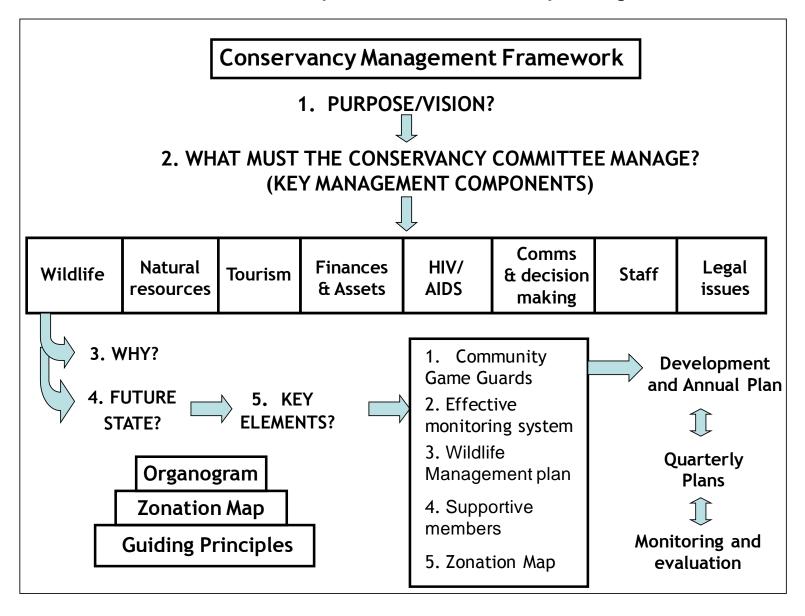
MODULE 1.10, HANDOUT #1: The main components of a conservancy Management Plan Framework



Conservancy A: Management Plan Framework

Region: Kunene

Name: "Conservancy A"

Area: 2,591 km2

Registered: July 2003

Population: ± 2,000

Languages: Damara - nama;

Otjiherero

Rainfall: <150mm/yr

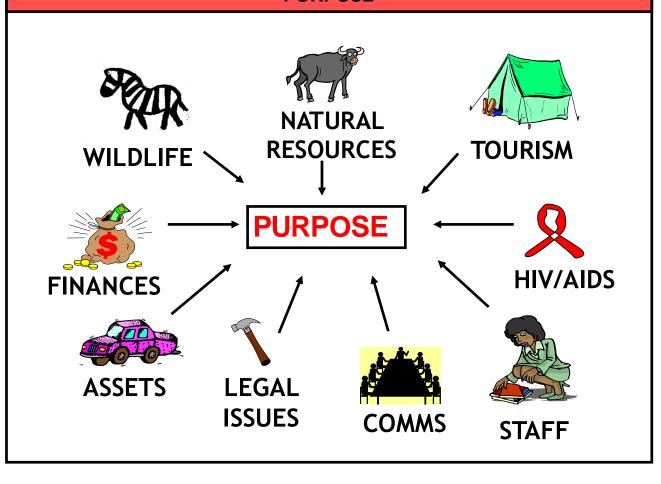
Address: Box 000 Khorixas

Tel: 065 123456

PURPOSE AND MANAGEMENT COMPONENTS:

To conserve and manage wildlife and natural resources in a sustainable way to gain benefits and to ensure a better quality of life for our members and future generations.

COMPONENTS THAT THE CC MUST MANAGE TO ACHIEVE THE PURPOSE



MODULE 1.10, HANDOUT #3: Poster example: Why conservancy components must be managed well

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 1.10, HANDOUT #4: Poster example: The desired (or 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.

1

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.)

