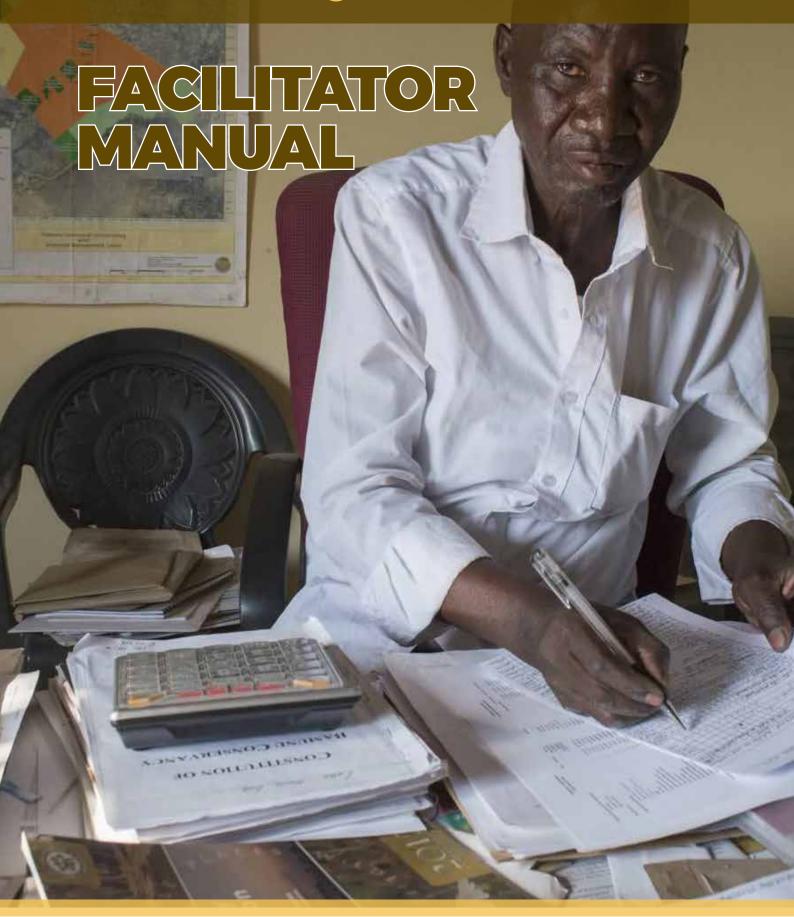
Financial Management & Governance





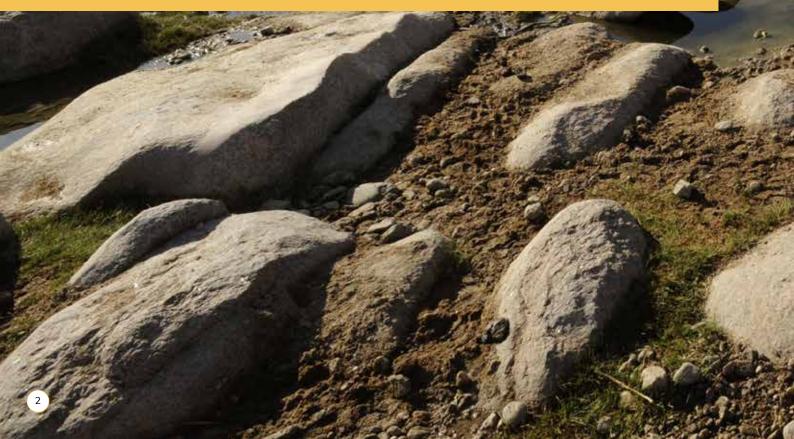






CONTENTS

ACRONYMS AND KEYWORDS	3
ACKNOWLEDGEMENTS	3
GENERAL TRAINING TIPS	4
NOTE TO TRAINERS/FACILITATORS	5
ABOUT THIS MANUAL: FINANCIAL MANAGEMENT & GOVERNANCE	7
TRAINING PROGRAMME	9
INTRODUCTION TO THE WORKSHOP	9
SESSION 1: PRINCIPLES OF FINANCIAL MANAGEMENT	11
SESSION 2: BUDGETING AND FINANCIAL PLANNING	23
SESSION 3: THE ACCOUNTING SYSTEM AND RECORDS	32
SESSION 4: FINANCIAL MONITORING AND REPORTING	.50
SESSION 5: FINANCIAL CONTROLS: POLICIES & PROCEDURES	.62
SESSION 6: FINANCIAL GOVERNANCE	72
CLOSE THE WORKSHOP	73
LIST OF HAND-OUTS	74



ACRONYMS AND KEYWORDS

AGM Annual General Meeting

CC Conservancy Committee (Conservancy Management Committee)

CGG Community Game Guard

MET Ministry of Environment and Tourism

NGO Non-governmental Organisation

SBFP Sustainable Business and Finance Plan

Bank Book The book or form used to record all income and expenditure for each bank account.

Budget A financial plan for income and expenditure that is based on a work plan and covers a certain

period of time (annually / monthly).

Cash Book The book or form used to record all income and expenditure for petty cash.

Expenditure The money which is spent, i.e. money that goes OUT of the conservancy (cash, cheques,

or bank debit orders or bank charges).

Financial Report A summary of the financial status of the conservancy. The report gives an accurate

summary of the conservancy's financial position (which includes income and expenditure); compares these amounts to the approved Budget; and shows where the balance of the

conservancy's money is.

Income The money which is received, i.e. money that comes INTO the conservancy (cash,

cheques, bank transfers, deposits, or bank interest received).

Petty cash Cash that is used for cash expenditures.

Policy and procedures A policy is a rule set by the Conservancy Committee.

A procedure is a step by step process for how to implement the policy.

Reconciliation Balancing the Bank Book with the bank statement, or the Cash Book with the cash on

hand, or money in the petty cash box.

Relevant authority The person/s that the conservancy has authorised (put in charge of) to approve, compile,

or sign off on expenditure, reports and budgets.

Transaction Any money spent, or any money received (cash or cheques).

ACKNOWLEDGEMENTS

The materials used to develop this training manual were developed and compiled by a number of individuals and organisations over the past fifteen years as part of the CBNRM Programme. Acknowledgement is thus given to all contributing NACSO members, NACSO's international development support partners, and the individual and collective experiences of NACSO members and partners who made the production of this manual possible.

The recent supplementary development of this training manual, developed as part of the Sustainable Communities Partnership, was funded by the Morby Family Charitable Foundation through WWF in Namibia.

The cover-, back cover- and spread photo courtesy of NACSO Photo Library

GENERAL TRAINING TIPS



PREPARATION

- Prepare each session in advance.
 - Ensure that 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 when necessary.
 This will need to be arranged in advance. It may not be appropriate to ask a participant to translate.



GENERAL TRAINING AND PRESENTATION

- Use good time management to ensure every aspect of your training is completed.
- Take into account the possible need for translation, and, if necessary, be prepared to slow down to ensure that all participants understand.
- Maintain good eye contact with the participants.
- Speak clearly.
- Keep your training language simple and appropriate for the participants.
- Bridge one topic to the next.
- Provide clear instructions for activities, and check to see if your instructions have been understood.
- Keep a separate sheet of flipchart paper available to 'park' any issues that need to be revisited at the end of the day.
- Where appropriate, summarise.
- Avoid reading directly from this manual.



VISUAL PRESENTATION

- Write clearly and boldly when using flipchart paper.
- Keep your visual aids visible.
 - Avoid standing in the way of your visual aids and blocking the participants' view.



INVOLVE THE PARTICIPANTS

- Encourage questions and participation.
- Ask questions to get participants thinking about the topic and the key issues.
- Keep the group focused on the task, but take breaks if participants are tired and begin to lose concentration.
 - Pay attention to participants' body language for any signs of fatigue.

- The subject matter in this training manual could generate a lot of debate. The
 process of debate is very valuable, provided you are able to maintain control of the
 group, and can prevent the discussion from veering off the subject. It is useful to
 capture any key points during these debates.
- Be patient and courteous with all participants.
- Talk to your participants and not to the flipchart.
- Acknowledge all comments and feedback from participants.



INTRODUCE THE WORKSHOP

Introducing the workshop could include all or some of the following procedures:

- Prayer (at the beginning and end of each training day)
- Welcoming remarks
- An activity to introduce participants and to help them remember names
- Objectives of the workshop
- Participants' expectations and/or concerns regarding the workshop
- Ground rules (e.g. switch cell phones either off or to silent, respect other participants' opinions, every question is a good question, one person speaks at a time, respect appointed time schedules, etc.)
- Housekeeping (e.g. restroom facilities, break times, meal times, etc.)



NOTE TO TRAINERS / FACILITATORS

This manual is a guide for you to deliver training on conservancy financial management, including the overlap with governance and decision-making.

This manual (Financial Management and Governance) provides a step by step approach for delivering training in each session. The training approach includes a combination of information delivery and participatory activities. Instructions for these participatory activities are provided in the manual. The manual also indicates where you need to have material prepared in advance, and where the participants need to be provided with hand-outs.

Note: Participants must be informed prior to the workshop that they need to bring copies of their most recent Financial Sustainability Plan, Benefit Distribution Plan, Annual Budget and Work Plan, and Conservancy Constitution to the workshop. They should also prepare the following documents in advance and bring them to the workshop: copies of the conservancy's bank statements, quotes, invoices, income sources, deposits, expenditures, etc. of the previous financial year.

Each session of this manual contains essential information and messages that need to be conveyed to the participants. Governance is the overarching theme, and transferring the knowledge, skills and understanding to the participants is vital. During each session, either through the narrative in this manual or through opportunities during discussions, you need to make reference to governance, strengthening its importance and implementation. Although the material in this

manual provides a foundation for the delivery of training, you must, however, also integrate your own knowledge and experience of governance where relevant, using local and real examples of figures, people, finances and situations to make the training more relevant and interesting.

Note: This manual includes a combination of the original financial management systems and tools, as well as more recently developed templates. As each conservancy's context is unique, you need to decide which of these are suitable for each conservancy.

Only adapt and change forms and systems if the existing ones are not working, or if there are gaps.

The topic (Financial Management and Governance) has been divided into six sessions with allocated time durations. These time durations are only a guide, which you may need to adapt as you deliver the training content of this manual.

As some groups may need more detailed training and practical experience than other groups, training delivery may vary. For example:

The **finance management staff** requires detailed training and practical experience in all of the sessions, especially Sessions 3, 4 and 6.

The **Conservancy Committee** (including the Chairperson) requires general training in all of the sessions. The CC members need to have a sufficient understanding of the systems and principles to be able to manage the finances of the conservancy. This involves the CC members being able to provide oversight; being able to make informed decisions about the conservancy finances; and being able to monitor whether the manager and financial staff have worked according to plans and budgets laid out by the members and the CC. The CC may need additional training on reporting and monitoring; how to read a financial report; how to ask the correct questions about finance; and how to identify when finances do not look correct.

The participants who are experienced in financial management issues could be encouraged to attempt some of the workshop activities individually.

For some activities, it may be preferable for participants to be divided into representative groups (of mixed ability, if necessary).

Lastly, participants from the same conservancy should work together in 'conservancy groups' to carry out tasks such as drawing up a draft budget (Session 2, Lesson 3) and developing financial management policies and procedures for their own conservancy (Session 5, Lesson 2).

ABOUT THIS MANUAL

FINANCIAL MANAGEMENT AND GOVERNANCE

OBJECTIVES

People who receive training in this workshop will gain knowledge on the following topics:

- the principles of financial management
- budgeting and financial planning
- the accounting system and records (Cash Book, petty cash, bank accounts)
- · financial monitoring and reporting
- financial controls: policies and procedures
- the importance of good governance
- how to improve the conservancy's governance practices

COMPETENCIES

People who receive training in this workshop will be able to:

- demonstrate a detailed understanding of financial management best practices;
- explain how to implement financial management best practices in the conservancy;
- describe their conservancy financial systems and processes;
- identify the different roles in terms of managing or reviewing finances;
- develop financial controls with policies and procedures in the financial system;
- identify where governance practices fall short of standards; and
- become a champion for improving conservancy governance.

