurer?

- Ensure that conservancy financial management procedures, systems and control system are developed and approved by membership and enforced, compiled to.
- Ensure proper financial records are kept by the bookkeeper.
- Approve conservancy expenditure receipts and returns.
- It is responsible for day to day handling cash books and financial records, then a performance check.
- Develop and present Conservancy budgetary proposals by members (initially by Board) and then to the conservancy financial planning committee by the Board and members.
- Prepare and present conservancy financial reports to Conservancy Committee, members and partners including staff.
- Ensure auditing of conservancy books annually by an external or internal auditor.
- Monitor resources use including budget lines and make recommendations to Conservancy Committee and members.
- Monitor conservancy loans, accounts and investments.
- Monitor conservancy contracts and cost inflation policies.
- Supervise the employee for the conservancy bookkeeper.



WHAT ARE THE ROLES AND DUTIES OF A CONSERVANCY BOOKKEEPER?

- Establish and manage bank and cash accounts.
- Record all receipts and expenditures in the conservancy with a debit and credit.
- Reconcile all financial and cash accounts.
- Develop and operate systems and tools for the conservancy accounting and management.
- Keep up to date cashbook and bank book.
- Monitor the conservancy budget and cash flow.
- Undertake day to day transactions and expenditure to ensure that conservancy and community.
- Prepare conservancy financial statements and forms by the Conservancy Committee.
- Keep financial reports and records for the conservancy and approved by Conservancy Committee and the community.
- Prepare and issue receipts and financial statements prepared by the members of the conservancy.
- Prepare financial financial and bank book and other documents during the process.
- Check the receipts and the expenditure and ensure that the conservancy records are correct.
- Attend Conservancy Committee and the members of the conservancy.



THE CONSERVANCY SECRETARY

The Roles and Duties



WHOSE IS A SECRETARY?

A conservancy person (based on employees) based on a contract, by the conservancy for the purpose of assisting in their conservancy control tasks. They are professional, well-managed and maintained.

Conservancy's Need:

- Someone who can read and write
- Must be reliable
- Can learn new technologies with ease



WHAT ARE THE ROLES AND DUTIES OF A SECRETARY?

- Prepare conservancy meetings agenda with conservancy Chairperson (collect agenda items and compile)
- Issue notices concerning all meetings and activities of the Conservancy.
- Take minutes at every conservancy meeting.
- Prepare and keep copies of any conservancy correspondence in files.
- Maintain the conservancy filing system for all conservancy documents.
- Maintain other conservancy records, important documents or reports (e.g. constitutions, plans registration, Etc)
- Responsible for conservancy publicity in the absence of a Publicity Officer.



WHAT IS THE IMPORTANCE OF KEEPING CONSERVANCY RECORDS?

- To serve as conservancy memory and conservancy document bank.
- Ensure that decisions made at meetings are implemented and not forgotten.
- A reminder of previous conservancy transactions and agreements.
- In case of conservancy being sued, the documents are important as evidence of all discussions and agreements entered.



MODULE 1.3, HANDOUT #9: Founders of an organisation

How do we deal with founders within an organisation?

Who is a founder?

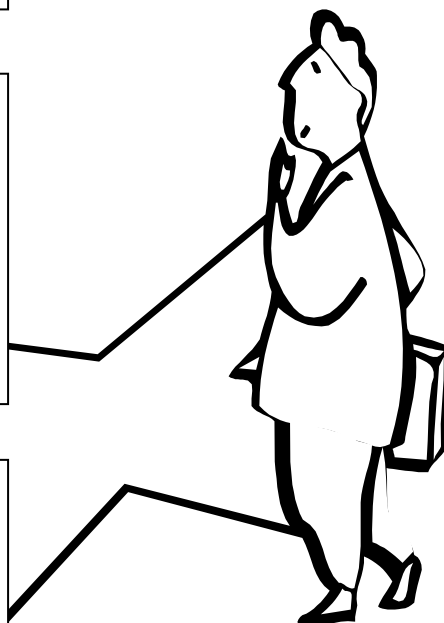
- ✓ Started the organisation with own resources.
- ✓ Has energy and time to devote to the growth of the organisation.
- ✓ Expect reward for their efforts ...
- ✓ They

What is your experience with founders?

