

INSTITUTIONAL TRAINING

Module 1.2: **ANNUAL GENERAL MEETING MANAGEMENT**



ACKNOWLEDGEMENTS

The materials used to develop this training module were developed and compiled by a number of individuals and organisations over the past 15 years as part of the Namibian CBNRM Programme. Acknowledgement is thus given to all contributing NACSO members, NACSO's international development support partners, and the individual and collective experiences of the NACSO members and partners who made the production of this module possible. The further development of the training material has been made possible with support from MCA Namibia.



CONTENTS of this MODULE

GENERAL TRAINING TIPS.....	2
ABOUT MODULE 1.2: ANNUAL GENERAL MEETING MANAGEMENT.....	3
INTRODUCTION.....	5
TOPIC 1: Planning and preparations for AGMs.....	9
TOPIC 2: Preparing and presenting reports/proposals for AGMs.....	14
TOPIC 3: Conducting the AGM.....	23
TOPIC 4: Managing elections and voting.....	27
TOPIC 5: Follow-up to the AGM (minutes, evaluation, Action Plan).....	29
SELF-ASSESSMENT: Assessing participants' understanding of this Module.....	32
List of Handouts that you should make available for this Module.....	33



GENERAL TRAINING TIPS

Preparation:

- Prepare each session in advance and ensure all necessary materials and visual aids are available (use visual aids wherever possible to enhance your training).
- Be aware of local customs – remember to open and close the training day with a prayer and give due recognition to any traditional leaders present.
- Provide translation services where necessary (this will need to be arranged in advance – it may not be appropriate to ask a participant to translate).

General training and presentation guidelines:

- Use good time management to ensure every aspect of your training is completed – but take into account the possible need for translation and be prepared to slow down if necessary to ensure that all participants understand.
- Maintain good eye contact with participants.
- Speak clearly.
- Keep your training language simple and appropriate to your audience.
- Bridge one topic to the next.
- Provide clear instructions for activities and check to see if your instructions are understood.
- Where appropriate, summarise each component of the module.
- Avoid reading from this trainer's manual.

Visual presentation:

- Write clearly and boldly if using flipchart sheets.
- Keep your visual aids clear – avoid blocking participants' view of visual aids.

Involving the participants:

- Encourage questions and participation.
- Ask questions to get participants thinking about the topic and key issues.
- Keep the group focused on the task, but take breaks if participants are tired and losing concentration – be aware of body language.
- Be patient and courteous with all participants.
- Talk to your participants and not to the flipchart.
- Acknowledge the comments and feedback from participants.



NB: Where we wish to indicate that text in this module refers to an activity that training participants are expected to undertake, we have employed this little icon.



ABOUT MODULE 1.2: ANNUAL GENERAL MEETING MANAGEMENT

OBJECTIVES: People who receive training in MODULE 1.2 will gain knowledge on:	<ol style="list-style-type: none"> 1. Planning and preparations for AGMs (scheduling, notification, planning, logistics, Agenda preparation) 2. Preparing and presenting reports/proposals (content and approach, distribution prior to meeting) 3. Conducting the AGM (chairing, ensuring wide input, time management and conflict resolution) 4. Managing elections and voting (including secret ballots and confidentiality issues) 5. Follow-up to the AGM (minutes, assessment, Action Plan)
COMPETENCIES: People who receive training in MODULE 1.2 will be able to:	<ol style="list-style-type: none"> 1. Show a detailed understanding of the preparation needed for an effective AGM 2. Manage, facilitate and record an AGM 3. Explain the aspects of an effective AGM
MODULE 1.2 is intended for:	Conservancy staff, Manager and Management Committee
Duration of MODULE 1.2:	The training for this Module will usually last 2 days

To train this MODULE 1.2 you will need to have (enough for everyone):

	Check
Printed copies of the conservancy constitution, if appropriate	✓
Printed examples of existing Chairpersons' Reports, Treasurers' Reports, Workplans, Budgets, Agendas and minutes from real AGMs that have taken place at conservancies, if possible	
Flipchart stand, sheets and different coloured marker pens ("kokies")	
Module 1.2 Handouts #1 – #15	
Prepared Flipchart Sheets #1 – #15, if you prefer to use them (can be laminated for duplicate use)	
Paper and pens for participants	

The training of this MODULE 1.2 will follow this general schedule:

TOPIC 1:	Planning and preparations for AGMs
TOPIC 2:	Preparing and presenting reports/proposals for AGMs
TOPIC 3:	Conducting the AGM
TOPIC 4:	Managing elections and voting
TOPIC 5:	Follow-up to the AGM (minutes, evaluation, Action Plan)
SELF-ASSESSMENT	Assessing participants' understanding of this Module (Handout #15)



KEYWORDS and ACRONYMS for this MODULE

AGM	Annual General Meeting
BDP	Benefit Distribution Plan
CC	Conservancy Committee
CGG	Community Game Guard
constitution	The document in which basic laws and principles that govern the nature, functions, and limits of a conservancy are set out
GM	General meeting
logistics	Managing the practical details of an event such as the AGM
minutes	The written record of what was said, what took place, and what was agreed during the AGM (or any other meeting)
TA	Traditional authority

NOTE TO TRAINERS/FACILITATORS: HOW TO USE THIS TRAINER'S MANUAL

This Manual provides a guide for delivering the training course for Module 1.2: Annual General Meeting Management. Where it is practical for you to do so, it would be preferable for you to train this Module in the run-up to a conservancy's initial AGM, i.e., a few weeks before notification and reports/proposals need to be sent to relevant people.

In the event that you are able to schedule this training with a conservancy at the time suggested, then it would be advisable for you to use certain of the Handouts to guide participants through the real-life processes that the Handout activities are related to. For instance, use the activity linked to Handout #7 ('Typical AGM Agenda') to create the actual Agenda for the conservancy's forthcoming AGM (as opposed to doing an activity during which participants create an imaginary Agenda).



INTRODUCTION

Session 1: Introduction to Module 1.2 (*approximately 10 minutes*).

- 1** **LIST:** The **overall objectives** of the Annual General Meeting Management training module on a flipchart sheet (you may wish to prepare this in advance as Flipchart Sheet #1). Explain the objectives in detail.