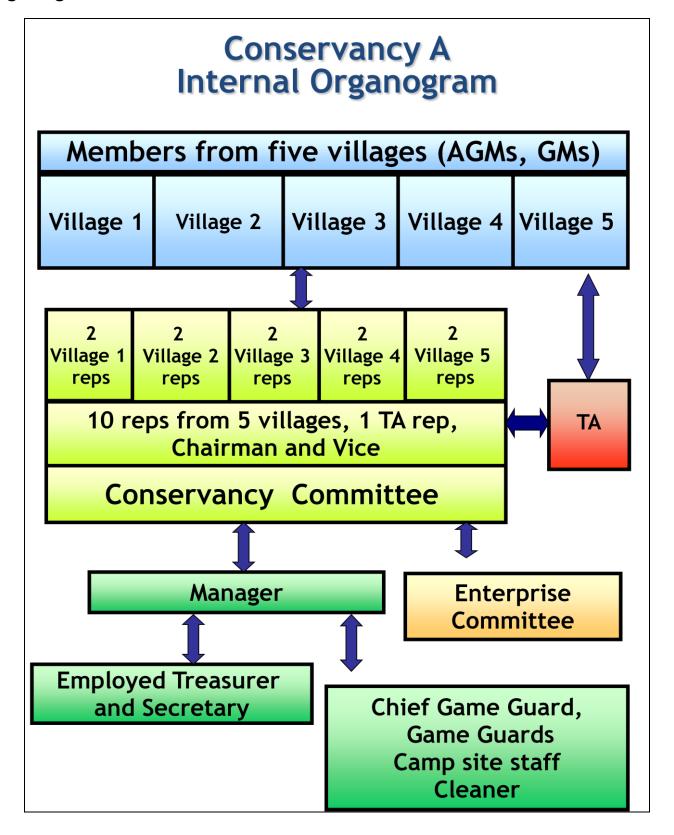
A CC that builds relations with key outside stakeholders, consults when needed and lobbies for the improvement of the conservancy's purpose.

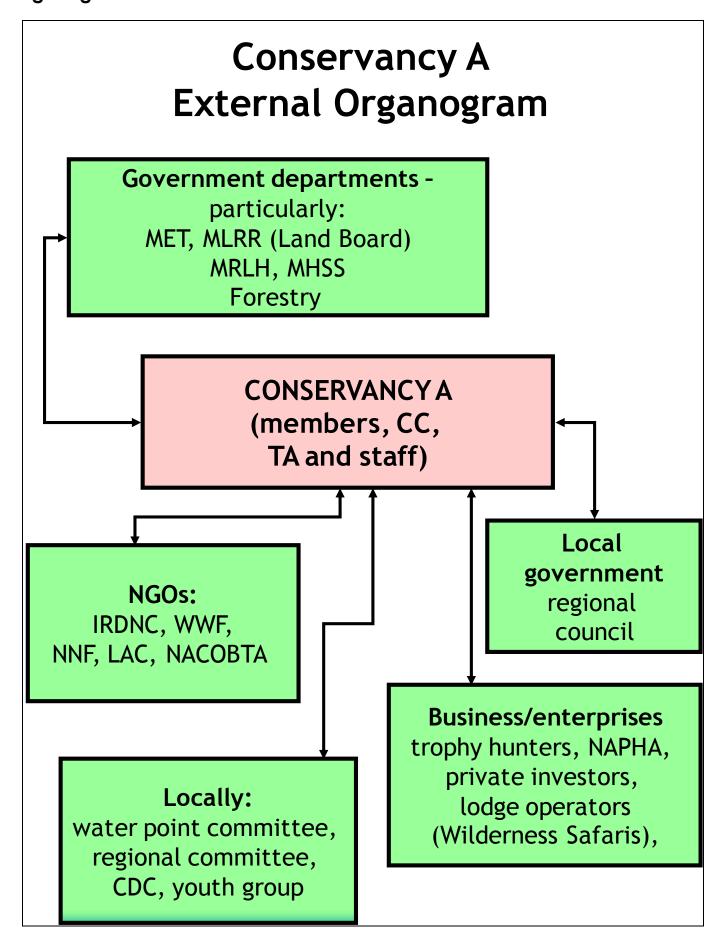


Legal issues

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.