This manual is intended for:

• conservancy managers and selected staff.

The duration of this workshop is:

• usually 4.5 days.



FOR THIS WORKSHOP, YOU WILL NEED THE FOLLOWING MATERIALS:

Flipchart stand, at least 2 flipchart paper rolls, and different coloured marker pens ('kokies')
(Kekies)
Hand-outs #1 – #39 (make sure there are enough copies for everyone)
Prepared Flipchart Sheets #1 – #8 (if you prefer to prepare them beforehand)
Writing paper/notebooks, pens, pencils, and erasers for the participants
Sheets of graph paper
Prepared coloured cards, sticky notes and Prestik
A ball (for the Introduction activity)
All existing conservancy documentation that relates to finances
Copies of the conservancy's bank statements, quotes, invoices, income sources, deposits,

ADDITIONAL RESOURCES:

- An example of a conservancy Financial Management Policies and Procedures document
- A blank triplicate receipt book
 (If you intend to show one that has actually been used, please make sure it contains no entries with sensitive or personal information.)
- A blank triplicate invoice book
 (If you intend to show one that has actually been used, please make sure it contains no entries with sensitive or personal information.)

The training content of this workshop should generally adhere to the following programme:



INTRODUCTION TO THE WORKSHOP

• Introducing each other and the workshop (approx. 1 hour)



SESSION 1

• Principles of Financial Management (approx. 5 hours, 15 minutes)



SESSION 2

• Budgeting and Financial Planning (approx. 6 hours)



SESSION 3

• The Accounting System and Records (approx. 6 hours)



SESSION 4

• Financial Monitoring and Reporting (approx. 4 hours)



SESSION 5

• Financial Control: Policies and Procedures (approx. 4 hours)



SESSION 6

• Financial Governance (approx. 3 hours, 15 minutes)



CLOSE THE WORKSHOP

Review and Evaluation
 (approx. 1 hour)

TRAINING PROGRAMME

DAY1

INTRODUCTION TO THE WORKSHOP

(APPROX. 1 HOUR)

OPENING ACTIVITIES

(30 minutes)

TAKE NOTE:

- → Open with a prayer.
- → Introduce yourself.
- → Welcome the participants to the workshop.
- → Present the housekeeping and ground rules (see General Training Tips); write these up on a sheet of flipchart paper and display them for the duration of the workshop.
- → To open the workshop, conduct the following introduction activity with the participants.



INTRODUCTION ACTIVITY

- Ask the participants to stand in a circle.
- Throw the ball to one participant. Ask the person who catches
 the ball to give his/her name, where he/she is from, and one
 interesting point about him/herself.
- Tell this person to now throw the ball to another participant, and he/she must ask the same questions.
- Keep the process going until everyone has been introduced.

TAKE NOTE:

Before you introduce the objectives, check whether the conservancies have brought the following resources to the workshop:

- → Their most recent Financial Sustainability Plan, Benefit Distribution Plan, Annual Budget and Work plan, and Conservancy Constitution.
- → Copies of the conservancy's bank statements, quotes, invoices, income sources, deposits, and expenditures of the previous financial year.

OBJECTIVES (15 minutes)

LIST

Either display the already prepared Flipchart Sheet or write the **objectives** (see box below) of this training workshop on a sheet of flipchart paper.

(This will be referred to as Flipchart Sheet #1).

Flipchart Sheet #1

cccccccccccccccccc



Objectives of this Training Workshop

You will gain knowledge on the following topics:

- Principles of Financial Management
- Budgeting and Financial Planning
- The Accounting System and Records (Cash Book, petty cash, bank accounts)
- Financial Monitoring and Reporting
- Financial Controls: Policies and Procedures
- The Importance of Good Governance
- How to Improve the Conservancy's Governance Practices

EXPLAIN

Explain the objectives to the participants.

COMPETENCIES (15 minutes)

LICT

Either display the already prepared Flipchart Sheet or write the **competencies** (see box below) on a sheet of flipchart paper.

(This will be referred to as Flipchart Sheet #2).

Flipchart Sheet #2

ccccccccccccccccccc



Competencies of this Training Workshop

People who receive training in this workshop will be able to:

- show a detailed understanding of financial management best practices;
- explain how to implement financial management best practices in the conservancy;
- describe their conservancy financial systems and processes;
- identify the different roles in terms of managing or reviewing finances;
- develop financial controls with policies and procedures in the financial systems;
- identify where governance practices fall short of standards; and
- become a champion for improving conservancy financial governance.

EXPLAIN

Explain the competencies to the participants.



PRINCIPLES OF FINANCIAL MANAGEMENT

LESSON 1

What is financial management?

(approx. 1 hour, 15 minutes)



ASK

★ Ask the participants the following question: "Can you explain what financial management means – what is financial management?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Financial Management.
- → If any of the key points below have not been mentioned, add them to the flipchart and explain.

Financial management constitutes the following:

- The control of money
- Planning and budgeting
- Knowing how much money is received from whom, and for what
- Knowing how much money was spent, and on what it was spent
- Knowing how much money is remaining
- Knowing where the money is
- Ensuring that relevant policies and procedures are in place and are being adhered to
- Deciding on how money is spent

EXPLAIN

Financial management involves the **careful planning**, **day-to-day use**, and **monitoring** of all aspects of the conservancy's finances (the money). Like any business, a conservancy needs to be diligent about keeping controls and checks in place to make sure that this important resource is being used wisely. This is particularly important for conservancies where the money is a communal resource (i.e. the money belongs to all the members), and which needs to be managed in line with the needs and wishes of all the members. Even though only a few people may be involved in day-to-day bookkeeping and accounting, the CC and broader members must, however, be kept well informed and involved in making important decisions.



ASK

★ Ask the participants the following question: "What are the key aspects of a good financial management system?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: The Importance of a Good Financial Management System.
- \rightarrow If any of the key points below have not been mentioned, add them to the flipchart and explain.

The key aspects of a good financial management system include the following:

- → Good financial records are the basis for good financial management.
- → Financial records are a legal requirement for gazetted conservancies and community forests.
- → Planning and budgeting can only be done if a sound financial management system is in place.

→ Members' money is managed properly; is satisfactorily accounted for; and its use is properly explained (accountability and transparency).

EXPLAIN

For the conservancy to manage its money effectively and responsibly, a **simple but accurate accounting system** is needed. There are certain systems, forms and books that are needed for a simple, comprehensive financial management system.



ASK

→ Ask the participants the following question: "To whom does the conservancy money and assets belong, and who decides how the money is to be used?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: **Conservancy money and assets ownership.**
- → If any of the key points below have not been mentioned, add them to the flipchart and explain.

Conservancy money and assets ownership includes the following:

- □ Donor funds are requested, given, and can only be used for certain agreed expenses (e.g. salaries, workshops, fuel, etc.).
- → The conservancy's own income comes from joint ventures, trophy hunting or small businesses (e.g. crafts).
- → All funds (and assets) should be used in the best interest of all conservancy members, and as agreed to by the members at the AGM.



ASK

➤ Ask the participants the following question: "What is the purpose of a conservancy?"

CAPTURE

→ Record the participants' responses on the flipchart under the heading: The purpose of a conservancy.

EXPLAIN

The primary purpose (or the 'vision', 'mission' or 'main objective') of conservancies is to conserve and manage wildlife and natural resources in a sustainable way, and to increase benefits for conservancy members. These benefits are shared in an equitable way, and they improve the quality of life or well-being of conservancy members.

In line with the conservancy's purpose, the common goal for all the members, staff and CC members is to ensure that the resources (money earned by the conservancy, and other assets such as vehicles) are used in the best interests of all the members and not just a few individuals.



ASK

→ Ask the participants the following question: "How does this purpose relate to how the conservancy's finances should be managed?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: **Managing the conservancy's finances.**
- → If any of the key points below have not been mentioned, add them to the flipchart and explain.

In order to achieve this purpose, the conservancy's finances have to be:

- → managed carefully and accurately;
- → reported on regularly;
- → handled transparently;
- in line with plans;
- → approved by members at the AGM (budget and financial reports); and
- → spent with the intention of benefiting all the members.

EXPLAIN

The purpose of the conservancy will fail if its money is not managed properly, because the money generated will be wasted. Consequently, this leads to there not being enough to pay for the running costs of the conservancy and/or to give benefits to its members.



ASK

→ Ask the participants the following question: "What needs to be in place for good financial management?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: What needs to be in place for good financial management?
- → If any of the points below have not been mentioned, add them to the flipchart and explain.

For good financial management, the following need to be in place:

- → Sustainable Business and Finance Plan (SBFP)
- → Equitable Benefit Distribution Plan (BDP)
- □ Clear, approved budgets that are linked to work plans
- → Bookkeeping system, which includes:
 - → Bank Book (for every bank account) that records every transaction
 - ☐ Cash Book (for every petty cash box) that records every transaction
 - → Financial reports
 - → Files with documentation of all transactions
- → Policies, procedures and rules that are respected and used
- → Clear, separated roles, responsibilities and job descriptions
- ☐ Trained/experienced bookkeeper or financial administrator/manager

- Accurate reports on all income and expenditure against the approved budget reporting system to CC (monthly) and members (quarterly)
- ☐ Conservancy Committee (with trained, honest, reliable and responsible members) to review, manage and adapt where necessary
- → Willingness, skills and ability to use the systems
- → Good governance



ASK

→ Ask the participants the following question: "What are the criteria that need to be met in order for you to 'test' whether your conservancy has good governance in place?"

CAPTURE

→ Record the participants' responses on the flipchart and discuss them.

TAKE NOTE:

→ To aid this discussion, you can refer to the questions in Hand-out #2 (Governance Monitoring Tool), but do not distribute this hand-out – this will only be done in Session 6.

EXPLAIN

The subject of governance will appear throughout the workshop, in every session. The reason for this is because governance is inextricably linked to financial management. In Session 6, we will do a review of the criteria and discuss how we can improve our governance practices.



EXPLAIN

It is important to get members to be more engaged with their conservancy; and an important part of good governance is transparency about what we are doing, as well as inclusiveness (involving as many people as possible in decision-making).

You need your members' involvement and support in order to be successful.



PAIRED WALK

ACTIVITY

- Ask the participants to get together as pairs.
- Write the following question on the flipchart: "What can we do to get members to be more engaged?"
- · Ask the pairs to go for a walk. On this walk, they must discuss the question.

(Allow 15 minutes for this activity.)

- Once the paired walk activity is complete, ask each pair to present their suggestions.
- · Conduct a group discussion.

SUMMARISE

Are there any questions before we move on to the next lesson?



WHAT IS THE FINANCIAL MANAGEMENT CYCLE?

TAKE NOTE:

- → For this lesson, you need to write the components of each of the following diagrams on individual coloured cards:
 - → Financial Management Cycle (see Hand-out #3)
 - → Roles and Responsibilities in Conservancy Financial Management (see Hand-out #4; 3 pages)
 - → Financial Management System (see Hand-out #5)

ASK

→ Ask the participants the following question: "Can you name and describe the different steps or phases in the conservancy financial management cycle?"

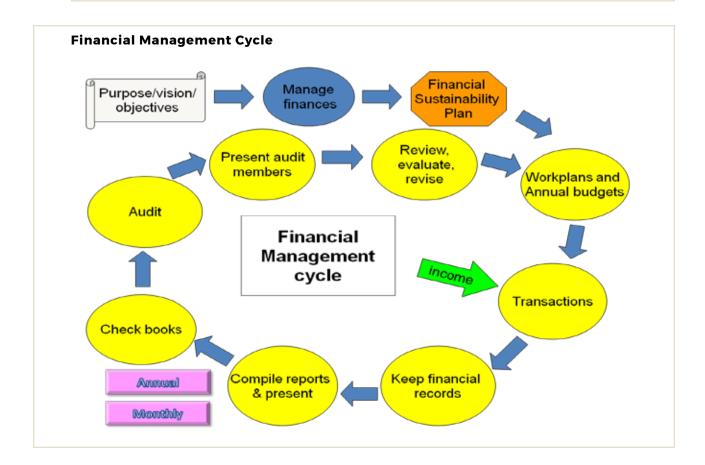


ACTIVITY

- As the participants respond, stick the prepared coloured cards (from Hand-out #3) in the correct order on a sheet of flipchart paper, and join the cards with hand-drawn arrows (see diagram below).
- Add any cards that the participants have left out (or make new cards for any new ideas that the participants contribute) to complete the cycle that you are creating together.