Objectives of this workshop: you will gain knowledge on –

1. Planning and preparations for AGMs (scheduling, notification, planning, logistics, Agenda preparation)
2. Preparing and presenting reports/proposals (content and approach, distribution prior to meeting)
3. Conducting the AGM (chairing, ensuring wide input, time management and conflict resolution)
4. Managing elections and voting (including secret ballots and confidentiality issues)
5. Follow-up to the AGM (minutes, assessment, Action Plan)

- 2** **LIST:** The **competencies** of Module 1.2 by writing them on a flipchart sheet. To save time you may prefer to have Flipchart Sheet #2 prepared in advance.

People who receive training in Module 1.2 will be able to:

1. Show a detailed understanding of the preparation needed for an effective AGM
2. Manage, facilitate and record an AGM
3. Explain the aspects of an effective AGM






Session 2: Importance and characteristics of successful AGMs

NOTE: If participants have had no prior exposure to AGMs, you may wish to start the training by explaining why successful AGMs are important in the conservancy context (approximately 40 minutes).

1 **EXPLAIN:** The purpose of this training module is **to strengthen your skills in planning, preparing and conducting successful Annual General Meetings (AGMs).**

ASK: Why is it important to hold an Annual General Meeting?

2  Participants should think about what comes to their minds when they hear the words 'Annual General Meeting' and what takes place at them. Write down the answers on the flipchart paper for all participants to see the responses under the heading 'AGMs'.

Distribute Handout #1 and discuss anything that may have been left out. Then ask one volunteer participant to come and put all the ideas into a definition of an AGM, which he/she should write on the flipchart sheet under the heading 'AGM definition'.



EXPLAIN: Here is a formal definition for an AGM (write this formal definition below on the flipchart sheet and explain any difficult words):


The Annual General Meeting (or AGM) is a formal, constitutionally mandatory yearly, highest-level conservancy decision-making meeting.

EXPLAIN: In other words:

- The AGM is the biggest annual conservancy meeting held by the Conservancy Committee with its membership, where major decisions about the conservancy are made.
- All conservancy members collectively have the voice or authority to make major critical decisions to be implemented by the CC and staff.
- AGMs are platforms where an assessment of the financial situation of the conservancy is made, and approval of budgets and proposals to the members is sought.
- AGMs have a number of topics that must be tabled each year.

3 **ASK:** Participants to look through Handout #2 (2 pages) and discuss with them the differences between the different types of general meetings and look again at why the AGM is so important.

Ask: What are the key characteristics of a successful AGM?

- 4**  Allow participants a few minutes to respond while you capture their answers on a flipchart sheet under the heading 'What makes a successful AGM?'.

EXPLAIN: An effective (and therefore successful) AGM is planned for in advance and the arrangements are made in such a way that the participants are able to attend, are comfortable, and can hear what the Chairperson says, with the set objectives being accomplished. The following are some of the characteristics of an effective meeting which need to be considered.


- 5** **LIST:** Write out and explain the following important characteristics of an effective AGM on a flipchart sheet (you may prefer to prepare this in advance as Flipchart Sheet #3). If you wish, you may just write out the key words (in bold) and verbally explain the meaning of each one. After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.

Characteristics of an effective AGM:

- **Early invitations are sent** to all who are supposed to attend the AGM.
- **A clear Agenda** is set, which can be adjusted and followed.
- **The Chairperson takes charge** of the meeting.
- **A quorum of members attends the meeting** (as stipulated in the constitution).
- **The Secretary** (or other record-keeper) **must take the minutes.**
- **The Treasurer, Conservancy Management or Executive Committee** members should **present required reports.**
- **Members make decisions on all matters affecting the conservancy** and approve / disapprove reports submitted at the AGM.
- **The members are allowed to ask questions and participate.**
- **Members and participants are allowed to challenge** issues and the CC where there is a need.
- **AGM should be kept on track.**
- **The Chairperson monitors the mood** of the people at the AGM and makes sure not to 'lose' people. He/she tries to **make sure that everyone participates.**
- **Decisions are taken and recorded.**
- **Elections are held according to the proper procedure.**
- **Activities for follow-up are clearly recorded.**
- **Members' awareness platform is created.**

Ask: What are the key characteristics of an unsuccessful AGM?



6  Allow participants a few minutes to respond while you capture their answers on a flipchart sheet under the heading 'What makes an unsuccessful AGM?'

7 **LIST:** Write out and explain the following key characteristics of an unsuccessful (i.e., non-effective) AGM on a flipchart sheet (you may prefer to prepare this in advance as Flipchart Sheet #4). If you wish, you may just write out the key words (in bold) and verbally explain the meaning of each one. After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.

Characteristics of a non-effective AGM:

- **No room for participation** given to members or AGM attendees.
- **No questions or challenges** to issues allowed during the AGM.
- **No clear Agenda** available, or **Agenda not followed**.
- **The Chairperson is not able to control and guide the AGM.**
- **Women's contributions sometimes not regarded or taken seriously.**
- **Conservancy Chairperson** and/or **CC are dominating the AGM.**
- **No records kept of AGM, or records kept are inaccurate.**
- **No circulation of the minutes and reports in advance.**
- **No quorums.**
- **Late invitations to members and key persons.**
- **Important issues left to the last minute**, when all are tired and going home.

8 **SUMMARISE:** We will review these characteristics again later in the workshop (in Topic 3), but it is important to consider them now in order to understand how this workshop will strengthen your skills in planning, preparing and conducting effective AGMs. Give participants Handout #3 (2 pages) to keep and to remind them of the characteristics of successful and unsuccessful AGMs.



TOPIC 1: Planning and preparations for AGMs

Session 1: Initial AGM planning (*approximately 1 hour 20 minutes*).

1 **EXPLAIN:** The **FIRST** step in planning an AGM is to **review the conservancy constitution** and be very clear on what it says regarding AGMs.

ASK: What information are we looking for in the constitution?



Ask participants to consider this question and then record their responses on a flipchart sheet under the heading 'What does the conservancy constitution say about AGMs?'.

DISTRIBUTE: Handout #4 and discuss the relevant issues and the importance of recording them at the beginning of the planning process. Explain that running the AGM according to the constitution is critically important as this is what makes the meeting legal. The issues identified in Handout #4 are all dictated by the constitution and therefore have to be adhered to in order for the meeting to have been constitutional and therefore legally acceptable. Particular attention should be paid to the issues related to the notice period for AGMs, distribution of documents prior to the meeting, key agenda items (tabling and approving the reports, financial statements, benefit sharing plans, budgets and workplans), quorums, and election procedures.