MODULE 1.10, HANDOUT #5: Poster example: Conservancy internal organogram





MODULE 1.10, HANDOUT #7: Poster example: Conservancy Development Plan

Conservancy A Development Plan

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10 INFRASTRUCTURE/OTHER Done 2004 2005 2006 Conservancy Partners 10.1 Develop a road plan Sikabelize/Makoka IRDNC 10.2 Build a conservancy office x Sikosi, Leonard M DWA, Janet	4 4.1.1 4.1.1,1 4.1.2,2 4.1.3,4,2,4 4.2.1,4,2,4 4.5,5,1 5.1,5,2 5.3,5,4,5,5,6,6 6.1,6,2,7,1,1,2,7,1,2,1,1,1,1,1,1,1,1,1,1,1,1	FINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A reward and recognition procedure A staff leavers procedure Compliance with government regulations for employers procedures A SSETS A system for management of consumable assets A fixed assets register A policy document for assets management An office management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for ean external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for management of key partner relations An annual communication and efective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A heatwork of HIV/AIDS organisations LEGAL ISSUES	Done Done Done Done	2004 x x x x x x 2004 x x x x 2004 x x x x 2004 x x x x x x 2004 x x x x x x x x x x x x x x x x x x	2005 x x x x 2005 2005 x x x x x x x x x x x x x x x x x x	2006 2006 x	Benety Benety Benety Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Conservancy committee Treasurer Benety and Treasurer Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Conservancy Benety Benety Benety Conservancy CC	Partners NNF- Sonja, IRDNC, MET-Morgan IRDNC-Daisy, Angela, MET, WWF IRDNC-Daisy, Angela, WWF-Ronnie, Colin IRDNC, WWF IDWG Partners IRDNC-Daisy, Angela, WWF-Ronnie, Colin IRDNC-Daisy, IRDNC-Janet NACSO-Velia, IRDNC-Janet NACSO-Velia, IRDNC-Janet
10.1 Develop a road plan Sikabelize/Makoka IRDNC 10.2 Build a conservancy office x Sikosi, Leonard M DWA, Janet	4 4.1.1 4.1.1.1 4.1.2.2 4.1.3 4.2.1 4.2.3 4.2.4 4.5 5.5 5.7 5.6 6.7 6.1 6.2 6.3 7.4 7.1.1 7.1.2 7.3 7.4 7.5 8.8 8.1 8.3 8.4 9.9 9.1	FINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A staff leavers procedure Compliance with government regulations for employers procedures ASSETS A system for management of consumable assets A fixed assets register A policy document for assets management An orfice management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for ean external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for onducting an effective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A network of HIV/AIDS organisations LEGAL ISSUES A constitution that is understood and used	Done Done Done Done Done	2004 x x x x x x 2004 x x x x 2004 x x x x 2004 x x x x x x 2004 x x x x x x x x x x x x x x x x x x	2005 x x x x 2005 2005 x x x x x x x x x x x x x x x x x x	2006 2006 x	Benety Benety Benety Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Conservancy committee Treasurer Benety and Treasurer Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Conservancy Benety Benety Benety Conservancy CC	Partners NNF- Sonja, IRDNC, MET-Morgan IRDNC-Daisy, Angela, MET, WWF IRDNC-Daisy, Angela, WWF-Ronnie, Colin IRDNC, WWF IDWG Partners IRDNC-Daisy, Angela, WWF-Ronnie, Colin IRDNC-Daisy, IRDNC-Janet NACSO-Velia, IRDNC-Janet NACSO-Velia, IRDNC-Janet