- They don't want to share power or information.
- They want to be rewarded for their efforts.
- Constantly interfering.
- They are

How do you deal with founders?

- ✓ Conduct sessions to reflect on the future of the organisation.
- ✓ Put policies and tools in place. De-personalise discussions.
- ✓ See expectation and assist the growth. De-personalize discussions.
- ✓ Clearly outline roles and responsibilities and operate accordingly.
- ✓ Don't try to solve "problems" over-night. It's a process that takes time. Accompany



MODULE 1.3, HANDOUT #10: Conflict resolution

Type of Conflict	Strategies / ways and methods to resolve the conflict	Expected Outcome

MODULE 1.3, HANDOUT #11: Different Leadership styles

The Laissez Faire Leadership Style

This is more of hands off type of leadership

The Autocratic Leadership Style

When one person takes all the decisions and does not give others the opportunity to participate in the decision-making process

The Participative Leadership Style

When decisions are made on the basis of the desires and the wishes of the majority (of the conservancy members in this instance)

MODULE 1.3, HANDOUT #12: Template of Minutes of Committee meeting

Committee Meeting Minutes Template

Name of the Conservancy :

1. **Date / Venue**
2. **Attendance - members**
3. **Absent with apologies / absent without apology.**
4. **Attendance - observers**
5. **Minutes of previous meeting**

Discussion - Point	Resolution / Decision / Action	Action + due dates

6. Discussions

Discussion - Point	Resolution	Action + due dates

7. Any other business

Discussion - Point	Resolution	Action + due dates

8. Date for next Committee meeting

Minutes read and adopted at (date of Committee meeting):

Sign as the true reflection of the discussions:

Chairperson:

Secretary:

MODULE 1.3, HANDOUT #13: Conservancy conflict role-plays: non-cooperation between 'Manager' and 'Treasurer'

Scene 1: 'Manager' and 'Treasurer' of Nama Conservancy go to the bank

Treasurer: We have to go into Katima to get money. I have to pay the salaries for the month.

Manager: Yes, and I have to buy new batteries for the radios. How much money do you need for the salaries?

Treasurer: I need \$9,000.

Manager: Let's get \$12,000 out of the bank, then I can get the batteries as well and any other things that we need for the office.

(Manager and Treasurer hike to Katima. They go into the bank, both sign the withdrawal slip, and the Manager takes the money.)

Manager: You need \$9,000? Here you are, here is the \$9,000. I shall look after the rest and bring you in the slips later. See you back at the conservancy.

Scene 2: 'Manager' and 'Treasurer' meet back at the Nama Conservancy offices

(The Treasurer is at his desk, writing up his cashbook. The Manager comes in; he gives him a pile of receipts.)

Manager: Here are the receipts for the things that I bought. I can't stay as I have lots of workshops to go to. Don't forget that you must produce a report for your members on Friday!

(The Manager leaves the office before the Treasurer can say anything.)

Treasurer: *(looking through the receipts)* It looks as though he has only spent \$300. I think he took far more than that, but I can't remember... Never mind, I must prepare this report.

Scene 3: The 'Manager' and conservancy members discuss conservancy money problems

(The members are looking at a report)

Member 1: I don't understand it. You are showing that you have spent \$9,300 in your report. We had \$12,000 paid into the bank. Should we not have some money left then? Where is it?

Member 2: There is something wrong here. There is no money in our cash box!