2 **EXPLAIN:** The **SECOND** step in planning is to consider **external and internal factors**.

ASK: What are the external and internal factors that affect AGMs and how can we plan for them?



Ask participants to consider this question and then record their responses on a flipchart sheet under the two headings 'Internal factors that affect AGM planning' and 'External factors that affect AGM planning'.

EXPLAIN: **External factors** are things beyond the Conservancy Committee's control that can have a negative influence on the planned AGM, while **internal factors** are things within the control of the Conservancy Committee. All these factors are critical, and if the AGM is to be successful it is important to analyze both sets of factors within the conservancy and through its members so that AGM planning can be effective.

EXPLAIN: In order to analyze the situation and the factors that can affect or influence the planned AGM, you can use the analysis tool PESTLE.



LIST: Write out and explain the component parts of the PESTLE analysis tool on a flipchart sheet (you may prefer to prepare this in advance as Flipchart Sheet #5). If you wish, you may just write out the key words (in bold) and verbally explain the meaning of each one. After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.

- **P – Political factors** such as election year, political party tensions, TA links with political parties, donor requirements, etc.
- **E – Economic factors** such as benefit distribution year, or donor-driven BD, or no income generated that year or season – lack of economic incentive, etc.
- **S – Social factors** such as funerals in the area, norms and gender values, recognized and unrecognized TAs, language barriers, the literacy level of the people in the community, farming systems in the area or other livelihood options/activities in the area, entertainment activities in the area, etc.
- **T – Technological factors** such as poor communication facilities in the area – radio links, telephones and transport, or access to newspapers etc.
- **L – Legal factors** such as the constitution or contract, etc.
- **E – Environmental factors** such as weather conditions for that period, accessibility during the planned period, seasons, clean water availability or firewood availability, etc.

4 EXPLAIN: Other factors to be considered and planned for are as follows:

- Seating arrangements, which can allow or interfere with eye contact, hearing, and voice projection.
- Venue and location – is it close to public, noisy places such as a public bus stop, by the road side, bottle stores or bars, or a soccer field etc.?

EXPLAIN: There is need to discuss these briefly looking at how to maximize opportunities and minimize threats. This has to be done before, or during, the AGM planning process so that these factors can be taken into consideration.

5 EXPLAIN: The **logistics for any AGM** comprise the **THIRD** step in planning. They must be carefully planned and the Chairperson and committee must allocate people to be responsible for finalising tasks by given times.

ASK: What are the planning issues and logistical preparations that we need to consider for an AGM?





Participants (in groups or plenary depending on the time) should list the different logistic items that need to be arranged and identify how far in advance they think things need to be arranged. Capture the responses on a flipchart sheet under the heading 'Logistics'.

Once feedback has been given write up the following list, or prepare it in advance as Flipchart Sheet #6 to save time:

Key planning and logistical issues:

1. Consult the conservancy constitution
2. Consider external and internal factors
3. Agenda
4. Ensuring high attendance and representation
5. Ensuring the quorum is met and recorded
6. Updated membership register is available
7. Budget
8. Date
9. Transport
10. Food and accommodation
11. Venue and equipment
12. External mediator/facilitator
13. Publicizing the AGM (giving advance notice)

DISTRIBUTE: Handout #5 (2 pages) and Handout #6 and discuss them in detail with participants. Handouts #5 and #6 show the responsibilities of people who organise certain AGM matters, and when they should carry out these tasks.

Ask participants, in their conservancy groups (if training is clustered,) to prepare the logistics schedule for their next, upcoming AGM and fill in the appropriate names and target dates into Handout # 6. This timetable of logistical arrangements should then be taken back to the conservancy and be discussed, revised and approved by the full committee and staff.

Session 2: Preparing the AGM Agenda *(approximately 50 minutes)*

1 **EXPLAIN:** Good Agenda preparation before an AGM (the **FOURTH** step in planning) is the most important contributing factor for ensuring that members' inputs into the meeting are effective. This session deals with how to get the content of the Agenda finalised. Details of the order and timing of getting the Agenda out to members etc. have been discussed when we looked at Handouts # 5 and # 6.




1. A recommended first step in the process is for a committee to draw up a proposed Agenda for the AGM. This helps the CC to see clearly what they are aiming at and it will help guide them in all the things they will have to prepare to achieve it.
2. AGMs are expensive and time-consuming events. A well-thought through Agenda, prepared well in advance, can make them more effective – particularly when members have had a chance to look through an Agenda and discuss the issues relevant to the conservancy.
3. The Agenda should first be drafted by the CC and then sent out to the members for comment.

2 **EXPLAIN:** The Agenda for the AGM is developed in a number of steps, which are as follows. *List the following key words – in bold, below – on a flipchart sheet and go through each item giving the explanation indicated (or prepare the entire text in advance as Flipchart Sheet #7 if you prefer):*

1. **Common issues to be covered** by the AGM are indicated on Handout #1. The Chairperson, Secretary and Manager should go through this list and make sure that all the relevant points have been included on the draft Agenda.
2. The Annual Workplan (or Quarterly Workplan) may have tasked the CC to complete certain **tasks that need approval** at an AGM. Before these go ahead they need to be included on the Agenda for approval. Staff and area representatives should be given the opportunity to add points.
3. The Secretary, with assistance from other sources if required, must summarise all **documents to be presented for ratification** at the AGM. These must be translated wherever necessary. The complete set of documents being discussed should also be made available to members at the office.
4. The draft Agenda with all proposals and **documentation** about issues requiring additional inputs should then be **sent out with the Area Representatives** to be discussed with the members of each area.
5. Area Representatives should get **inputs from all the members** with regard to the Agenda and the documentation distributed.
6. The Chairperson, Secretary and Manager must then scrutinize all Agenda points proposed through this process to assess whether the topic is one of general or common interest for the conservancy, or whether it is an **issue** that should be addressed on an individual basis. If the latter is the case, this topic must be **addressed before the AGM** takes place. Personal grievances must be resolved wherever possible to avoid the AGM becoming the forum for such grievances.



7. **Distribute the final Agenda** as widely as possible and/or put it up in prominent places. If possible it can be broadcast over the local radio station.
8. The Committee or membership dealing with an urgent issue may have called a GM. This opportunity could be used to discuss the Agenda of the AGM.