TAKE NOTE:

→ Keep this created cycle diagram on display throughout the workshop to use as a training reference.



DISTRIBUTE HAND-OUT

→ Provide the participants with Hand-out #3 (Financial Management Cycle), and explain each step.

TAKE NOTE:

→ As you discuss these steps, be sure to refer back to the displayed cycle that the participants have just created.

EXPLAIN

The financial management cycle includes the following steps:

- Establish the purpose / mission / vision / objectives for the conservancy.
- Set up a management system for the funds; draw up a Sustainable Business and Finance Plan: this plan helps to create a financial/business vision for the future; it helps to improve the understanding of key business principles; it helps the conservancy to project and monitor sustainability; and it helps with the development of work plans and budgets.
 - This plan is reviewed annually.
 - Conservancies may need to ask for assistance with revising or developing their Sustainable Business and Finance Plan (formerly called the Financial Sustainability Plan).
- Work plans and budgets: these are required for planning, managing and controlling income and expenditure.
- Transactions: this involves receiving money (income) and spending (expenditure) money.
- Keep financial records: this includes all supporting documents that relate to all income and expenditure, Cash and Bank Books, and bank and cash reconciliations, which must all be kept in a safe place for easy reference and good record keeping.
- Compile and present financial reports: this involves bringing together all the information on income and expenditure, and comparing it to the budget.
 - This information is presented in a Financial Report, which provides a one-page summary of the financial status of the conservancy to the CC for approval on a monthly and annual basis.
- Check the books: this involves an external person (e.g. from the support organisation) or bookkeeper who checks and verifies all the financial books and documents before they are presented to an auditor.
- Audit: this is done once a year in order to independently check the conservancy's finances. (This is not currently a compliance requirement, and not all conservancies have an audit done.)
- Present audit to members: this involves the presentation of the audit to the CC and then to the conservancy members at the AGM for final approval.
- Review, evaluate, revise: this involves the CC reviewing, evaluating and revising work plans and budgets at the end of every month, to ensure that the conservancy is implementing the work plans and not overor under-spending, or under-performing in generating income. This process ensures that the conservancy is fulfilling its purpose and mission.
 - At the end of every year, the CC and members do this together.

SUSTAINABILITY PLANNING

In order to become **sustainable**, a conservancy needs to generate more income than it spends. As part of the financial management of a conservancy, it is therefore important to identify the income that the conservancy expects to earn in the future as well as the expenditure (what it expects to spend). This is known as **business or sustainability planning**.

The main purpose of a Sustainable Business and Finance Plan (SBFP) is to guide the conservancy in its
quest to attain long-term financial sustainability.

This tool puts the conservancy in a position to plan in accordance with the current and future projects of the conservancy, and to plan in accordance with how these projects will be funded.

• The **SBFP** will guide the conservancy in the management of its business interests and will assist in the management of the conservancy's finances.

The SBFP consists of two main parts: the first is the Sustainability Graph (financial projections for income and expenditure), and the second is the text written in the form of a Business Plan (more information about the business activities and how they should be managed) that accompanies the graph. (Some conservancies may decide to use only the Sustainability Graph, while others may choose to have both the graph and the written Business Plan.)



WHO IS RESPONSIBLE FOR CONSERVANCY FINANCES?

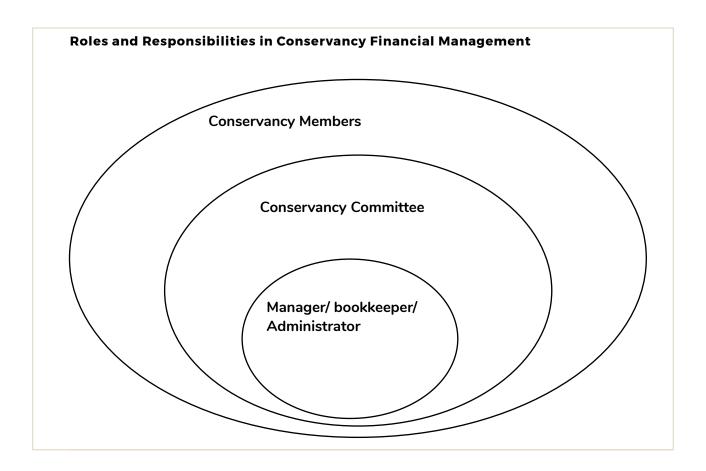
ASK

★ Ask the participants the following question: "Can you identify the three key groups of people responsible for finances in the conservancy?"



ACTIVITY

- On a sheet of flipchart paper, write the following heading: Roles and Responsibilities in Conservancy Financial Management.
- Below the heading, draw only the flowchart rings according to the diagram below (do not write the three groups of people).
- As the participants respond, stick the three prepared coloured cards (from Hand-out #4) for each key group of people (i.e. conservancy members, Conservancy Committee, and manager/bookkeeper/ administrator) into their relevant flowchart ring (as shown in the diagram below).
- · Discuss the three key groups of people responsible for finances in the conservancy.



ASK

 Ask the participants the following question: "Can you identify and describe the different roles and responsibilities of the three key groups of people we have just identified?"



ACTIVITY

- · As the participants respond, stick the remaining prepared coloured cards (from Hand-out #4) of roles and responsibilities into the relevant flowchart rings, and join the cards with hand-drawn arrows. (For instance, build the flowchart by sticking the members' responsibilities in the outer ring, the conservancy committee's responsibilities in the middle ring, and the manager/bookkeeper/administrator's responsibilities in the inside ring.)
- · Add any cards that the participants have left out, and make and add cards for any new roles/ responsibilities that the participants have pointed out.

TAKE NOTE:

→ Keep this diagram on display throughout the workshop to use as a training reference.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #4 (Roles and Responsibilities in Conservancy Financial
- → Explain the roles and responsibilities of each of the three key groups responsible for finances in the conservancy.

TAKE NOTE:

→ As you discuss these roles and responsibilities, refer to the displayed flowchart that the participants have just created.



DEFINE THE ROLES OF THE CONSERVANCY TREASURER AND BOOKKEEPER

DISTRIBUTE HAND-OUT

→ Provide the participants with Hand-out #1 (Defined Roles and Responsibilities of the Conservancy Treasurer and Bookkeeper/Finance Manager), and explain in detail the difference between the treasurer's and the bookkeeper's roles.

INTRODUCE AN ADDITIONAL ASPECT OF GOOD GOVERNANCE:

- · After having looked at Roles and Responsibilities, this may be an opportunity to talk about Accountability as an important element of good governance.
- · This includes accepting responsibility for the conservancy's activities and finances, and disclosing results in a transparent manner.
- · You could conduct the following activity:
 - → Divide the participants into 5 groups.
 - → Assign each group one of the following 5 roles: bookkeeper, manager, Conservancy Committee, treasurer, chairperson.
 - → Ask the groups to discuss and report back on their roles in terms of their financial accountability.



HOW DO WE DEVELOP A FINANCIAL MANAGEMENT SYSTEM?

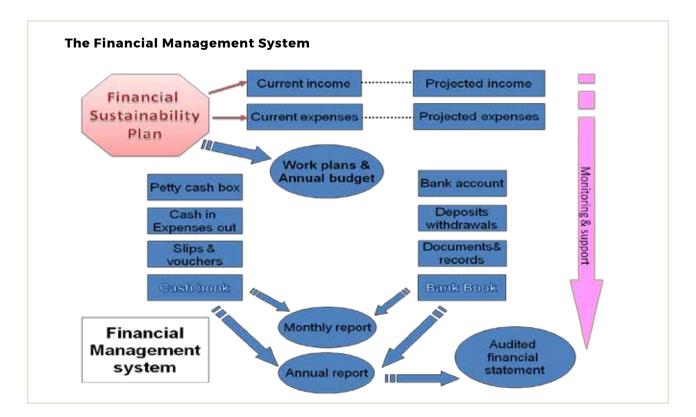
ASK

→ Ask the participants the following question: "Could you describe and explain the different components of the financial management system?"



ACTIVITY

- On a sheet of flipchart paper, write the following heading: The Financial Management System.
- As the participants respond, stick the prepared coloured cards (from Hand-out #5) in the correct order on the sheet of flipchart paper, and join the cards with hand-drawn arrows (according to the diagram below).
- Add any cards that the participants have left out, and make and add cards for any new ideas that the
 participants have pointed out.



TAKE NOTE:

→ Keep this diagram on display throughout the workshop to use as a training reference.

DISTRIBUTE HAND-OUT

→ Provide the participants with Hand-out #5 (The Financial Management System), and explain the financial management system.

TAKE NOTE:

→ As you discuss the components of the financial management system, be sure to refer to the displayed diagram that the participants have just created.

EXPLAIN

The financial management system includes the following components:

• Sustainable Business and Finance Plan (SBFP)

This plan helps to create a financial/business vision for the future; it helps to improve the understanding of key business principles; it helps the conservancy to project and monitor sustainability; and it helps with the development of work plans and budgets.

• Work plans and budgets

From the SBFP, work plans and budgets are drawn up, which are important and useful tools required for planning, managing and controlling income and expenditure.

• Current income and expenses

Based on the work plans and budgets, current income will come in and current expenditure will go out.

• Projected income and expenditure

This is the Annual Budget that has been approved by the members at the AGM, and it should be linked to current income and expenditure.

Bank accounts

Money will come in and move out of the bank accounts through deposits, withdrawals, cheques, etc. A bank statement must be received from the bank every month for each account. The CC (i.e. the treasurer or chairperson) needs to sign a form to confirm that the figures on the bank statements are the same as the figures in the monthly financial report.

The CC (based upon a formal resolution) will determine how many bank accounts the conservancy needs.

Bank Book

All transactions (including all the cheques, bank interest, bank charges, etc.) that go through the bank need to be listed in this book, in the correct order and with the relevant slips and documentation attached. All income received must go into the bank account by transfer. If cash is received (in exceptional circumstances), it should also go into the bank account, not into the petty cash!

Cash Book

All transactions that are received in cash or spent in cash must be listed in this book, and the relevant slips and documentation must be attached.

· Petty cash box

This is the place where cash is safely kept – it is usually a lockable box which should preferably be kept in a safe.

Monthly and Annual Reports

Reports need to be compiled, and presented monthly to the CC and annually to the CC and conservancy members at the AGM for final approval.

Audited Report

An audit is done once a year in order to independently check the conservancy's finances.

Note: Some conservancies, on account of their constitutions, do not require a yearly audit.

Monitoring and support

This should be ongoing (on a monthly basis) throughout the cycle. Monitoring and support can be provided by an external person such as a support person from an NGO, a bookkeeper, or someone else who is not directly involved in the day-to-day finances of the conservancy.

Three very important rules within this financial system include the following:

- Every financial transaction (income or expenditure) MUST be recorded DAILY in the Cash Book or Bank Book.
- Every financial transaction MUST have a completed Income or Expenditure Transaction Form with the relevant documents attached (receipts, vouchers, invoices and/or deposit slips).
- Every financial transaction MUST be filed in the correct place.

SUMMARISE

In these two lessons, we have looked at what is meant by 'financial management' in the context of a conservancy; we have looked at the financial management cycle; and we have identified the people (including their roles and responsibilities) who are responsible for managing conservancy finances within the financial management system.

Are there any questions before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

DAY 2

Open with a prayer.

REVIEW OF DAY 1

(APPROX. 40 MINUTES)

ASK

◆ Ask the participants to recall what was covered the previous day.

CAPTURE

→ Record the participants' input on the flipchart.

ASK

- ◆ Ask the participants to answer the following question: "What was the most significant factor you learned yesterday?"
- → Ask the participants who are willing to share their significant factor with the group.