10.2 Build a conservancy office x Sikosi, Leonard M DWA, Janet	4 4.1.1 4.1.1,1 4.1.2,2 4.1.3,3 4.2,4 4.2.1,4 4.5,5 5.1,5 5.2,5 5.3,5 5.4,5 5.6,6 6.7,7 6.3,6 7.1,1,7 7.1,1,2 7.2,7,3 8.1,8,4 9.9,1 9.3,8,4	FINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A reward and recognition procedure A staff leavers procedure Compliance with government regulations for employers procedures A SSETS A system for management of consumable assets A fixed assets register A policy document for assets management An office management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for each external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for management of key partner relations An annual communication and efective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A hocally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A network of HIV/AIDS organisations	Done Done Done Done X Avancy	2004 x x x x x 2004	2005 x x 2005 x 2005 x x 2005 x x	2006 2006 x 2006	Benety Benety Benety Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Benety and Treasurer Conservancy Benety Lusepani Lusepani Lusepani Lusepani Lusepani Eusepani Conservancy Benety Bene	Partners NNF- Sonja, IRDNC, MET-Morgan IRDNC-Dalsy, Angela, MET, WWF IRDNC-Dalsy, Angela, WET-Morgan IRDNC, WWF IDWG IRDNC, WWF IDWG IRDNC, WWF IDWG IRDNC, WWF IDWG IRDNC-Dalsy, Angela, WWF-Ronnie, Colin IR
	4 4.1.1 4.1.1,1 4.1.2,2 4.1.3,3 4.2,4 4.2.1,4 4.5,5 5.1,5 5.6,6 5.7,6 6.1,6 6.2,6 6.3,6 6.4,7 7.1.1,7 7.1.2,7 7.3,7 7.4,8 8,8,1 8,2,8,3 8,4,9,9,1 9,1,9,2,9,1,0	FINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A staff leavers procedure Compliance with government regulations for employers procedures ASSETS A system for management of consumable assets A fixed assets register A policy document for assets management An office management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for ean external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for management of key partner relations An annual communication and decision-making plan A procedure for onducting an effective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A network of HIV/AIDS organisations LEGGAL ISSUES A comstitution that is understood and used Registered conservancy with copies of all relevant records A comstitution that is understood and members who are fully informed of the legal rights of the conservancy management of members who are fully informed of the legal rights of the conservancy management members who are fully informed of the legal rights of the conservancy management members who a	Done Done Done Done X Avancy	2004 x x x x x 2004	2005 x x 2005 x 2005 x x 2005 x x	2006 2006 x 2006	Benety Benety and Treasurer Conservancy committee Treasurer Benety and Treasurer Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Conservancy Benety Benety Benety Benety Conservancy CC CC CL Lusepani and Benety Lusepani Lusepani Conservancy CC	Partners NNF- Sonja, IRDNC, MET-Morgan Partners IRDNC-Dalsy, Angela, MET, WWF IRDNC, WWF IDWG IRDNC-Dalsy, Angela, WWF-Ronnie, Colin IRDNC-Dalsy, Angela, WW
10.3 Develop an environmental education centre	4 4.1.1 4.1.1,1 4.1.2,2 4.1.3,3 4.2,4 4.2.3,4 4.4,5 5.5,6 5.7,7 6.6,1 6.1,6,2 6.1,7 7.1,1,1 7.1,2 7.2,7,3 8.8,1 8.8,1 8.8,4 9.1,9,1 9.1,1	FINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A staff leavers procedure Compliance with government regulations for employers procedures ASSETS A system for management of consumable assets A fixed assets register A policy document for assets management An office management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for ean external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for