3  Ask participants in small groups to draw up an Agenda for a typical conservancy AGM, assigning people responsibility and allocating times to AGM sessions. Ask groups to present draft Agendas on flipchart sheets.

4 **LIST:** On a flipchart sheet, list items typically found on a conservancy AGM Agenda and facilitate discussion on each point until agreement is reached.


5 **DISTRIBUTE:** The sample Agenda (Handout #7 – which has 3 pages in total) and discuss each item with participants. Then distribute copies of agendas from actual conservancy AGMs so that participants can see how they could be compiled. Discuss these together.

6 **SUMMARISE/LINK:** In this Topic 1, we have looked at the planning and preparation activities that need to be carried out before a conservancy AGM, as well as who is responsible for them. We have also looked in some detail at how to finalise the contents of an Agenda for the AGM. Before we move on to the next topic, let's just check that we all feel that we have covered the initial objective for this workshop (refer to the list of objectives for this workshop on Flipchart Sheet #1). Does anyone have any questions?




TOPIC 2: Preparing and presenting reports/proposals for AGMs

Session 1: Reports and proposals presented at the AGM (*approximately 3 hours*).


1  Ask participants to look at Handout #1 again. Use the Handout to identify together the common types of reports and proposals that are presented at an AGM. Some of these are not mentioned explicitly, but are suggested by the Handout content. Write responses on a flipchart sheet (leave gaps underneath each entry so that participants can complete Step 2, below) and add any that participants do not mention:

Common reports/proposals presented at AGMs:

1. **Chairperson's Report**
2. **Treasurer's Report** (Annual Financial Statements)
3. **NRM Report**
4. **Enterprise Report**
5. **Annual Workplan proposal**
6. **Annual Budget proposal**
7. **Annual Benefit Distribution Plan proposal**

2  Ask participants to look at the full list now on the flipchart sheet and to suggest what should go into: the Chairperson's Report; the Treasurer's Report; the proposed Workplan; the Budget proposal; and the Benefit Distribution Plan proposal for next year. Briefly note responses in the gaps you have left under the appropriate heading on the flipchart sheet.

ASK: What do you think is the purpose of a Chairperson's Report?

3  Participants (in groups or plenary depending on the time) should discuss what topics they think should feature in a **Chairperson's Report**. Capture the responses on a flipchart sheet under the heading 'What goes into the Chairperson's Report?'.
If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to prepare it in advance as Flipchart Sheet #8):

EXPLAIN: The purpose of the Chairperson's Report is to inform the members and other stakeholders about what has happened in the previous year; what has been achieved and the impact of that for the conservancy; the challenges that have been faced and (hopefully) overcome, or the lessons learned from those experiences. If there was a Workplan for the previous year, the report should reflect how the CC has worked towards delivering those planned activities.



4 **EXPLAIN:** It is important to bear in mind the following key considerations when preparing the Chairperson's Report. *(After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.)*

- The Chairperson will need to begin preparing the report early.
- The Chairperson may choose to confer with the CC and senior staff. The Secretary will have to take notes while each person explains what has happened during the previous year – the highlights and low points. (They will have a copy of the previous year's Workplan.)
- The Chairperson will have to work through the Workplan, identifying what planned activities have been achieved; which ones were not achieved, and why not; and what unplanned activities happened.
- Besides the Workplan, it is important for the Chairperson's Report to focus and highlight the major conservancy achievements and successes of the year (or over a discrete period) such as income, income generation activities and their benefits, employment creation, game meat distribution, direct and indirect benefits to the conservancy community at large, support given to vulnerable groups, and assets acquisition. Accurate overview information should be given by the Chairperson while the details can be found under the respective office bearers' reports. This part of the Chairperson' Report should be brief but accurate.
- Afterwards, it is necessary for someone to read through the notes and edit them. The report should be written in sections (e.g., NRM, Enterprises, Grazing, Staff – following the components of the Management Plan Framework and last year's Workplan). It should have a logical flow and make sense to community members.
- Sometimes – when we explain what we know well – we forget that other people do not have the same background information as us. It is therefore necessary to add explanations where they are required (for instance, members may not know about the guaranteed and optional parts of a hunting contract).
- It is important also to consider what will most interest the members; to focus on what is important for them; and discard information that is not really important.
- The key to the preparation of a good report is review. The writer should review the document and get other people to review it, e.g., the CC. If it is written on behalf of the Chairperson s/he must review and critique it. Review it, revise it and review it again.





- Ideally, when presenting, the Chairperson should not just read the report word for word, but have become so familiar with the content they can just use bullet points to deliver the report. It is much more effective and interesting for the audience. Alternatively, the Chairperson may delegate different sections to the relevant member of staff or committee to present (e.g., the NRM section might be presented by the Field Officer).

EXPLAIN: Note that the Chairperson's Report should include a comparison against the previous year's Workplan:

- Have we achieved what we planned?
- If not, why not?
- And have we achieved things that we had not planned?
- How many people the conservancy or its enterprises are being employed?

Reporting against the previous year's Workplan gives consistency, and helps the membership to check whether their CC is doing what they have been empowered to do.

SUMMARISE: The Chairperson's Report describes the progress made by the conservancy and is a summary of the activities of the past year.

DISTRIBUTE: Copies of Chairpersons' Reports from actual conservancy AGMs (but with the conservancy's name removed) so that participants can see how they are written.

ASK: What is the purpose of a Treasurer's Report (Annual Financial Statements?)



Participants (in groups or plenary depending on the time) should discuss what they think should feature in a **Treasurer's Report**. Capture the responses on a flipchart sheet under the heading 'What goes into the Treasurer's Report?'.
 If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to prepare it in advance as Flipchart Sheet #9):

EXPLAIN: The purpose of the Treasurer's Report is to inform the members and other stakeholders of the current financial status of the conservancy and – at the end of giving the report and subsequent discussion – to obtain formal adoption (or not) by the members of the report/statements. The Ministry of Environment and Tourism's legislation requires an 'Annual Financial Statement' to be produced by the conservancy.

6

EXPLAIN: It is important to bear in mind the following key considerations when preparing the Treasurer's Report. (After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.)