SUMMARISE

Are there any questions before we move on to Session 2?



BUDGETING AND FINANCIAL PLANNING

LESSON 1

What is a budget? Why is it important to have a budget? (approx. 1 hour)

TAKE NOTE:

- → Before you begin this lesson, refer to the displayed diagrams that the participants created in Session 1 (Lesson 2) of the Financial Management Cycle and the Financial Management System.
- → Point out where budgets and work plans fit into these diagrams.



WHAT IS A BUDGET?

ASK

→ Ask the participants the following question: "What does the word 'budget' mean to you?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: What is a budget?
- → If any of the points below have not been mentioned, add them to the flipchart and discuss them.

A budget constitutes the following:

- A budget is a written **financial plan** for income and expenditure.
- A budget is based on a work plan.
- A budget covers a certain **period of time (annually/monthly)**. An annual budget is drawn up and approved. Then, on a monthly basis, a monthly budget is drawn up based on the month's work plans and the annual budget.
- The annual (or monthly) budget will show what income the conservancy expects to receive and how it plans to spend and use this money over a one-year (or monthly) period.
- The budget is the **foundation** on which the financial control system must be built.
- The budget explains how much money should be spent and on what items during the year (or month).

EXPLAIN

A good budget should:

- be easy to read (i.e. it needs to reflect clearly how the costs have been worked out and calculated);
- be as accurate as possible; and
- have explanatory notes for the different line items, making it clear which activity each one falls under and how their amounts have been worked out.

ASK

- → Ask the participants the following question: "Who do you think should draw up and approve the budget?"
- ➤ Refer the participants to Session 1, Lesson 2, Section ② (Hand-out #4) on financial management roles and responsibilities.

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Who should develop and approve the budget?
- → If any of the points below have not been mentioned, add them to the flipchart and discuss them.

The development and approval of the budget involves the following people:

- The annual budget and work plans are usually prepared by the treasurer, conservancy manager, and the financial administrator, along with the staff.
 - (This should be done in accordance with the guidelines and policies of the conservancy.)
- There may, from time to time, be special groups who are asked to be part of the process (e.g. support organisations).
- Once the draft budget and work plans have been developed, they need to be checked and approved by the CC.
- The changes and decisions made by the CC should be incorporated into a formal budget which is prepared by the conservancy manager and treasurer and presented at the next meeting for formal approval by the CC, which must then be approved and signed off by the members at the AGM.



WHY IS IT IMPORTANT TO HAVE A BUDGET?

ASK

→ Ask the participants the following question: "Why do you think it is important to have a budget?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Why is a budget important?
- ightarrow If any of the points below have not been mentioned, add them to the flipchart and discuss them.

It is important to have a budget for the following reasons:

- A budget is a useful tool for planning, managing and controlling income and expenditure.
- During the year, the actual income and expenditure needs to be compared against the budget on a monthly and annual basis so that if the expected income or expenditure is over- or under-budget, the work plans and the budget may need to change according to how much money has been received or spent (as you cannot spend more money than you receive).
- The budget serves as the reference point against which the actual expenditures are reviewed.
- A budget allows the CC and members to **evaluate** whether or not money was spent according to what they had approved.
- A budget helps the conservancy to:
 - → plan and coordinate activities;
 - → calculate estimated income and expenditure;
 - → communicate plans to a range of stakeholders (particularly members);
 - → motivate the staff and the CC to achieve objectives; and
 - → evaluate performance and work plans.



WHAT INFORMATION IS NEEDED TO DRAW UP A BUDGET?

ASK

◆ Ask the participants the following question: "What information do you think is needed in order to draw up a good budget?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: What information do we need to draw up a good budget?
- \rightarrow If any of the points below have not been mentioned, add them to the flipchart and discuss them.

The information needed to draw up a good budget is attained from the following sources:

- The Sustainable Business and Finance Plan
- The review of the previous year's progress on activities, expenses and income
- Annual work plans
- Projected income (deciding on how much income the conservancy will receive for that year)
- Projected expenditure (deciding on how much the conservancy will need to spend to implement all the work plans for that year)

This must include:

- → Benefit distribution and projects for members' benefits
- → Maintaining and running the conservancy (operational costs)
- → Reserves, savings, and investments

Note: It is important that you separate out the projected expenditure and include benefit distribution and projects for members' benefits separately in order to:

- avoid budgeting for operational costs only, and to ensure benefits are included in the budget; and
- ensure that the costs are not more than the budget.

SUMMARISE

Are there any questions before we move on to the next lesson?



DRAWING UP AN ANNUAL BUDGET FOR THE IMAGINARY NAWA CONSERVANCY

DISTRIBUTE HAND-OUTS

• Provide the participants with Hand-outs #6 – #9.



ACTIVITY

- Inform the participants that they are now going to begin the process of drawing up an annual budget for an imaginary conservancy: the Nawa Conservancy.
- Divide the participants into groups (4-5 people per group). Make sure that the groups include a mix of representatives and abilities.
- Ask the participants to read the background information on the Nawa Conservancy (Hand-out #6).
- Inform them to ask for assistance should anything be unclear.



STEP 1

- Ask the participants to think back to Session 2, Lesson 1, Section **3**: What information is needed to draw up a budget?
- Remind them that a review of the conservancy's previous year's financial statements (income and expenditure) forms the basis for key information required to draw up a good budget.
- Together with the participants, read through the information relating to the Nawa Conservancy's previous year's financial statements in Hand-out #7.
- To encourage discussion, go through each line item and ask leading questions such as:

Income:

- 1) **Q:** Why was the Trophy Hunting ('Big Elephant') income only N\$139,000, when N\$160,000 was expected? **A:** Answers could include: a) the US\$/N\$ exchange rate decreased, or b) the trophy hunter has not yet paid the final instalment.
- 2) **Q:** Why was the Tourism Venture 1('The Night Owl') income only N\$110,000, when N\$140,000 was expected?
 - A: The answer could be that the partner has not yet paid the final instalment.

Expenditure:

- 1) Q: Why did the uniforms cost N\$6,000, when only N\$4,000 was budgeted?
- 2) Q: Why was the telephone bill N\$1,200 over the budget?A: The answers could include: a) there is no/not enough control over who can use the telephone/fax, or b) some people are calling cell phones from the landline, which is very expensive.

(<u>Corrective action for the conservancy</u>: Ensure that there is a policy for the use of the telephone, which makes the rules for using the telephone clear to all staff and members.)

3) Q: Why were the cash benefits over the budget by N\$4,500?A: The answer could be that there were 45 more members than expected.

(<u>Corrective action for the conservancy</u>: In the following year, the conservancy must ensure that they know how many members will be paid, and that they keep an updated list of members.)



- Ask the participants to think back to Session 2, Lesson 1, Section **3**: What information is needed to draw up a budget?
- Remind them that a review of the conservancy's annual work plans forms the basis for key information required to draw up a good budget.
- Ask the participants to read the information relating to the Nawa Conservancy's annual work plans in Hand-out #8.
- Inform them to ask for assistance should anything be unclear.



- Ask the participants to think back to Session 2, Lesson 1, Section **3**: What information is needed to draw up a budget?
- Remind them that projected income and projected expenditure form the basis for key information required to draw up a good budget.

EXPLAIN

The Nawa Conservancy will need to think about the following:

- Projected income: Decide on how much income you think the conservancy will receive for that year.
- **Projected expenditure:** Decide on how much you think the conservancy will need to spend to implement all the annual work plans for that year.

This must include:

- → Benefit distribution and projects for members' benefit
- → Maintaining and running the conservancy (operational costs)
- → Reserves and investments



- Ask the participants to look at Hand-out #9, the blank budget form for the Nawa Conservancy.
- Using the information contained within Hand-outs #6 #8, ask the participant groups to fill in the blank budget form to arrive at a draft Annual Budget for the Nawa Conservancy for the next year.
- Ask the participants whether there are any questions before they begin.

TAKE NOTE:

- → Inform the participant groups to ask questions at any time during Step 4 should they be unclear about something.
- → During Step 4, visit the groups to check that they are working through the draft budget correctly.
- → Allow plenty of time for the completion of Step 4.



- Once the groups have completed Step 4, write the following heading on a sheet of flipchart paper: **Draft**Annual Budget: Nawa Conservancy.
- Go through Hand-outs #6 #8 with the participants collectively, and work together to create a draft budget on the flipchart, using the groups' work from Step 4.



DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #10 (Nawa Conservancy's completed example of what the Annual Budget could look like).
- → Conduct a group discussion.



EXPLAIN

Now that we have drawn up the draft annual budget, the conservancy needs to ensure that projected income is more than the projected expenditure. We are now going to work together to try to match our Nawa Conservancy draft annual budget expenditure with budget income.

- Refer the participants back to the collective draft annual budget they have just prepared for the Nawa Conservancy in Step 5.
- On a new sheet of flipchart paper, write the following heading: Budget Reconciliation of Income and Expenditure.
- Draw the table below on the flipchart.
- Working with the participants, complete the table using the figures from the Nawa Conservancy draft annual budget prepared during Step 5 (some examples are given below).
- Subtract MB, O and R from income to get the balance:

Income	N\$321,200-00
Members' benefits (MB)	N\$111,000-00
Operations (O) – running costs	N\$108,000-00
Reserve (R)	N\$102,200-00
Balance	N\$ 0

EXPLAIN

- If the **balance** is **positive**, then there is more money than is needed, and the balance should be added to the reserve/investment.
- If the **balance is negative**, then the income is not enough to cover all of the projected expenses. Revisions and reductions will have to be made.



- Ask the participants to work in their groups, and to think about and discuss how to review, revise and balance the Nawa Conservancy draft annual budget income and expenditure to see if all costs can be covered with the expected income, while ensuring that there are benefits/projects that will benefit members.
- Inform them that a good way to start is to first enter the benefits/projects amount, and to work from there.

EXPLAIN

If you find that you remain over budget, go back through the budget and examine each expenditure category and item, and consider the following questions and actions:

- Are there possible reductions in expenditure for this item?
- Is there any other new income possible?
- Brainstorm new possible sources of income.
- Recovering lost income:

Is there money outstanding in loans? Can it be recovered? When? How?

Is there money missing? Can it be recovered? When? How?

- Add any probable new income to the projected income figure and recalculate.
- Reserve/Investment: Re-examine the reserve calculations; can it be reduced without threatening smooth operations?

You need to continue revising the draft budget to reach a balance of not less than zero. If there is additional income after balancing the accounts, the conservancy can put the extra income into the reserve or investment account.

After the draft budget has been finalised, decisions made by the CC should be incorporated into a formal budget prepared by the conservancy manager and treasurer, which is presented at the next meeting for formal approval by the CC, and then approved and signed off by the members at the AGM.

INTRODUCE ADDITIONAL ASPECTS OF GOOD GOVERNANCE:

- This may be an opportunity to talk about two additional aspects of good governance: **Responsiveness** and **Participation**.
- This includes **a)** how the budget must be focused on allocating the conservancy's money to get the job done (i.e. allocated properly for activities that will achieve the conservancy's goals / work plan), and **b)** getting staff and committee members involved in drawing up the budget and presenting it for approval at the AGM.

SUMMARISE

Are there any questions before we move on to the next lesson?

TAKE NOTE:

- → The budget that the participants are going to draw up for their own conservancy can be done for the upcoming financial year.
- → For conservancies that already have experience with budgeting, this activity can be used as a revision exercise.
- → Participants will need copies of all the relevant documentation from their conservancy to carry out this activity (financial statements; annual work plans; and projections for income and expenditure).
- → During this activity, be sure to supply plenty of structured support, and to encourage those who have good experience to assist those who do not.
- → As this activity is a collaborative, time-consuming process and involves a degree of trial and error, you will need to set aside sufficient time for the conservancy groups to complete it satisfactorily.



DRAWING UP A DRAFT BUDGET FOR YOUR OWN CONSERVANCY



ACTIVITY

- Ask the participants to gather into their conservancy groups and to find a comfortable place to sit and work.
- Ask the conservancy groups to focus on drawing up a draft budget for the upcoming financial year for their own conservancy, following the same procedure used for the Nawa Conservancy.
- If a conservancy group already has experience in drawing up a budget, ask the group to examine the Nawa Conservancy example alongside their own current budget and to make improvements to their proposed draft.