conducting an effective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A network of HIV/AIDS organisations LEGAL ISSUES A constitution that is understood and used Registered conservancy with copies of all relevant records A committee, TA, staff and members who are fully informed of the legal rights of the conservance of the plan and pla	Done Done Done Done X Arvancy Done	2004 x x x x x 2004	2005 x x 2005 x 2005 x x 2005 x x	2006 2006 x 2006	Benety Benety Benety and Treasurer Conservancy committee Treasurer Benety and Treasurer Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Conservancy Benety Benety Conservancy CC CC CL Lusepani and Benety Lusepani Conservancy CC	Partners NNF- Sonja, IRDNC, MET-Morgan Partners IRDNC-Daisy, Angela, MET, WWF IRDNC-Daisy, Angela, WET-Morgan IRDNC, WWF IDWG IRDNC, WWF IDWG IRDNC, WWF IDWG Partners IRDNC-Daisy, Angela, WWF-Ronnie, Colin
10.4 Å land-use plan with areas zoned for different land-use options (based on 3 maps above) - revise x CC IRDNC, MET	4 4.1.1 4.1.1,1 4.1.2,2 4.1.3,3 4.2.4 4.2.3,4 4.4,4,5 5.5,1 5.5,6 6.7,7 6.1 6.2,7 7.1.1,7 7.1.2,7 7.2,7 7.3,7,4 7.5,8 8.1,8,1 8.1,9,1 9.1,9,1 9.1,9,1 9.1,9,1 9.1,9,1 9.1,9,1 9.1,9,1 9.1,9,1	PINANCES Documents that guide financial management including: Business plan Investment plan Equitable benefits distribution plan A financial management system that includes: A budget Record keeping system Accounting systems Independent annual audit Treasurer and manager who are trained in financial management (training course) Committee members and chairman who are trained to manage the manager and treasurer Services of a registered bookkeeper Policies and procedures document for the management of conservancy finances STAFF A staff policy document A recruitment and selection procedure An induction, training and development procedure A performance and development procedure A reward and recognition procedure Compliance with government regulations for employers procedures ASSETS A System for management of consumable assets A fixed assets register A policy document for assets management An office management system COMMUNICATION AND DECISION-MAKING An appropriate internal organogram (with clearly defined roles, responsibilities + rights for ean external organogram A trained committee A procedure for management of key partner relations An annual communication and decision-making plan A procedure for management of key partner relations An annual communication and decision-making plan A procedure for conducting an effective AGM HIV/AIDS A locally developed programme in keeping with cultural traditions A clear policy or guidance (addressing treatment, testing, counseling etc.) A conservancy with reduced attitudes of discrimination towards HIV/AIDS A network of HIV/AIDS organisations LEGAL ISSUES A conservancy with copies of all relevant records A conservancy with copies of all relevant records A conservancy and plan Build a conservancy office	Done Done Done Done X Arvancy Done	2004 x x x x x 2004	2005 x x 2005 x 2005 x x 2005 x x	2006 2006 x 2006 2006	Benety Benety Benety and Treasurer Conservancy committee Treasurer Benety and Treasurer Conservancy Benety Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Lusepani Conservancy Benety Benety Benety Conservancy CC	Partners NNF- Sonja, IRDNC, MET-Morgan IRDNC-Daisy, Angela, MET, WWF IRDNC, WWF IDWG Partners IRDNC-Daisy, Angela, WWF-Ronnie, Colin IRDNC-Daisy, IRDNC-Janet NACSO-Velia, IRDNC-Janet