- The Treasurer needs to get financial statements prepared at the same time as the Chairperson's Report.
- S/he may take the accounting records to a professional book-keeper or the support organisation for this, and should do so as soon after the year-end as possible.
- When s/he arranges for financial statements to be prepared, s/he should check with the person when they will be ready, and make sure that they know when the Treasurer needs them by. Also if independent audits are required by the constitution, then time needs to be allocated for that activity
- When the financial statements are received, they need to be analysed closely.
- The Treasurer's Report needs to highlight income, what has been spent, and the balance remaining. Most importantly, it must explain any discrepancies, whether positive or negative. E.g., if there are categories of expenditure which are over budget, he/she must explain why; if there is money not accounted for, he/she must explain why. The Treasurer therefore needs to familiarise himself/herself with such anomalies and include this information in the report.
- The expenditure should be presented in the same common categories (such as salaries, allowances, fuel, transport, office etc) that are used in the Annual Budget so members can easily compare and ask about over or under expenditure of the Budget.
- The statements may be copied onto flipcharts for the members to see at the AGM (though they should have had an opportunity to see the *before* the AGM). They should also be photocopied and distributed during this session of the AGM.
- At the AGM, the Treasurer may present their report at the level of a summary and just reflect on the key issues the members are most likely interested in. However s/he should be prepared to go into the detail of the statements and reasons for specific figures, if the members question or challenge the items in the Financial Report. If there has been an independent audit, then that Report should also be presented. S/he should also encourage questions/comments/discussions from the members. Finally, the Treasurer should seek approval/adoption of the Financial Report from the members. (Noted by the Secretary for the minutes.)



7 **SUMMARISE:** The financial statements, (which are made up of an income and expenditure account, and a balance sheet), for the previous year must be presented to the conservancy general membership, normally by the Treasurer as the Treasurer's Report. The Treasurer can also show the results of the year so far. Showing the financial statements should be done in combination with the Chairperson's Report; the commentary in the Chairperson's Report should explain what is reflected in the financial statements (e.g., if hunting income was lower than expected, creating cash flow problems, this should have been reported in the Chairperson's Report).

DISTRIBUTE: Copies of Treasurers' Reports (Annual Financial Statements) from actual conservancy AGMs (with the conservancy's named removed) so that participants can see how they should be laid out.

ASK: What do you think is the purpose of a Workplan?

8  Participants (in groups or plenary depending on the time) should discuss what topics they think should feature in a **Workplan**. Capture the responses on a flipchart sheet under the heading 'Workplan components'.

If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to prepare this as Flipchart Sheet #10 in advance):

EXPLAIN: The purpose of the Workplan is to inform the members and stakeholders of the committees' and the conservancy's proposed priority outputs and activities for the coming year, and seek their approval/mandate for executing the Workplan.

9 **EXPLAIN:** It is important to bear in mind the following key considerations when preparing the Workplan. (After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.)

- When the Committee/staff are engaged in the process of reviewing the plans and finances of the previous year, it is a good time to consider next year's Workplan.
- Were there activities that were planned for the previous year and not achieved? Should they plan these for the next year? What is on the conservancy's 3-year Strategic Development Plan? What internal/external circumstances have changed that may affect the plan? What do the CC and each senior staff member want to achieve next year? What are the other urgent things that have emerged that need to be planned for and implemented in the coming year?



- Draw up the Workplan as follows: outputs, key activities, who is responsible and with whom? by when? and what resources are required externally and from the conservancy.
- Be critical of the Workplan. Many conservancies do not achieve all that they have planned in their first years because they have been over-ambitious. Realistically, does the conservancy have the resources to achieve its Workplan?
- The Chairperson presents the workplan at the AGM. He/she allows time for discussion and seeks the approval of the members to adopt the Workplan. (Secretary notes for the minutes.)

10 **SUMMARISE:** It is very important that the members approve the Workplan. The CC does not need to be too ambitious in their plans as it takes time to achieve things, and it is better to do *more* than has been planned than to do less. It is important to be realistic in conservancy planning, and think about how long it will take to get done what the members want to do.

DISTRIBUTE: Copies of workplans from actual conservancy AGMs (but remove the name of the conservancy) so that participants can see how they should be laid out and what they should contain.

ASK: What do you think is the purpose of a Budget?



Participants (in groups or plenary depending on the time) should discuss what topics they think should feature in a **Budget**. Capture the responses on a flipchart sheet under the heading 'Budget topics'.

If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to do it in advance as Flipchart Sheet #11):

EXPLAIN: The purpose of the Budget is to inform the members and stakeholders of the conservancy's proposed income, what needs to be spent to achieve the priority outputs and activities for the coming year, and to seek their approval/mandate for executing that expenditure.

12 **EXPLAIN:** It is important to bear in mind the following key considerations when preparing the Budget. Note that only when there is a Workplan can the Committee start to prepare a Budget. (After each point allow some time for the participants to ask questions/make comments, rather than wait until the end.)




- What is the income going to be? The conservancy cannot spend money that it does not have. Also the purpose of a conservancy is to get benefits back to their members – so before thinking about what can be spent, the CC needs to look at what their projected income is and how much they plan to give back to members as their benefits. Then they can estimate what they have left to spend on their operational expenses and/or projects.
- What have they spent in the previous year? Which budget lines were overspent and why? Was there an under budget or poor control on that budget line? Overall, how was the budget controlled against actual expenditure? Was it within budget or over, and what were the reasons for such a picture? Conservancy Committees and staff should not overspend without conservancy members' approval, and any budget line should not go over budget by more than 5% without approval. Reallocation of money between budget lines should be approved.
- Which of these expenses are normal ongoing costs (e.g., salaries)? Do they need to be increased for inflation? However do not just include a category because it was there last year – is it relevant this year? Or if \$10,000 was spent on meetings last year, that does not mean the same needs to be spent this year. Costs like meetings and travel should be budgeted only in the context of what activities the committee/staff intend to do.
- Look at the activities that are being planned. What extra costs are associated with these? For example, if a lodge is to be built, there may be extra meeting costs associated with that; if a game translocation is planned, what costs will there be (e.g., building a boma, establishing waterpoints, maintaining the waterpoints, will the game be bought or will it be donated)?
- Use common categories (such salaries, allowances, fuel, vehicle, office, etc.)
- At the AGM the Chairperson presents the Budget, after the Workplan. S/he allows time for discussion and seeks the approval of the members. (The Secretary notes for the minutes.)
- As with the other documents for the AGM, review, review, review!

13 **SUMMARISE: NB:** The Budget can only be set *after* a Workplan is done. Just as the Chairperson's Report should contain answers to any questions that the Financial Report might raise, the Workplan should also explain how much is being budgeted for each category of expenditure, and why.