EXPLAIN

Now that you have drafted a budget for your own conservancy, this draft budget must be taken back to your conservancy and presented to those representatives who have not been present at this workshop. Your conservancy can then review and revise the draft with a larger group. Your next step, then, after the end of this workshop, is to present your draft budget to the relevant people for revision, finalisation, and formal approval.

SUMMARISE

In this session, we have defined a budget; we have looked at why a budget is important and what information is necessary to compile a good budget; we carried out a lengthy activity to draw up a draft annual budget for the imaginary Nawa Conservancy; and we examined in detail how to reconcile income against expenditure. In this last lesson, we drew up a draft budget for your own conservancies. In Session 3, we will look at the importance of keeping good financial records.

TAKE NOTE:

→ Return to Flipchart Sheet #1, the objectives for this workshop, and hold a brief group discussion to confirm that the workshop remains 'on track' so far.

Are there any questions before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

Open with a prayer.

REVIEW OF DAY 2

(APPROX. 40 MINUTES)

ASK

◆ Ask the participants to recall what was covered the previous day.

CAPTURE

→ Record the participants' input on the flipchart.

ASK

- → Ask the participants to think about and answer the following questions in their notebooks:
 - 1) Considering what you learned yesterday, what was:
 - a) new; and
 - b) reinforced?
 - 2) Do you have any questions or concerns?

ASK

→ Ask the participants to share their learning points and questions/concerns, and conduct a group discussion.



THE ACCOUNTING SYSTEM AND RECORDS

TAKE NOTE:

→ Consider preparing the list below (supplies needed for effective bookkeeping) in advance, which will be referred to as Flipchart Sheet #3.

EXPLAIN

Once the work plans and budget have been approved by the members at the Annual General Meeting (AGM), the planned activities can begin. A record must be kept of all income and expenditure.

In order to keep such records (i.e. to implement effective bookkeeping), the following supplies are required:

Flipchart Sheet #3

ccccccccccccccccccc



Supplies needed for effective bookkeeping:

- Numbered triplicate (i.e. 3 copies) receipt book for any money received
- Management committee monthly Financial Resolution forms
- Financial Monthly Disbursement Request forms
- Cash Book daily monitoring forms
- Bank Book daily monitoring forms
- Advance forms
- Bank Book/forms for each bank account
- Cash Book/forms for petty cash box
- Calculator
- Safe (in which to keep the cash box and cheque book)
- Lockable petty cash box
- Conservancy rubber stamp
- Black pen, ruler, stapler and a punch
- Enough copies of relevant Financial Transactions forms
- Files (in which to keep documents, invoices, bank reconciliations, bank statements, etc.)

TAKE NOTE:

- → Before you begin this lesson, refer to the displayed diagrams that the participants created in Session 1, Lesson 2, of the Financial Management Cycle and the Financial Management System.
- → Point out where the accounting system and records fit into these diagrams.

Special Note:

→ Given that the Zambezi Region has been implementing a pilot accounting system which involves an element of government ministerial internal control support, it is necessary that you, the trainer, are familiar with the system and incorporate the features of this pilot system. You could advise conservancies elsewhere to start to implement some of these features because they increase good financial governance as well as financial internal control measures.



WHAT IS AN ACCOUNTING SYSTEM AND WHAT ARE ACCOUNTING RECORDS?

ASK

→ Ask the participants to consider the following questions: "What is an accounting system?" and "What are accounting records?"

CAPTURE

- → Record the participants' responses on the flipchart under the following two headings: a) The accounting system, and b) Accounting records.
- → If any of the points below have not been mentioned, add them to the flipchart and discuss them in detail.
- → Emphasise the final point (Point 7).

An accounting system and accounting records constitute the following:

- An accounting system is a permanent record in writing.
 - It captures knowledge or information of any transaction, which then serves as legal evidence of these transactions.
- The accounting system uses accounting records to capture the details of all transactions.
- An alternative definition of an accounting system is as follows:
 An organised set of manual and computerised accounting methods, procedures and controls to gather, record, classify, analyse, summarise, interpret and present accurate and timely financial data for management decisions, as well as members' decisions.
- Before the correct recording of transactions, **procedures and controls** are highly important because they are the components of any accounting system that ensure the money is used for each intended purpose.
- Therefore, as part of the accounting system, we have to consider the documentation of the authorisation procedures, as well as the control of procedures.
- Money is received or spent by means of cheques (which is in the process of being phased out), cash, bank transfers, deposits, bank interest received, bank debit orders, or bank charges.

- Every financial transaction (income or expenditure):
 - → MUST be recorded daily in the Cash Book and Bank Book; and
 - → MUST have a completed Income or Expenditure Transaction Form with the relevant documents (receipts, vouchers, invoice and/or deposit slips) attached in the correct places.



WHY IS IT IMPORTANT TO HAVE AN ACCOUNTING SYSTEM IN PLACE?

ASK

→ Ask the participants to consider the following question: "Why is it important to have an accounting system in place with traceable records?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: The importance of having an accounting system with traceable records.
- → If any of the points below have not been mentioned, add them to the flipchart and discuss them.

Having an accounting system with traceable records is important for the following reasons:

- A simple system for the accounting records needs to be in place so that, at any time, the bookkeeper, conservancy manager, treasurer, the CC, and/or the members will have everything in one place, and will be informed of the following:
 - → How much money was authorised by the Management Committee for operational use in each month (Disbursement Request Form)
 - → How much money has come in (amount in N\$)
 - → When the money came in (date)
 - → Where the money came from (source of income)
 - → How much money has been spent (amount in N\$)
 - → When the money was spent (date)
 - → What the money has been spent on (supplier of goods or services)
 - → How much money is remaining (balance)
 - → How much money is cash and how much is in the bank (i.e. where the money is)
 - → Where all the relevant support documentation can be found



BANK ACCOUNTS

EXPLAIN

Let us take a look at conservancy bank accounts.

- 1. Each conservancy needs a practical system for managing its money using bank accounts.
 - This means that a conservancy with a small income from only one or two sources (e.g. trophy hunting and/ or a campsite) only keeps one or two bank accounts.
 - The guiding principle is that the conservancy has one main account to receive its funds, and a separate account for everyday use.
 - If the conservancy earns enough, it could consider a third type of account for investments and medium- to long-term savings.

- Having too many different accounts should be avoided because it makes financial management difficult.
 However, having just one account is also problematic because it allows access to all the conservancy's funds, which opens the potential for abuse and/or fraud.
- 2. In general, it is recommended that the conservancy has **three bank accounts and only one cash box** (for petty cash). This system needs to be approved by the conservancy's CC.

These three bank accounts constitute the following:

- An **Operations Account** (current/cheque account) for daily transactions, which is 'topped up' monthly based on the approved Annual Budget and the approved Disbursement Requests by the CC.
- An Income Account, which is usually referred to as the Mother Account, from which money is transferred
 on a monthly/quarterly basis based on Disbursement Requests by the CC as per the approved Annual
 Budget. The AGM-elected trustees are responsible for transferring funds from the Income Account to the
 Operations Account based on requests from the CC, which should be in line with the approved Annual
 Budget.
- Investment (savings/reserve) Account: With the use of the Call Investment Account, the Management Committee can use the money market facility within the Call Investment Account to earn interest on surplus funds without needing to open an extra saving or investment account.



DOCUMENTS AND RECORDS THAT NEED TO BE KEPT

EXPLAIN

- 1. For an effective financial system, the following documents and records need to be kept:
 - All supporting documents
 - Cash and Bank Books
 - Bank and cash reconciliations

(These will be described in detail later on in the workshop.)

- 2. The documents and records that need to be retained for certain periods of time and safely kept include the following:
 - All original documents (e.g. agreements, terms of reference, etc.) must be kept for at least 10 years.
 - Hardcopy (paper printouts) financial documents and records must be used as back up for any type of computerised accounting documents/records, and they should be kept for at least 5 years.
 - All audit financial statements must be kept for at least 10 years.
 - All non-current documents must be kept in a safe place.
 - Current year reports and documents must be kept in a filing system.
 - These documents must be stored in such a way that they remain confidential, but should, however, be accessible to the conservancy staff, the CC, and the members when needed.

SUMMARISE

Are there any questions before we move on to the next lesson?

LESSON 2

Introduction to financial supporting documents and records (approx. 30 minutes)

ASK

➤ Ask the participants to consider the following question: "What supporting financial documents and records do you think your conservancy would need to keep?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: **Supporting financial documents** and records.
- → If any of the points below have not been mentioned, add them to the flipchart and discuss them.

Files, documents and books (i.e. all the supporting documents and records that are evidence of every transaction that has taken place) must be kept in a safe place (with the original relevant documents) to ensure that any transaction is traceable.

These include:

- The conservancy's AGM-approved Annual Financial Budget(s)
- Monthly Budget, based on the approved Annual Financial Budget
- Monthly Financial Resolution Document (Conservancy Committee)
- Monthly Approved Funds, Disbursement Request Form (Conservancy Committee)
- Bank account details and documentation
- Quotations
- Invoices
- Petty Cash Daily Monitoring Forms
- Daily Bank Monitoring Forms
- Income or Expenditure Transaction Form with the attached original receipts, vouchers, invoices, deposit slips, etc.
- Receipts (including Conservancy Committee Sitting Allowance Form, Salary Payslip Form)
- Advance Request/Requisition and Report Form with relevant invoices and/or receipts
- Bank statements with attached cheques returned by the bank (in order to check balances)
- Salary Payslip Forms
- Triplicate (i.e. 3 copies) pre-numbered receipt book/s
- Triplicate (i.e. 3 copies) pre-numbered invoice book/s
- Disbursement Request Form

EXPLAIN

Any quotation, together with its relevant invoice; Income or Expenditure Transaction Form; receipt; and any other documentation that is relevant to the specific transaction, should be kept together in one place.

DISTRIBUTE HAND-OUTS

- → Provide the participants with Hand-outs #11 #16 (Petty Cash Daily Monitoring Form, Income and Expenditure Form, Requisition Form, Income or Expenditure Transaction Form, Disbursement Request Form, and Monthly Resolutions Finance).
- → Explain each hand-out.

SUMMARISE

Are there any questions before we move on to the next lesson?



RECEIPTS

EXPLAIN

1. The conservancy will receive money and make payments on a daily basis.

For every single transaction (money in or out), a written record is required.

- The conservancy may receive its own income and/or receive grants from donor organisations. Some of the money received must be kept in a safe and secure cashbox (as little money as possible should be in the cashbox, and the CC should decide on the exact amount), and the rest of the money should be kept in a bank account where it will be safe and earn interest.
- A pre-numbered triplicate receipt book must be used every time ANY (either cash, or a transfer directly into the bank) money is received.
- The top copy is given to the person paying (payee), the second copy is attached to the Income or Expenditure Transaction Form and placed in the bank/cash file, and the third copy stays in the receipt book.
- 2. The following information should be recorded on a receipt:

TAKE NOTE:

→ Either display the already prepared flipchart sheet (Flipchart Sheet #4), or write the receipt example on the flipchart.

Flipchart Sheet #4

ccccccccccccccccccc



NUMBER OF RECEIPT: 001

DATE: 20 January 2017

(The date on the day you received payment – the cash or EFT)

RECEIVED FROM: J. Pieterse

(Name of person who paid)

AMOUNT: N\$ 400-00 (Four hundred dollars)

(The amount you received, also written in words)

FOR: Camping fees

(The reason the money was given)

CASH: CASH

(Were you paid in cash or with a bank transfer (EFT)?)

NAME AND SIGNATURE: P. van Wyk (Manager)

(The name and signature of the person receiving the cash or EFT)

EXPLAIN

Any cash received must be deposited into the bank account straight away. Do not use any cash received until it has been deposited in the bank first, as this can later confuse the accounts as the cash sum will not be easily found (traceable) and accounted for.