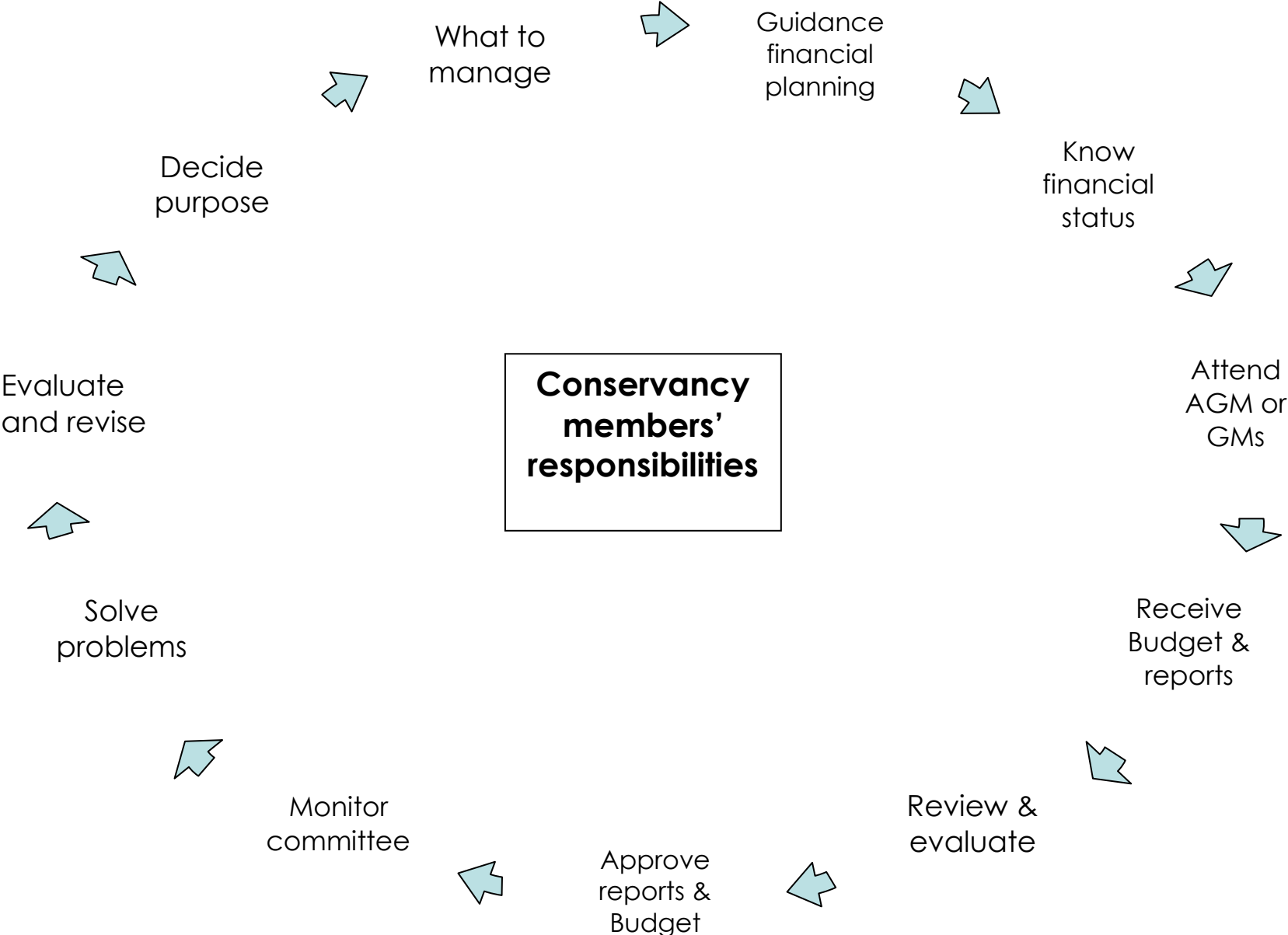
Manager: Well, I don't understand it either. That Treasurer has not done his job properly! Of course, I don't know what goes on in finance because that is not my job. It is the Treasurer who should know.

Member 1: Where is the Treasurer now?