DISTRIBUTE: Copies of Budgets from actual conservancy AGMs (but remove the name of the conservancy) so that participants can see how they should be laid out and what they should contain.



ASK: How do you think a Benefit Distribution Plan proposal should be developed?

14 Participants (in groups or plenary depending on the time) should discuss what topics they think should feature in a Benefit Distribution Plan proposal.
 Capture the responses on a flipchart sheet under the heading 'Features of the Benefit Distribution Plan proposal'.

15 **EXPLAIN:** Since there are many types of benefits, and conservancy members will be asked to approve the BDP proposal at the AGM, the starting point should be to consult with members – either directly in Area meetings or through their representatives – to ask for their suggestions. The CC should be prepared to discuss the 'pros and cons' of options (perhaps learned from other conservancies) at the AGM.


16 Participants (in groups or plenary depending on the time) should list what options they have heard about, record them on a flipchart sheet under the heading 'Options for distribution of benefits', and discuss them.


Session 2: Distribution of reports and proposals prior to the AGM

(approximately 30 minutes).

ASK: Which Reports/Proposals should be distributed before the AGM


1 **EXPLAIN:** For members to be able to fully participate in discussions, they need time to study some **reports and proposals prior to the AGM itself.**

 Participants (in groups or plenary depending on the time) should discuss what reports and proposals they believe should be sent out in advance of the AGM, and who they should be sent out to. Capture the responses on flipchart sheet under the heading 'Which reports and proposals must be sent out before the AGM?'.

EXPLAIN: Here is the full list of reports and proposals that may need to be sent out before an AGM (list these on the flipchart sheet after the participants' contributions have been given, adding any that are missing from the list below).

- 1. Treasurer's Report** (Annual Financial Statement)
- 2. Independent Audit**
- 3. Annual Workplan proposal**
- 4. Annual Budget proposal**
- 5. Annual Benefit Distribution Plan Proposal**



2  Participants (in groups or plenary depending on the time) should now discuss how to get these reports and proposals to their intended audiences. Capture the responses on a flipchart sheet under the heading 'Distributing reports and proposals before the AGM'.

3 **EXPLAIN:** Finally in this session we need to think about **what criteria should be used to approve a report**. A report, unlike a proposal, is meant to present 'facts' (not options). Therefore, members are not being asked whether they 'like' the facts or not, but whether the 'facts' are reported in a useful way. Perhaps the 2 criteria which should be used are:


- Whether the report covers all the major facts.
- Whether the facts are accurate.

4 **SUMMARISE/LINK:** In this topic we have looked at the reports and proposals that need to be presented at an AGM, as well as who is responsible for preparing them. We have also looked at the best ways to ensure that the relevant reports and proposals are distributed prior to the AGM. Before we move on to Topic 3, let's just check that we all feel that we have covered the second objective for this workshop (*refer to the list of objectives for this workshop on Flipchart Sheet #1*). Please note that Benefit Distribution Plans will be dealt with in more detail in another Module (1.9). Does anyone have any questions?





TOPIC 3: Conducting the AGM

Ask: What skills must the Chairperson use to conduct a successful AGM?

- 1  Allow participants to review Handout #3 (2 pages) to help them identify some **skills the Chairperson** must use during the AGM. Write their responses on a flipchart sheet under the heading 'Skills of the successful AGM Chairperson', and discuss together.

Ask: What must the Chairperson avoid doing during the AGM?

- 2  Allow participants to again review Handout #3 to help them identify some **mistakes the Chairperson** must avoid making in the AGM. Write their responses on a flipchart sheet under the heading 'Mistakes of the unsuccessful AGM Chairperson', and discuss together.


Divide the participants into six groups, each one of which will discuss one issue listed below as a group then make a short presentation (write these on a new flipchart sheet or prepare in advance as Flipchart Sheet #12). The groups' task is to advise on how the Chairperson can achieve the right outcome regarding their issue. 

Key chairing issues:

1. Keeping to the Agenda
2. Managing time
3. Encouraging participation
4. Avoiding dominating the AGM
5. Reaching clear decisions
6. Dealing with conflict

- 3 **EXPLAIN:** For a number of reasons the Chairperson should delegate some of his/her duties to other people:


- To avoid the Chairperson dominating the meeting.
- To avoid Chairperson becoming tired and losing effectiveness.
- To hand over to 'specialists'.
- To demonstrate and promote diverse capacity.

- 4  Divide participants into 4 groups and ask each to list the roles of one of the following at the AGM: 1.) Chairperson; 2.) Treasurer; 3.) Secretary and 4.) others. Have each group present their responses by listing the roles their group has identified under an appropriate heading on a flipchart sheet.

DISTRIBUTE: Handout #8 (2 pages), and extend the discussion if necessary.





ASK: What is the role of conservancy members at an AGM?

5  Allow participants a few minutes to respond while you capture their answers on a flipchart sheet under the heading 'Role of conservancy members at the AGM'.

6 **EXPLAIN:** A successful AGM is when **ALL conservancy members contribute during the meeting openly and constructively without fear or intimidation.**

It is important to ensure that a suitable and conducive environment is created during the planning stage of the AGM. Every conservancy member has useful experience and knowledge which he/she can contribute to the success of the conservancy AGM.

7  In a plenary, brainstorm together how conservancy members can actively and constructively contribute to a conservancy AGM. In particular, ask participants to consider how it will be possible to ensure fair representation of all sectors of the conservancy membership at the AGM, ensure a quorum, and maximise attendance. (Refer participants back to Handout #5 and Handout #6.) Capture responses on the flipchart sheet under the heading 'Getting all the conservancy members to attend and contribute to the AGM'.

In a second plenary, brainstorm together how conservancy members might experience barriers to actively and constructively contributing to a conservancy AGM. In particular, ask participants to consider constraints to ensuring fair representation of all sectors of the conservancy membership at the AGM, and maximising attendance. Capture responses on a flipchart sheet under the heading 'What prevents conservancy members from attending and participating at the AGM?' 