2 INVOICES

EXPLAIN

- 1. The conservancy must issue an invoice to a person, partner, client, organisation or business that owes the conservancy money.
 - A pre-numbered triplicate invoice book must be used to invoice a person, partner, client, organisation or business that owes the conservancy money, including the current contracts that the conservancy has with a trophy hunter or joint venture lodge.
 - The top copy is given to the person owing the money, the second copy is placed in the 'Accounts to be received' file, and the third copy stays in the invoice book.
- 2. The following information should be recorded on an invoice:

TAKE NOTE:

→ Either display the already prepared flipchart sheet (Flipchart Sheet #5), or write the invoice example on the flipchart.

Flipchart Sheet #5

ccccccccccccccccccc



NUMBER OF INVOICE: 010

DATE: 10 January 2017

(The date on the day you write out the invoice)

TO: Trophy Hunting Safaris

(Name of person who owes you the money)

AMOUNT: N\$ 25 000-00

(The amount that is owed to you)

FOR: Installment 1 of Hunting Contract 2017

(The reason the money is to be given to you)

NAME AND SIGNATURE: P. van Wyk (Manager)

(The name and signature of the person writing out the invoice)

EXPLAIN

It is very important to invoice people, clients, partners or businesses that owe the conservancy money so that they are made aware that the money is now due to the conservancy.

The following procedures are important to observe when invoicing:

- The invoice must be issued on time and given (or sent) to the person owing the conservancy money.
- It is very important that the manager follows up and ensures the payment is made on time. If the person owing the money (debtor) does not make the payment in a timely manner, or fails to do so after receiving the invoice and a request to make the payment, then the conservancy can decide how to proceed.
- The conservancy may choose to: a) ask the support organisation to help with obtaining their money; b) take the person to court; or c) cancel the current agreement/contract with the debtor.



HOW TO USE A RECEIPT AND INVOICE BOOK

DISTRIBUTE

→ Circulate the triplicate invoice and receipt books for the participants to examine. (If you are using blank books, prepare a receipt and invoice.)



FINANCIAL TRANSACTIONS PROCEDURE IN CONSERVANCIES

DISTRIBUTE HAND-OUT

→ Provide the participants with Hand-out #17 (Financial Transactions Procedure in Conservancies), and explain the process.



FORMS THAT CAN BE USED OR ADAPTED FOR YOUR CONSERVANCY'S NEEDS

DISTRIBUTE HAND-OUTS

- → Provide the participants with Hand-outs #12, 14, 18, 19, 20 (or examples of forms that can be used or adapted to the conservancy's needs OR copies of the existing forms being used by the conservancy).
- → Explain what these forms are and how they can be used:
 - ☐ Income and Expenditure Transaction Form (Hand-out #12), and Income or Expenditure Transaction Form (Hand-out #14)
 - → Salary Payslip Form Hand-out #18 (including a blank form)
 - → Conservancy Committee Sitting Allowance Form Hand-out #19 (including a blank form)
 - → Advance Request and Report Forms Hand-out #20 (including blank forms)

SUMMARISE

Are there any questions before we move on to the next lesson?





EXPLAIN

- The Cash Book (or form) is used whenever petty cash is received or petty cash is spent.
- The Bank Book (or form) is used for any payments or income that goes through the bank.
- The Cash Book and the Bank Book, together, contain a record of all the financial transactions for the month. Two separate books (or forms) can be used, but these are often combined in one book and referred to as a **ledger** or **cash analysis book** or **Cash Book**.
- Every bank account and cash box (petty cash) will need a separate Cash Book (or form) and/or Bank Book (or form).
- The Cash Book and Bank Book must be continually maintained (i.e. the transactions must be entered on a daily basis to help keep an up-to-date, running record of the conservancy's finances).

It is a rule of good bookkeeping that every financial transaction (income or expenditure) must be recorded DAILY in the Cash Book or Bank Book; have a completed Income or Expenditure Transaction Form with the relevant documents attached (receipts, vouchers, invoices and/or deposit slips); and must be filed in the correct place.

Experience has shown that it is important that the bookkeeper or conservancy treasurer tracks all the transactions on a Petty Cash Daily Monitoring Form (Hand-out #11) as well as a Bank Account Reconciliation Form (Hand-out #30) on a daily basis before they transfer all the transactions to the Cash Book and the Bank Book. This makes it easier to monitor and track transactions on a daily basis more effectively. It is also important that all forms and books are completed in pen, and no Tippex may be used. If an error is made, it should be crossed out with a single line and written correctly.

DISTRIBUTE HAND-OUTS

→ Provide the participants with Hand-out #11 (Petty Cash Daily Monitoring Form) and Hand-out #30 (Bank Account Reconciliation Form), and explain them.



As we learned in Session 3, Lesson 1, it is suggested that a conservancy has three bank accounts, which need to be approved by the conservancy's CC.

Let us look at these three bank accounts again:

- Bank Operations Account (current/ cheque account): This account is for daily and monthly expenditures.
- Bank Income / Mother Account: Money is transferred from this account to the Operations Account on a monthly basis based on a monthly budget and CC-approved Monthly Financial Resolutions and Disbursement Request Forms.
 - All money (cheques, transfers, deposits) should be deposited in this account.
 - The signatories for this account are the trustees; they are ordinary conservancy members who are selected at the Conservancy Annual General Meeting and they are NOT part of the Conservancy Committee. These trustees should be respected and trusted members of the community, and they are responsible for transferring money from the Income Account to the Operations Account.
- Bank Investment Account (savings/reserve account): With the use of the Call Investment Account, the Management Committee can use the money market facility within the Call Investment Account to earn interest on surplus funds without needing to open an extra savings or investment account.

3

It is important to note that before the money is transferred from the Income Account, as well as withdrawn from the Operations Account, there are **certain procedures that need to be followed and properly documented**.

These procedures form part of the audit evidence (supporting documents) that the money was properly authorised and its use was legal according to the financial policies and procedures of the conservancy.

TAKE NOTE:

→ Either display the already prepared flipchart sheet (Flipchart Sheet #6 (a)), or write the procedures that need to be followed on the flipchart.

Flipchart Sheet #6 (a)



Before money is transferred from the Income Account, as well as withdrawn from the Operations Account, the following procedures need to be followed:

- The manager and staff should prepare a monthly budget based on the approved Annual Financial Budget, and fill out a funds Disbursement Request Form based on their intended monthly budget.
- The funds Disbursement Request Form (based on their proposed monthly budget) should be presented to the CC for approval.
- The CC considers the funds Disbursement Request Form request. If they are in agreement and approve it, they will authorise it using the Monthly Financial Resolution Form.

TAKE NOTE:

→ Either display the already prepared flipchart sheet (Flipchart Sheet #6 (b)), or write the information that needs to be entered into the Cash or Bank Book on the flipchart.

Flipchart Sheet #6 (b)



The following information needs to be entered into the Cash or Bank Book:

Daily Petty Cash / Bank Form details:

- Date
- Description
- In
- Out
- Balance
- 1. Date of transaction.
- 2. Reference number (cheque number, invoice number, bank statement number, etc.).
- 3. Who gave money to the conservancy, or who was paid by the conservancy?
- 4. For what: Description of the income or expenditure.

- **5. Total line item:** The amount must be written in the correct column based on your budget line items under income or expenditure (e.g. Income: trophy hunting instalment or bank interest received).
- **6. Amount total:** The total amount that was received or paid by the conservancy must be written in the total income or total expenditure column.



At the end of every month, the conservancy needs to finalise the Bank Books for each bank account. In order to do this, it is necessary to refer to the appropriate bank statements. Every entry on the bank statements must be checked against the Bank Books.

All the information on the bank statements not already recorded in the Bank Books must then be entered (e.g. bank charges paid, bank interest received, and any other entries).

The figures in each column are then added up to give the total.



EXPLAIN

We are now going to practise filling in a Cash Book for the petty cash and a Bank Book for each bank account for the month of January 2011 for the imaginary Nawa Conservancy.

DISTRIBUTE HAND-OUTS

- → Provide the participants with Hand-outs #21– #23 (Petty Cash Book, Bank Book, Income and Expenditure).
- → **NB:** Make sure the participants or groups get all three pages for Hand-out #22 (i.e. one per bank account).

TAKE NOTE:

- → Before you begin the following activity, refer to the displayed diagrams that the participants created in Session 1, Lesson 2, of the Financial Management Cycle and the Financial Management System.
- → Point out where the Cash Book and Bank Book fit into these diagrams.



ACTIVITY

Filling in a Cash Book for petty cash and a Bank Book for each bank account

- This activity can be done either individually or in small, representative groups.
- Ask the participants (working individually or in small, representative groups) to **enter all the income and expenditure information from the January invoices and receipts into the relevant places** in the different columns and rows for the Nawa Conservancy Cash and Bank Books (in the correct date order).

TAKE NOTE:

- → Inform the participants to ask questions at any time during the activity should they be unclear about something.
- → During the activity, visit the participants / groups to check that they are working through the invoices and receipts correctly.
- → Allow plenty of time for the completion of this activity.

ASK

→ Once the participants / groups have completed the activity, ask them to suggest how the invoices and receipts should be entered correctly.

CAPTURE

- → Record the participants' or groups' correct answers on the flipchart under the headings: Cash Book and Bank Book.
- → **NB:** Be sure to use the dates so that the transactions are recorded in the correct sequential order.



DISTRIBUTE HAND-OUTS

- → Provide the participants with Hand-out #24 (Cash Book completed example for Nawa Conservancy) and Hand-out #25 (Bank Book completed example for Nawa Conservancy).
- → Discuss the completed examples of the Nawa Conservancy's Cash and Bank Books with the participants.
- → Remind the participants that in order to complete the Bank Books for the month, it is necessary to refer to the relevant bank statements.

SUMMARISE

Are there any questions before we move on to the next lesson?



EXPLAIN

- Daily Petty Cash Monitoring Form: This form is used by the bookkeeper / conservancy treasurer in order to easily monitor the movement of money from the petty cash box before reconciling (balancing) the transaction on the Petty Cash Reconciliation Form.
- Bank Monitoring Form: This form is also used to monitor all the daily transactions being done through the Operations Account before the Bank Account Reconciliation Form or Bank Book is used.
- Bank Account Reconciliation Form: This form is used to reconcile (balance) each of the conservancy's bank accounts' bank statements with the Bank Book balance.
- Petty Cash Reconciliation Form: This form is used to reconcile (balance) the conservancy's cash in the petty cash box with the balance in the Cash Book.

It is important to verify (confirm) all the accounting records in the Cash Book with the petty cash box and the Bank Book with the bank statements in order to be sure that there are no mistakes; that all the accounts balance; and that all the money is accounted for.

This must be signed off by the relevant authority.

- The bank will send the conservancy a **monthly bank statement** by post or email, or it can be collected in person at the branch.
- This bank statement indicates an opening balance, plus a listing of all income (IN) and expenditure (OUT) transactions that went through the bank account in question, including the bank charges paid, bank interest received, debit orders, direct deposits or transfers, and transfers between bank accounts during the month.

The bank statement also indicates the final closing bank balance.

- All the information that is on the bank statement but not in the Bank Book must now be entered
 into the Bank Book (e.g. the bank charges paid, bank interest received, debit orders, direct deposits or
 transfers, transfers between bank accounts, etc.)
- The Bank Account Reconciliation Form must be filled in monthly for every bank account, and it compares the monthly bank statement to the monthly Bank Book.

 If there are any differences, these must be recorded on the form.
- The balance reached on the Bank Account Reconciliation Form should equal the balance in the Bank Book.



Finalising Bank and Cash Books

EXPLAIN

We are now going to practise finalising Bank Books and then the Cash Book for the month. We will do this by entering the information that is on the bank statement, but not in the Bank Book, and then doing the bank reconciliations and the petty cash reconciliation for the imaginary Nawa Conservancy.

As this is a complicated process, we are going to do it together, step by step.

To begin with I will explain each step, and then you will complete each step in the Bank Book and then the bank reconciliation process. We will continue like this until we have completed the entire process for all three imaginary bank accounts.