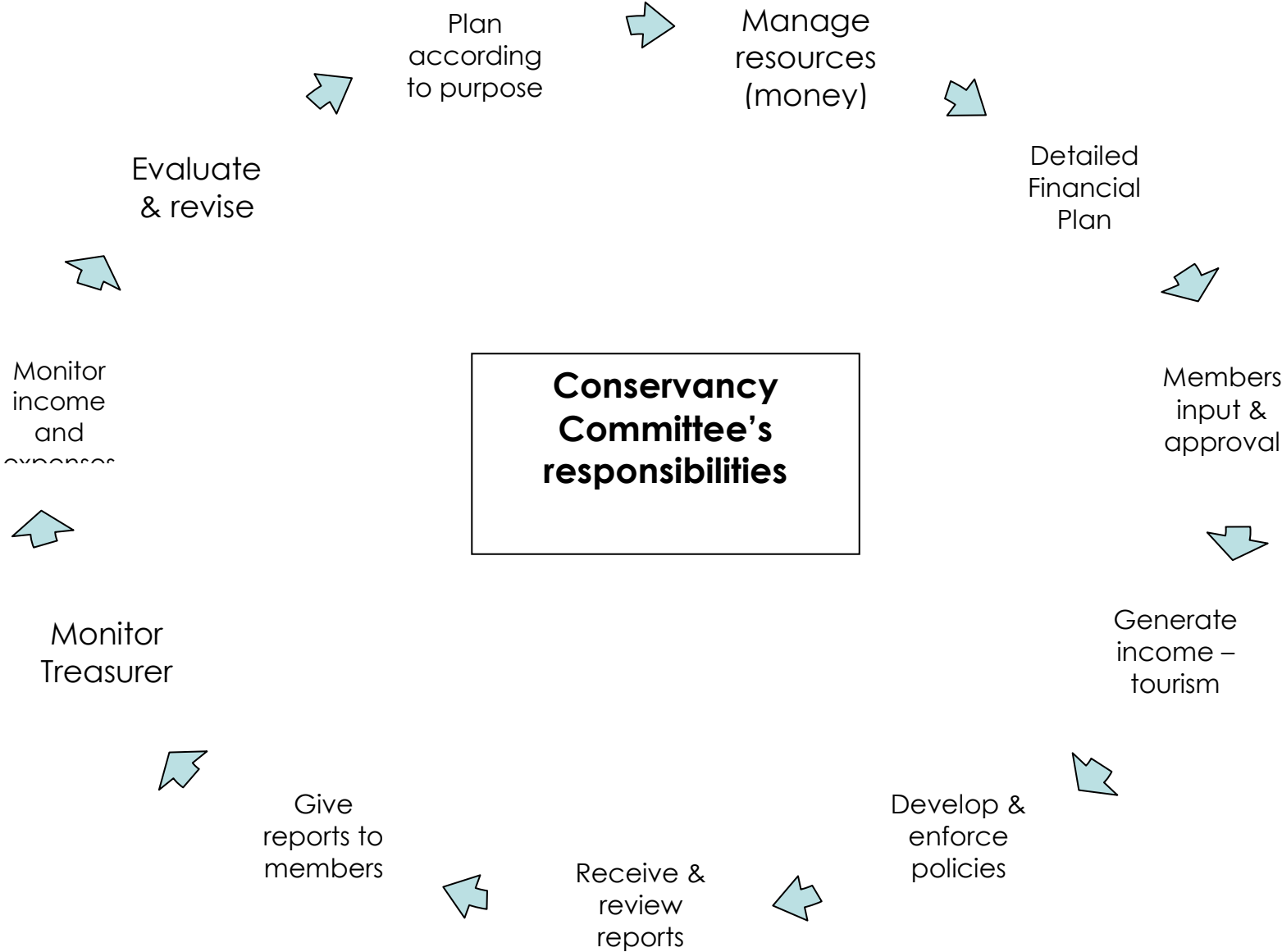
Manager: He had family business to attend to so he is not here.

Member 2: He is not doing his job well! I think he must be stealing money.