If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to prepare it in advance as Flipchart Sheet #13):

At the AGM, conservancy members should:

- **Be free to say what they think without hesitation or fear.**
- **Be able to 'agree to disagree'.**
- **Be sensitive to other people's feelings; they should make no rude responses but be polite to one another.**
- **Show respect to the AGM by turning up sober.**
- **Show respect of other people's opinions by giving others the chance to air their views, even when not agreeing with them (instead of interrupting others while speaking).**
- **Be able to compromise when there is a deadlock instead of being inflexible.**



8

EXPLAIN: In collaboration with the Chairperson, who is leading the AGM, conservancy members have a set of important roles to fulfil – before, during and after the AGM:

1. **Enabling a representative and high attendance.** Before the AGM, members should encourage other conservancy members to attend and should assist them where necessary, with transportation or other logistical support.
2. **Contributing freely and democratically.** Members need to think about how they can make the conservancy AGM more democratic and participatory in nature without just few individuals debating or taking over the meeting.
3. **Thinking of the relevance of their contributions to the AGM.** Members must stick to the Agenda items and not digress, or repeat issues already covered for the sake of being heard.
4. **Making democratic, informed decisions.** Members must ensure that they give each other turns to express their views and recommendations, even if they don't agree with the speaker, before making critical conservancy decisions at the AGM. Members are encouraged also to be sensitive to what they say in order not to offend other members, and members should ensure that their responses are short and to the point on issues being discussed or being decided on.
5. **Assisting the Chairperson in meeting moderation and reaching conclusions.** Members need to assist the Chairperson in the following by: sticking to the Agenda and time; summarising issues when there is an argument or disagreement; helping with small tasks that arise during the AGM instead of letting the Chairperson to do everything; reminding the members in the AGM of the Agenda and issues requiring focus and decisions, should some be digressing or dominating.
6. **Monitoring conservancy progress.** Members should check on progress versus planned activities during report presentations. Members should feel free to indicate areas that need urgent attention as well areas that they are not happy with.
7. **Holding the CC accountable.** Members can quiz the CC concerning activities taking place in the conservancy that they require clarification on, as well as demand reports or information where things remain unclear.
8. **Approving reports and plans.** Members must listen attentively to reports, the Budget and Workplan presentations, and proposals made for their final decisions – approval, adoption, endorsement or the opposite when not satisfied.






- 9 **SUMMARISE/LINK:** In this topic we have looked at the roles of the Chairperson at the AGM, as well as those of the Treasurer, Secretary and others – including, of course, members of the conservancy. Before we move on to Topic 4, let's just check that we all feel that we have covered the third objective for this workshop (*refer to the list of objectives for this workshop on Flipchart Sheet #1*). Please note that certain issues, such as resolving conflict and other skills relevant to meetings generally (and not just the AGM), are dealt with in more detail in another Module (1.3); taking minutes is dealt with in Topic 5 of this Module. Does anyone have any questions?

TOPIC 4: Managing elections and voting


ASK: What is the purpose of holding elections?

- 1  Divide the participants into 4 groups and ask them as a group to come up with some reasons for holding elections. Capture their responses on a flipchart sheet under the heading 'Why do we hold elections?'.

If you have time, write out the following on the flipchart after the discussion (just explain it verbally if you are running short of time, or you may wish to prepare it in advance as Flipchart Sheet #14):

EXPLAIN: Elections are a constitutional requirement for a conservancy (and required by legislation) in order to allow conservancy members to choose the leaders they wish to represent them, to re-elect them, or to replace them if their term of office is over or they are no longer effective. Elections are the power given to members to ensure that they are well represented and that their representatives are accountable to them.

- 2 **EXPLAIN:** The first step in conducting elections is to **consult the constitution**. Let's look again at Handout #4 to identify all the issues related to elections in the constitution of a conservancy. (Discuss these together over again.)

- 3  Divide participants into 4 groups and give each of them one of their area/regional conservancy constitutions to look at. Ask them to note what 'their' constitution says about elections and voting. Capture their responses on a flipchart sheet (these will vary from conservancy to conservancy).

- 4 **EXPLAIN:** Here are the **most important considerations** when planning for an election at the AGM. (After each point it may be a good idea to allow some time for the participants to ask questions/make comments, rather than wait until the end.)

1. Consult the constitution.
2. The CC may wish to appoint an Election Officer to conduct the election process. This person cannot be someone who is standing for election him/herself and should be a respected and trusted member of the conservancy.
3. The Election Officer may appoint an assistant to help count votes and act as a witness to the voting process.



4. The CC must plan how to verify that those who are voting are indeed members of the conservancy, and how to control the voting process. They must also publicize a closing date for new membership applications BEFORE the day of the elections.
5. Sometimes votes are taken in the villages, blocks or clusters for that local area prior to the AGM in order for members to nominate who they wish to represent them on the Conservancy Committee. A nomination form may be correctly completed and given to the Chairperson/Election Officer. (*Give participants Handout #9 and explain its purpose.*)
6. A list of the nominees may be distributed with the Agenda for the AGM.
7. At the AGM, the Chairperson/Election Officer must ask each candidate if they are willing to stand for election. The Secretary/assistant will list the names of those who are willing to stand and then the candidates may leave the meeting.
8. For each candidate, someone from the area that nominated him or her should motivate why they think this person would be a good CC member.
9. Then the members are asked to endorse the candidate's appointment to the CC.
10. Voting might be by show of hands or secret ballot. If secret ballots are required then they will need preparation beforehand, and the CC must plan how to deal with illiteracy (e.g., use of symbols, photographs, etc.).
11. The votes are made public by announcing them at the AGM.
12. The Secretary/Election Assistant should minute the procedure and results.
13. The new CC may elect the office bearers (e.g., Chairperson, Treasurer, Secretary) from amongst their group. Or the members at the AGM might do this, again by show of hands or secret ballot. (*Give participants Handout #10 and explain its purpose.*)
14. After the AGM all appointments should be confirmed in writing.

EXPLAIN: The Conservancy Committee may consider having support organisations (e.g., MET, NGOs) monitor the elections in order to help avoid disputes.

5 **SUMMARISE/LINK:** In this topic we have looked at the correct procedures for holding an election at the AGM. Before we move on to the final topic, let's just check that we all feel that we have covered the fourth objective for this workshop (*refer to the list of objectives for this workshop on Flipchart Sheet #1*). Does anyone have any questions?



TOPIC 5: Follow-up to the AGM (minutes, evaluation, Action Plan)

Session 1: Recording the AGM: taking minutes (*approximately 1 hour*).