We will begin with the Operations Account (running costs) bank statement.

DISTRIBUTE HAND-OUTS

→ Provide the participants with Hand-outs #26 – #28 (Bank Statement for Operations Account, Nawa Conservancy; Bank Statement for Mother Account, Nawa Conservancy; Bank Statement for Investment Account, Nawa Conservancy).

TAKE NOTE:

- → Allow plenty of time for the completion of each step.
- → Make sure that the participants have completed each step before moving on to the next.



We are now going to work at finalising the Bank Books.

- 1. Refer back to the completed example of the Nawa Conservancy's Operations Account Bank Book (Handout #25, pg. 1).
- 2. Then look through the Operations Account bank statement (Hand-out #26) carefully.
- 3. Enter any information that is on the Operations Account (running costs) bank statement, but not in the running costs Bank Book, into the relevant Bank Book (e.g. bank charges paid, bank interest received, debit orders, direct deposits or transfers, transfers between bank accounts, etc.).
- 4. Now, **add up all the different columns in the reconciled Bank Book** to give the totals for the month for the Nawa Conservancy.
- 5. At the bottom of the Bank Book Form, enter the following into the Bank Book Summary Reconciliation:
 - a. Enter the balance brought forward from the previous month (first line of the current month's Bank Book balance, Column C).
 - b. Enter the total money received for the month (Total of Income, Column A).
 - c. Enter the total money spent for the month (Total of Expenditure, Column B).
 - d. To work out and enter the Bank Book balance, add the balance brought forward to the money received and subtract the money spent.
 - e. Enter the final bank statement balance from the month's bank statement.
 - f. To work out and enter the variation, subtract the bank statement balance from the Bank Book balance. This difference should be 0 (zero).
 - Once you have done the bank account reconciliation, you will be able to see if this is correct.



We will repeat this process, with slight necessary variations, for the **Mother Account and the Investment Account**.

- This step of the activity can be done either individually or in small, representative groups.
- Ask the participants to now complete all the remaining entries (e.g. the bank charges paid, bank interest received, debit orders, direct deposits or transfers, transfers between bank accounts) for the Nawa Conservancy.

TAKE NOTE:

- → Inform the participants to ask questions at any time during the activity should they be unclear about something.
- → Visit the participants / groups to check that they are working through the remaining entries correctly.

DISTRIBUTE HAND-OUT

- Provide the participants with Hand-out #29 (Bank Book Reconciliation Form) the completed examples
 of the three monthly Bank Books.
- Together with the participants, work through the entries of each book/form to indicate how the totals were reached.



DISTRIBUTE HAND-OUT

→ Provide the participants/groups with **3 copies** of Hand-out #30 (Bank Account Reconciliation Forms).

EXPLAIN

We are now going to work on finalising the bank account reconciliations:

- 1. Enter the Operations Account (running costs) bank account number, bank **statement number and month** on the first blank form.
- 2. Enter the final bank balance (A) from the Operations Account (running costs) first bank statement.
- 3. Enter the **final bank balance** (B1) from the Bank Book.
- **4. Work out the difference** (C) between these two amounts by subtracting the Bank Book balance from the first bank balance (C=A-B).
- 5. Check each entry on the Operations Account (running costs) bank statement against each entry in the Operations Account (running costs) Bank Book. Enter all the information from the Bank Book that is not on the first bank statement on to the first bank reconciliation form under D (these are the unprocessed expenditures).
- 6. Add up the subtotal of unprocessed cheques (expenditure) to give you the subtotal of expenditure (E).
- 7. Subtract the **total of expenditure (E) from the final** Operations Account (running costs) **bank statement balance (A) to give you the first reconciled bank balance F**. (F=A-E). This will be your real Operations Account (running costs) bank balance.
- 8. To check that this is the correct balance, subtract B from F (F B = G).
- 9. G should always be '0' (zero) to be correct and balanced.



We will repeat this, with slight necessary variations, for the Mother (Income) Account and Investment Account.

- This step of the activity can be done either individually or in small, representative groups.
- Ask the participants to now complete the bank reconciliations for these remaining two Bank Books for the Nawa Conservancy.

TAKE NOTE:

- → Inform the participants to ask questions at any time during the activity should they be unclear about something.
- → Visit the participants / groups regularly to check that they are working through the bank reconciliations correctly.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #31 (Bank Account Reconciliation Forms) the completed examples.
- → Together with the participants, work through the entries to indicate how the totals were reached.



We are now going to work on finalising the Petty Cash Book and petty cash box reconciliation.

- Refer back to the completed example of Hand-out #33 (Petty Cash Book Reconciliation, Nawa Conservancy).
- The Cash Book for petty cash should give a running balance of what is in the petty cash box.
- The Bookkeeper can use the Daily Monitoring Form to track transactions on a daily basis what enters and what goes out of the petty cash which helps with a daily check to confirm that the cash in the box is equal to the balance in the Cash Book.
- The Petty Cash Reconciliation Form should be checked and signed off on a weekly basis.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #32 (Petty Cash Book Reconciliation Form a blank page and a completed example page) and explain that you are going to go through a completed example of the form together as a group.
- → Go through the form, step by step (see instructions below), and explain how to use the Cash Book to complete the form.

Instructions:

- 1. Enter the final balance of the Cash Book (cash analysis book) on the form (A).
- 2. Then count the actual cash that is in the petty cash box, recording the different coins and notes that are physically in the box, and enter the total amount on the form (B).
- 3. If there is a difference between the balance in the Cash Book (or form) and the amount of cash in the box, this should be calculated and entered on the form (C).
- 4. If there is a difference, this needs to be explained and recorded, and any steps to rectify the situation must be agreed to by the CC and the person responsible for the petty cash. This action (and the completed form) is then signed off by the CC and the holder of the petty cash box (usually the treasurer or financial administrator).
- 5. At the bottom of the Cash Book (Hand-out #24), enter the following into the **Petty Cash Summary** Reconciliation:
 - a. Enter the balance brought forward from the previous month (first line of the current month's Cash Book balance, Column C).
 - b. Enter the total money received for the month (Total of Income, Column A).
 - c. Enter the total money spent for the month (Total of Expenditure, Column B).

- d. To work out and enter the cashbook balance: add the balance brought forward to the money received and subtract the money spent.
- e. Enter the amount of cash that is in your petty cash box.
- f. To work out and enter the variation, subtract the cash in the petty cash box from the Cash Book balance. This difference should be 0 (zero).
 - If it is not, it means that cash is missing (or there is extra cash) and this must be explained.

INTRODUCE ADDITIONAL ASPECTS OF GOOD GOVERNANCE:

- This may be an opportunity to talk about two additional aspects of good governance: **Effectiveness** and **Efficiency**.
- The importance of having proper systems in place and implemented fully will enable conservancies to a) achieve more if they manage their finances well; and b) to ensure that their members and other stakeholders trust that they are honest and know their responsibilities.

SUMMARISE

In Session 3's lessons, we have looked at a number of complex issues such as bookkeeping (account systems and records); the supporting documents and records needed for effective financial accounting; different kinds of transactions and how they are recorded; and how to do bank and cash reconciliations.

We also undertook a bank reconciliation for the imaginary Nawa Conservancy, after a preliminary exercise during which we practised filling in a Cash Book for the petty cash and a Bank Book for each bank account for the month of January 2011 for the same conservancy.

As we now have all the information on income and expenditure, we can prepare the monthly financial report. In Session 4 we will look at financial monitoring and reporting, and at the various reports that can be created to present financial information.

TAKE NOTE:

→ Return to Flipchart Sheet #1, the objectives for this workshop, and hold a brief group discussion to confirm that the workshop remains 'on track' so far.

Are there any questions before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

Open with a prayer.

REVIEW OF DAY 3

(APPROX. 40 MINUTES)

ASK

→ Ask the participants to recall what was covered the previous day.

CAPTURE

→ Record the participants' input on the flipchart.

ASK

➤ Ask the participants to think about and answer the following questions in their notebooks:

Considering what you learned during the last 3 days, what would you:

- a) START doing?
- b) STOP doing?
- c) Continue to do?
- → Ask the participants to share their learning points.



FINANCIAL MONITORING AND REPORTING

LESSON 1

The importance of financial monitoring and reporting

(approx. 1 hour)



WHAT DO FINANCIAL MONITORING AND FINANCIAL REPORTING MEAN?

ASK

◆ Ask the participants to consider the following question: "What do financial monitoring and financial reporting mean?"

CAPTURE

- → Record the participants' responses on the flipchart under the following two headings: a) Financial Monitoring, and b) Financial Reporting.
- → If any of the points in the descriptions below have not been mentioned, add them to the flipchart.

a) Financial Monitoring

This is an ongoing activity which includes the following:

- Monitoring whether the conservancy is on target with achieving its objectives within the agreed time and budget (i.e. where the actual situation is compared with the original work plans and budgets).
- If the objectives are not on target, then the work plans and budgets can be amended and adapted where necessary.
- Monitoring whether what is being done regarding the conservancy's finances is in compliance with the conservancy's Financial Policy and Procedures.
- In order to monitor the conservancy's financial position, a Financial Report is needed.

b) Financial Reporting

Financial reporting includes the following:

- A Financial Report, which provides a one-page summary of the financial status of the conservancy.
- This report gives:
 - → an accurate summary of the conservancy's financial position, which includes how much money was received and how much was spent, and it compares these amounts to the approved Income and Expenditure Budget; and
 - → a record of the balance of funds in the conservancy and where the balance of the conservancy money can be found.
- An **Annual Audit**, which is an annual financial report that is drawn up by an external independent auditor based on the bank statements, documents, and records that the conservancy has.
 - → The auditors run a check of these documents and reports, which are prepared by the conservancy, to verify if the reports are all in order.



WHY ARE FINANCIAL REPORTS IMPORTANT FOR YOUR CONSERVANCY?

ASK

→ Ask the participants to consider the following question: "Why do you think financial reports are important for your conservancy?"

CAPTURE

- → Record the participants' responses on the flipchart under the following heading: **The importance of financial reports for your conservancy.**
- → If any of the points in the descriptions below have not been mentioned, add them to the flipchart.
- → Emphasise Point 4.

Financial reports are needed in order for the conservancy to:

- monitor progress (i.e. to see whether activities have been done as agreed to in the work plan and budget);
- anticipate (predict) and plan for any future problems (and to take action where it is required);
- ensure that the conservancy is receiving and spending the money as agreed to in the budget (relating to the achievement of the work plan);
- plan and manage the use of funds, and adapt work plans and budgets where necessary;
- NB: When you find yourselves with unplanned activities that must be carried out, you must go back to
 your budget lines and see where you can find the money for these activities (i.e. which budget line can
 you reduce in order to make the funds available?) The money cannot just be spent regardless, as this will
 result in going over the budget.
- keep management, the CC, and the members updated on the conservancy's financial position in order to be able to make reliable financial decisions; and
- report to donors.

TAKE NOTE:

Emphasise the following point to the participants:

→ Conservancy legislation (*Nature Conservation Amendment Act of 1996*) requires that conservancies produce an annual financial statement and/or audit, which must be handed to the Ministry of Environment and Tourism every year.

INTRODUCE AN ADDITIONAL ASPECT OF GOOD GOVERNANCE:

- This may be an opportunity to introduce an additional aspect of good governance:
 - Complying with the Rule of Law, regulations and accounting good practices.
- This includes asking the following question: "How will you and your stakeholders know that you are complying with the Rule of Law if you do not monitor and report on your activities, progress, and challenges?"



HOW OFTEN SHOULD FINANCIAL REPORTING BE DONE, AND BY WHOM?

ASK

★ Ask the participants the following question: "How regularly do you think financial reporting should be carried out, and by whom?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: **How often and by whom** should financial reporting be conducted?
- → If any of the points below have not been mentioned, add them to the flipchart.