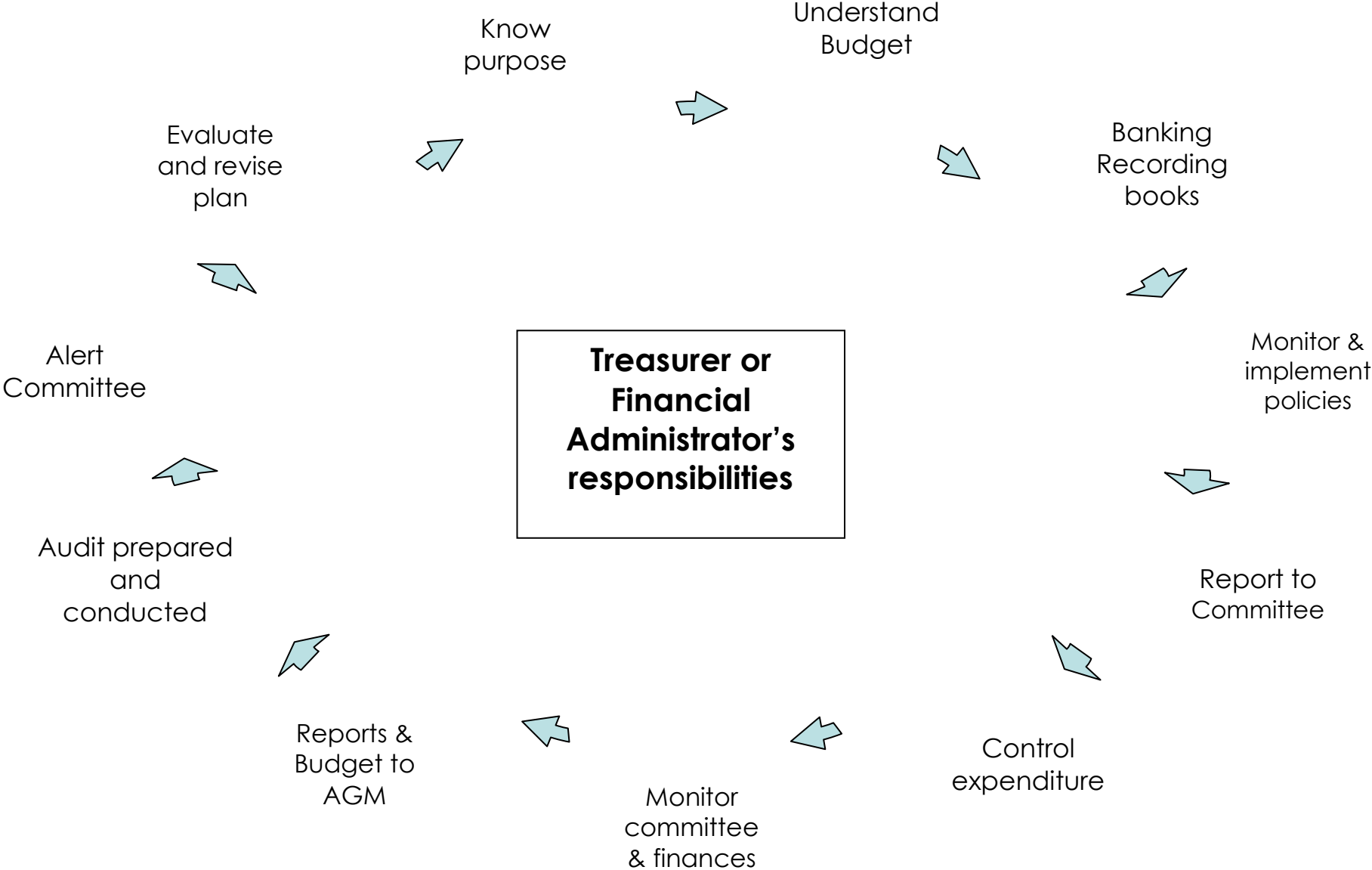
MODULE 1.8, HANDOUT #14: Roles and responsibilities in conservancy financial management (page 1 of 3)



MODULE 1.8, HANDOUT #14: Roles and responsibilities in conservancy financial management (page 2 of 3)



MODULE 1.8, HANDOUT #14: Roles and responsibilities in conservancy financial management (page 3 of 3)



MODULE 1.3, HANDOUT #15: Ethics Role Play

Skit 1: Committee member asks conservancy manager to use the conservancy bakkie to carry chairs from the school to a village meeting he is organizing. He drives off and first goes to Agra where he buys sacks of chicken feed and six bales of Lucerne. He meets a friend who asks for a lift to the other side of town. He drives him there and then drives to his farm to deliver the livestock feed. Finally he goes to the school to load the chairs and arrives at the meeting place two hours late.

Skit 2: Committee member has been given conservancy funds to cover lunch expenses for a community meeting tomorrow. The evening before, he drives to town, stays in a fancy hotel and has a night out on the town. Next day, he has no money left to buy food and sodas for the meeting and asks the conservancy treasurer to give him more money

Skit 3: Committee member persuades other committee members to employ his son as a driver. The young man has not yet gotten his driver's license.