Conservancy A's Scheduled Annual Workplan

	ANNUAL CALENDAR OF PRE-SCHEDUL	ED	ACT	IVIT	IES	FOR	R EA	CH /	MAN	AGE	MEN	NT C	OMP	PONENT
Δ	ENVIRONMENTAL COMPONENTS:						MONT		,,,,,,		.,,,	•		WHO?
	WILDLIFE AND NATURAL RESOURCES	Jan	Feb	Mar	Apr		June		Aug	Sep	0ct	Nov	Dec	Responsible persons
	Audit event book and last year's forms	X	I ED	mai	Арі	may	Julie	July	Aug	Зер	OCT	1404	Dec	Snr Ranger
	Complete annual natural resources summary report	x												Snr Ranger
	Undertake cybertrack counts				x				×					Snr Ranger
	Conduct fixed monthly foot patrols	x	x	x	х	x	x	x	х	x	x	x	х	Snr Ranger
	Event book reporting at monthly planning meetings	х	х	х	х	x	х	х	х	х	х	х		Snr Ranger
1.6	Event book reporting at quarterly planning meetings			х			х			х			х	Snr Ranger
1.7	Review natural resource management activities (monitoring and management)	х												Snr Ranger
	for directly managed resources													
1.8	Review natural resource management activities (monitoring and management)	х												Snr Ranger, Chief Forester
	for indirectly managed resources													
В	ECONOMIC COMPONENTS:					I	MONT	Н						WHO?
2	TOURISM/ BUSINESS AND ENTERPRISES	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	0ct	Nov	Dec	Responsible persons
2.1	Refresh enterprise monitoring graphs and last years forms													
	Complete annual enterprise performance report													
	Annual review of tourism plan and all enterprises													
	Performance monitoring of enterprises (visit and data collection)													
	Bum Hill performance checklists and monitoring graphs	l				1						l	1	
	Lodge monitoring graphs	l				l						l	1	
	Trophy Hunting monitoring graphs	l				l						l	1	
	Other enterprises monitoring graphs	l				l						l	1	
	Monitoring graphs reporting at monthly planning meetings	l				l						l	1	
	Monitoring graphs reporting at quarterly planning meetings													
	Trophy Hunting (where appropriate)													
	Prepare and submit quota request													
	Prepare tender and advertise													
	Appraise and award tender & sign agreement					<u> </u>								
С	ORGANIZATIONAL/SOCIAL COMPONENTS:													
	[AGM - May; Financial year - Jan to Dec]						MO	NTH						WHO?
3	FINANCES	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	0ct	Nov	Dec	Responsible persons
3.1	Prepare annual financial report			х										CMC + Treasurer
3.2	Annual financial report planning and budgeting			x										CMC + Treasurer
3.3	Present previous year's audit and coming year's budget to CC and members				х									Chair + Treasurers
3,4	Present annual financial report and budget at AGM					х								Treasurer
3.5	Send books to bookkeeper													Treasurer
3.6	Arrange audit													Treasurer + Bookkeeper
3.7	Prepare books for audit													Treasurer + Bookkeeper
3.8	Send books for audit													Treasurer + Bookkeeper
	Staff	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Responsible persons
	Review staff policies				х									CMC + Manager
	Complete staff appraisal process (including bonuses where appropriate)												×	Chair + Manager
	Salary reviews			х										CMC
4.4	Staff performance review meetings													Chair, Manager, Staff
	Pay staff salaries	х	х	х	х	х	х	х	х	х	х	х	×	Chair, Treasurer, Staff
	Returns to social security													Manager
	Returns to PAYE													Manager
	PAYE reconciliation													Manager
	Payment to ECF													Manager
	Assets	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	0ct	Nov	Dec	Responsible persons
	Update fixed assets register	x			х	l		х			х	l	1	Secretary
	Assets for employees' compensation fund			.,										Manager
	COMMUNICATION & DECISION-MAKING - Meetings	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	0ct	Nov	Dec	Responsible persons
	AGMs - Begin AGM preparation process	l	x		1	1						l	1	Chairman
	Hold AGM and include follow up procedures in planning activities					x								Chairman
	Committee meetings	х	х	X	х	×	x	x	х	x	x	х	x	Chairman
	Quarterly planning meetings - CC Quarterly planning meetings - IRDNC	l		X	1	l	x			x		l	x	Manager
	Quarterly planning meetings - IRDNC Induna meetings			x			x			х			х	Manager
	=		х	L,		×			x	×		х		Manager Chairman
	General meetings	lan	E-k	X	A	AA	lunc	liebe	A		Ont	Mari	Dan	Responsible persons
	- Reports Annual work plan	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec x	Manager
	Quarterly status report (IM, NRM, BEM)	x			×	l		×			x	l	^	Manager
	Annual status report	^	v		^	l		^			^	l	1	Manager
	Record and send out minutes of all meetings	x	×	x	×	×	x	×	x	x	x	x	×	Manager Secretary
	LEGAL ISSUES	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Responsible persons
	Review constitution and if necessary update for members' approval	Jan	i en	mai	Х	may	Julie	July	Aug	зер	UCL	1404	Dec	Chairman
	Review policies and if necessary update for members' approval	l			×	l						l	1	Chairman
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