1 **EXPLAIN:** The AGM is not just the END of one year for the conservancy, but it is the BEGINNING of another. Therefore in order to continue to move forward, there are some follow-up activities to end the last year and to launch the conservancy into the new year:

1. Producing and disseminating the official minutes of the AGM.
2. Evaluating the AGM.
3. Developing an Action Plan.

2 Ask participants to look again at Handout #8 and remind them that the **Secretary is usually responsible for record-keeping at the AGM**, i.e., he/she must record the minutes.

If you have time, write out the following on a flipchart sheet (just explain it verbally if you are running short of time, or you may wish to prepare Flipchart Sheet #15 in advance):


EXPLAIN: For an AGM to serve its purposes in a meaningful and constructive manner there should be an Agenda, minutes, accompanying documents (such as financial statements), and resolutions. Distributing these, and record-keeping (taking 'minutes'), are the responsibility of the Secretary.

3  Participants should brainstorm the importance of sound AGM record-keeping by imagining what would happen if no written record of the AGM were made, or an inaccurate record were produced. Capture their responses on a flipchart sheet under the heading 'Why do we need accurate minutes of the AGM?'.

4 **EXPLAIN:** The minutes:

- Are the official written record of the AGM and the decisions made.
- Can be used as official evidence in case of a dispute.
- Are the source of information from which an after-meeting Action Plan can be developed.
- Demonstrate the performance of the Conservancy Committee, staff and minute-taker.



- 5**  Divide participants into 4 groups and ask them to consider what qualities would make a person a good record-keeper and what characteristics might prevent a person from being a good record-keeper. Capture their responses on a flipchart sheet under the headings 'Good record-keeper' and 'Poor record-keeper' and discuss.


DISTRIBUTE: Copies of minutes from actual conservancy AGMs (but remove the name of the conservancy) to participants so that they can see the sort of matters that are recorded in the minutes and how they are recorded. Also distribute Handout #11 as an example of a format that could be used for writing minutes.

- 6** **EXPLAIN:** The minutes that the Secretary records on the day of the AGM do not just stay as handwritten rough notes. They go through a process of distribution, revision and finalisation.

ASK: Participants to look at Handout #12 and go through the various steps towards finalising the AGM minutes together in detail.


Session 2: Other post-AGM activities (approximately 1 hour).

ASK: Why should there be an evaluation of the AGM?

- 1**  Participants should brainstorm how an **evaluation of the AGM** can be useful to the conservancy, and who should do it. Record the responses on a flipchart sheet under the heading 'Evaluating the AGM', and discuss.

DISTRIBUTE: Handout #13 to the Participants and discuss, including  whether it covers all the important issues.

ASK: What do you think of when you hear the phrase 'Action Plan'?

- 2**  Record participants' responses to this question on a flipchart sheet under the heading 'What is an **Action Plan**?' and discuss. Ask a participant to try to summarise the phrase 'Action Plan' with a definition.

EXPLAIN The Action Plan is a comprehensive statement of the activities to be implemented, based on the resolutions and recommendations agreed upon at the AGM.



3 **EXPLAIN:** The purposes of the Action Plan are:

1. To serve as a record of all the agreed upon conservancy priorities, development activities and opportunities.
2. To be used as a basis for conservancy sustainable development planning.
3. To be used by the CC for identifying projects and actions from other sectors or agencies to implement, participate or fund.



DISTRIBUTE: Handout #14 and discuss each section together in order to understand the contents and how they can be useful to the conservancy.

4 **EXPLAIN** After the minutes are finalised, the Conservancy Committee, Manager and staff may develop the Action Plan in an open way so that all can contribute. The CC may invite NGOs and donor agencies to contribute to the process since external funding, training or technical support may be necessary to implement the Action Plan successfully.

5 **SUMMARISE/LINK:** In this topic we have looked at effective minute-taking at the AGM, as well as a few post-AGM activities. We have now completed the training aspect of this workshop. Before we complete a short and easy self-assessment activity, let's just check that we all feel that we have completed all the objectives for this workshop (*refer to the list of objectives for this workshop on Flipchart Sheet #1*). Does anyone have any questions?



SELF-ASSESSMENT: Assessing participants' understanding of this Module

Handout #15 comprises a set of questions based on this Module and designed to evaluate the knowledge and skills that participants receiving this training have acquired. It is not intended as a formal test but is meant to help participants assess areas where they have sound knowledge and strong skills, and areas that require further work.

You can either use the questions as the basis of a plenary session with all the participants, or – if more suitable – ask them to write their answers out on some paper that you will provide for the purpose.

Although it will help you personally to modify your training approaches should you be able to discuss their answers with participants, they should not feel compelled to share their responses with you. If they are willing to share their responses, either collectively or individually, then use the information that you gather to assess your own training skills. Also note from participants' responses where these printed training materials might require amendment, for example, if an activity or section of the text is proving problematic.



List of Handouts that you should make available for this Module

- MODULE 1.2, HANDOUT #1: Functions of the AGM
- MODULE 1.2, HANDOUT #2: Different types of general meetings (2 pages)
- MODULE 1.2, HANDOUT #3: Characteristics of successful and unsuccessful AGMs (2 pages)
- MODULE 1.2, HANDOUT #4: AGM issues in conservancy constitutions
- MODULE 1.2, HANDOUT #5: Tasks to be undertaken before the AGM (2 pages)
- MODULE 1.2, HANDOUT #6: Timetable of logistical arrangements for the AGM
- MODULE 1.2, HANDOUT #7: Typical AGM Agenda (3 pages)
- MODULE 1.2, HANDOUT #8: Roles and responsibilities in conducting the AGM (2 pages)
- MODULE 1.2, HANDOUT #9: Example of a format for a nomination form
- MODULE 1.2, HANDOUT #10: Example of a format for an election form
- MODULE 1.2, HANDOUT #11: Sample format for minutes
- MODULE 1.2, HANDOUT #12: Finalising the minutes of the AGM
- MODULE 1.2, HANDOUT #13: AGM monitoring checklist
- MODULE 1.2, HANDOUT #14: Action Plan format
- MODULE 1.2, HANDOUT #15: *Self-assessment evaluation for participants*

All Handouts are one page only, unless otherwise specified. Please make sure that you make enough copies for each trainee.

You should also make available copies of relevant documents (constitutions, AGM minutes) from real conservancies. In the interests of confidentiality, please ensure that you remove the names of the conservancies in question from these documents.





NOTES