MODULE 1.3, HANDOUT #16: Checklist – Handing over of conservancy management committee

NO.	Kind of record	Remarks on condition of record	Signature of outgoing chairperson	Signature of incoming chairperson	Witness	Date
1.	Conservancy constitution					
2.	Conservancy management plan					
3.	Minutes books of conservancy management meeting					
4.	Minute book of AGM minutes					
5.	Financial Policies					
6.	Annual Budgets					
7.	Financial Records Income & Expenditure book (in absence of bookkeeper) <ul style="list-style-type: none"> • Petty cash • Bank statements e.g. Current account, Investment accounts • Signatures to bank accounts • 					
8.	Contracts <ul style="list-style-type: none"> • Hunting contracts • Memorandum of understanding with • Donors • Support organizations • Government • Traditional Authorities • Joint venture partners • 					
9.	Conservancy Business Plans					
10.						

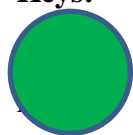
MODULE 1.3, HANDOUT #17: Conservancy Committee Performance Assessment

Conservancy Committee Performance Assessment

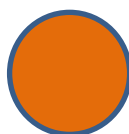
Exercise

The following exercise is an opportunity for the CC as a Committee to indicate their current level of performance in each of the topics covered during the training by using the keys indicated below. The Trainer to ensure to have at least **3 different color stickers** for the exercise. The exercise need to be done as a group (by the people coming from the same conservancy)

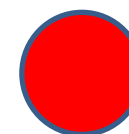
Keys:



= We are doing very well as a CC



We are doing somehow Ok



We are doing very badly in this area.

How well do you think your conservancy committee is doing in terms of the role of the Conservancy Committee members in terms of?

1. Conservancy Committee ability in exercising roles and responsibilities	<input type="radio"/>	5. Handling of issues of confidentiality and ethics as CC	<input type="radio"/>
2. Conflict Resolution	<input type="radio"/>	6. The ability in communicating CC decisions	<input type="radio"/>
3. Management of conservancy committee meetings	<input type="radio"/>	7. The ability in keeping records and handing over to new committee	<input type="radio"/>
4. Playing the role as CC in the financial management affairs of the conservancy	<input type="radio"/>	8. Overall as a CC – how will you rate your performance	<input type="radio"/>

MODULE 1.3, HANDOUT #19: Self-assessment evaluation for participants

Participants receiving training in Module 1.3 are not subject to formal assessment. However, in order for you to assess the knowledge and skills you have acquired on conservancy committees and for the trainer to ascertain how effective the training has been, you are encouraged to answer for yourself the following questions and discuss your answers – as part of a group or individually – with your trainer.

- 1. Can I explain the importance of the conservancy committee?**
- 2. Can I list and explain the roles and responsibilities of the conservancy committee?**
- 3. Can I identify at least three different forms of decision making and explain some best practices in decision making?**
- 4. Can I differentiate between rights and obligations and mention at least four rights and obligations of the conservancy committee?**
- 5. Am I able to identify reasons of why communication is important within my conservancy?**
- 6. Can I explain what record keeping is and list at least ten important documents that needs to be kept by the conservancy committee.**
- 7. Am I able to explain why the handing over process to the new committee is important?**
- 8. Am I able to explain the importance of conservancy committee meetings and mention at least three factors that can contribute towards effective meetings?**
- 9. Am I able to explain what an agenda is and how to draw up an agenda for conservancy committees?**

MODULE 1.3, HANDOUT #10: Qualities of CC leaders

Some of the knowledge, skills and qualities needed by CC members				
Chairperson	Secretary	Treasure	Manager/Coordinator	All Committee Members
Negotiation skills Good at organizing people	Good at organizing time Knowledge and skill to write, e.g. letters, constitution	Honesty Previous experience with money	Organizational ability Manage logistics	Highly motivated
Diplomatic	Good at preparing reports	Financial responsibility and accountability	Manage vehicles Supervise and support staff	Leadership qualities
<i>Good at public relations</i>	Good at taking minutes		Report to conservancy committee	Cooperative Willingness to take responsibility
Supervision skills	Good with math and handling money		Honesty Respected by community members	Initiative Ability to make good decisions
Facilitation skills			Trustworthy	Honesty
Ability to make decisions Willingness to take			Interest and ability to work as a team Conflict resolution skills	Respected by community members
<i>Good at public relations</i>				Trustworthy Interest and ability to work as a team