How often and by whom financial reporting should be conducted includes the following:

- Financial reports must be first prepared by the bookkeeper and manager, which are then checked by the treasurer monthly, quarterly (every three months), and annually. These reports must be handed in on time.
- The **Annual Financial Report** must be presented by the treasurer to the CC members who then check it, ask any questions, and give their formal approval. This report is then presented to the members at the AGM to check, ask any questions, and to give their final approval.
- An **Annual Audit** (if required by the conservancy constitution) must be prepared every year by an independent auditor, and it must be presented to and approved by the members at the AGM.

EXPLAIN

As we have mentioned previously, **monitoring should be ongoing** and the information must be formally recorded by the CC every month and year-end. The annual review process usually takes place towards the end of the year, leading into the following year's budget planning stage. This can also be done more frequently to ensure that the budget is still an appropriate framework for the conservancy. Monitoring and reporting are key aspects of good governance (i.e. transparency, accountability, compliance with legal and accounting standards).

Earlier in this workshop we looked at the roles and responsibilities of different people in conservancy finances. We identified that the bookkeeper/financial administrator/manager should be responsible for compiling a financial report, which must be presented to the CC, and then accepted and signed off.

TAKE NOTE:

→ Refer to the displayed diagram that the participants created in Session 1, Lesson 2, of the roles and responsibilities in conservancy financial management.



WHO USES THE FINANCIAL REPORTS?

EXPLAIN

Whenever you prepare a report, the first thing to think about is who will read and use the report.

ASK

→ Ask the participants the following question: "Who do you think makes use of the conservancy's financial reports?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Who makes use of the conservancy's financial reports?
- → If any of the points below have not been mentioned, add them to the flipchart.

The end users of conservancy financial reports include the following:

- Conservancy members
- The Conservancy Committee
- Conservancy staff
- Donors
- The Ministry of Environment and Tourism (it is an MET regulation that Annual Financial Reports are submitted to the MET annually)
- Other stakeholders (e.g. NGO partners)

EXPLAIN

Financial reports tell the 'story' of the conservancy. The conservancy's financial story needs to be told in a way that is easy to understand. This allows the CC, staff and members to be well informed, and it enables them to make decisions towards better management of the conservancy resources.

A financial report must contain enough information for monitoring and decision making; however, it should be neither too detailed nor too brief.

A financial report of any description should be compiled with the following questions in mind:

- What information do the people reading the report want and need to know?
- What money has been earned, and from which source?
- What money has been spent, and what has it been spent on?
- What funds are remaining, and where are they?
- Are we doing what we planned, and spending the money as planned (how does it compare to the budget)?

Remember that in order to prepare any financial report, it is necessary to have all the Cash and Bank Books for the specific period (month, quarter or year); a copy of the conservancy budget; and the Bank Reconciliation forms (to compare the amounts/calculations).

SUMMARISE

Are there any questions before we move on to the next lesson?

The monthly financial report

(approx. 1 hour)



EXPLAIN

We are now going to draw up a **monthly Financial Report** for the imaginary Nawa Conservancy. Again, as this is quite a complicated process, I am going to guide you through it, step by step.



Drawing up a monthly Financial Report for the imaginary Nawa Conservancy

• This activity should preferably be done individually (or in small groups if the participants have had experience regarding the preparation of financial reports).

DISTRIBUTE HAND-OUT

→ Provide the participants with Hand-out #34 (Monthly Financial Report Form – Blank).

TAKE NOTE:

- → Allow plenty of time for the completion of each stage in Steps 1 and 2.
- → Make sure that the participants have completed each step before moving on to the next.
- → Inform the participants to ask questions at any time during the activity should they be unclear about something.
- → During each stage of Steps 1 and 2, visit the participants / groups to check that they are working through and inserting the Monthly Financial Report entries correctly.



For Income and Expenditure, we are going to enter the following information:

Budget (A)

Enter the planned income and expenditure figures of your annual budget (use the budget shown in Handout #10 into Column A (from the budget approved at the AGM).

• Previous Income and Expenditure (B)

Enter the figures for total income and expenditure from your previous Monthly Financial Report into Column B.

• Current month (C)

Enter the current month figures (add the amounts from your different Bank Books and Petty Cash Book for each budget line item).

Remember, for some budget lines there will be expenses recorded in the Bank Book as well as the Petty Cash Book. Enter these figures into the columns under C and total the expense amounts in Column D.

Enter the subtotal for each budget category (e.g. salaries/benefits) and then calculate and enter the total expenditure for all the categories in rows G and H, showing the TOTAL EXPENDITURE for each column.

• Total Income and Expenditure (E)

Add the amounts in Column B (previous expenditure) and Column D (current month's expenditure) and

enter this total amount into Column E.

This has to be calculated for each of the budget lines. This will give you the total expenditure to date for the financial year.

Repeat the same process for the income section at the top of the report.

• Balance (F)

Calculate the balance of funds as follows:

Subtract the amount in the TOTAL EXPENDITURE, Column E, from the total amount in the Annual BUDGET, Column A. This will give you the balance figure that should be entered into Column F. This has to be calculated for each of the budget lines.

Repeat the same process for the income section at the top of the report.

• Total Income (G) and total Expenditure (H)

Add the amounts in each column to calculate the totals for Row G (Total Income), and Row H (Total Expenditure).

• Variation Income vs. Expenditure (I)

Subtract the total for each column in Row H (Total Expenditure) from Row G (Total Income). This will give you the difference (variation/result) between total income and expenditure for the month and the year to date, and should be entered into Row I.

• What is the balance of the money (J)?

For each bank account and the Petty Cash Book, fill in the balance brought forward from the previous month in Row K (i.e. balance brought forward for the Bank Books and Petty Cash Book).

• Enter the total income for each of the Bank Books and Petty Cash Book in Row L.

The information needed is contained in Row G.

• Enter the total of expenditure for each of the Bank Books and Petty Cash Book in Row M. The information needed is contained in Row H.

• Total balance of money

For each Bank Book and the Cash Book, add the figures in Rows K and L. Then subtract figures in Row M and enter this figure into Row P. Add all these totals and write the grand total figure in Column F in Row Q.



We are now going to reconcile the total balances in each of the Bank and Cash Books with the totals given on the Monthly Financial Report form.

We are going to enter the following information:

• Where is the money being held (J)?

Enter the final balance for each of your bank accounts from the bank statements, and petty cash box from the petty cash reconciliation form, into the corresponding Rows (K - N) in the box on the bottom right-hand side of the form (Column F).

Enter any advances, debtors or loans in Row O. Then add all the final statement amounts, reconciled petty cash box balance and advances, debtors and loans (Row K – O) to give you the Total Balance in Row P.

Variation

Subtract the Grand Final Total (Q) from the Total Balance (P) and enter this into Row R. This difference should always be '0' (zero). If it is not, it is necessary to go back and double check for any mistakes. If there are no mistakes and there is a minus balance in Row R, it means that money is unaccounted for.

There needs to be a written explanation for a Variation amount as well as for any advances, debtors and loans recorded in Row O.

EXPLAIN

The Monthly Financial Report must be signed off by the person who prepared the report, indicating the date of preparation. The report must then be signed by the person who approves it, indicating the date of approval. This information should be filled in at the bottom of the Monthly Financial Report Form, which must then be filed for safe-keeping.



ASK

→ Once the participants / groups have completed the activity, ask them to suggest the correct amounts for each entry in the report document.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #35 (Monthly Financial Report Form Completed example).
- → Discuss the completed example together, and take time to answer any questions that the participants may have.

SUMMARISE

Are there any other questions before we move on to the next lesson?



THE ANNUAL FINANCIAL REPORT HOW DOES THE CONSERVANCY COMPILE ITS ANNUAL FINANCIAL REPORT?

EXPLAIN

The procedure for drawing up an Annual Financial Report is similar to compiling the Monthly Financial Report.

For Income and Expenditure, the following information is entered:

Budget

Enter the figures for the annual budget (from the budget that has been approved at the AGM).

Total Actual Income and Expenditure

Enter the annual total income and expenditure for your Cash and Bank Books. This figure is obtained from the last Monthly Financial Report in the conservancy's financial year.

Balance

Budget minus Total Expenditure: the total expenditure subtracted from the approved budget.

The Annual Financial Report must also include the following information:

- Prepared by: Name of person preparing the Annual Financial Report.
- Date: On which day was the preparation of the Annual Financial Report completed?
- Reviewed by: Name of person who reviewed and approved the Annual Financial Report.
- Date: On which day was the Annual Financial Report reviewed and approved?

ASK

→ Ask the participants to look at Hand-out #7 (Nawa Conservancy – Previous Year's Annual Financial Report) as an example of an Annual Financial Report.

EXPLAIN

- This Annual Financial Report is now ready to be presented to the CC for approval, and then to the conservancy members at the AGM for final approval and sign off.
- Once the CC and AGM have reviewed and accepted the Annual Financial Report and it has been signed off, the Annual Financial Report should be safely filed, together with other financial documents, in the conservancy office.



WHICH FORMAT SHOULD BE USED FOR THE ANNUAL FINANCIAL REPORT?

ASK

→ Ask the participants the following question: "Which format do you think should be used for the **Annual Financial Report?**"

CAPTURE

→ Record the participants' responses on the flipchart under the heading: Format for the Annual Financial Report.

EXPLAIN

(1) Any financial report must be a written report (on paper).

However, it will be very difficult for those conservancy members who are not able to read and write to understand a written Annual Financial Report. Because of this, we need to think of another way to present the figures to the members in order to make the information as understandable as possible.

② One way to make numbers more understandable is to use pictures. A graph is a way of translating numbers into a picture. Just as the Community Game Guards use graphs to show members the amount of wildlife in their conservancy, we can do the same for the numbers in our accounts.

WHAT IS A GRAPH?

TAKE NOTE:

→ Illustrate your explanation by drawing an example of a graph on the flipchart.

A graph constitutes the following features:

X AXIS (COLUMNS)

This is the line that goes horizontally along the bottom of the graph, and it supports the columns.

It represents the line items or categories (e.g. salaries, office running costs, etc.).

From the budget and expenditure, it is possible to decide how many columns (line items) there will need to be (i.e. if there are 5 line items, then use 5 columns).

Y AXIS (ROWS)

This is the line that goes vertically up the side of the graph, and it supports the rows.

It represents value in N\$ (e.g. N\$0, N\$50,000, N\$ 100,000, etc.).

From the budget and expenditure, it is possible to decide up to what amount the rows will need to go (i.e. if your budget is expected to go to \$317,000-00, you could use \$8 \$\$50,000-00 intervals).

HOW TO PREPARE A GRAPH

Together, we are now going to convert the imaginary Nawa Conservancy's Annual Financial Report (Hand-out #7) into a graph.

As this may be a process that is unfamiliar to you, we are going to do it together, step by step. I will explain each step, until we have completed the entire process. In total, you are going to create three graphs.



ACTIVITY

Developing a graph

- Participants need to work individually.
- Provide the participants with 3 sheets of graph paper.
- Ask the participants to refer to their copies of Hand-out #7.
- Work steadily through the development of each graph with the participants.

TAKE NOTE:

- → Allow plenty of time for the completion of each graph.
- → Inform the participants to ask questions at any time during the activity should they be unclear about something.
- → During the development of each graph, visit the participants to check that they are developing them correctly.

EXPLAIN

Let us begin drawing up the three different graphs from the report data in Hand-out #7.



This graph shows the **Budget versus Actual Expenditure**.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #36 (Nawa Conservancy's Budget vs. Actual Expenditure) so that they can see what the completed graph should look like.
- → Discuss the graph.



This graph shows the Expected Income versus Actual Income.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #37 (Nawa Conservancy's Expected Income vs. Actual Income) so that they can see what the completed graph should look like.
- → Discuss the graph.



This graph shows the Total Actual Income versus Actual Expenditure.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #38 (Nawa Conservancy's Total Actual Income vs. Actual Expenditure) so that they can see what the completed graph should look like.
- → Discuss the graph.

3 THE ANNUAL AUDIT STATEMENT

EXPLAIN

1 The Annual Financial Report, plus all the records and source documents of the conservancy, will be required for the independent annual financial audit.

The **Annual Audit Statement** is the complete record of all conservancy expenditure and income for a year, as shown by the bookkeeping system (accounting system and records), and it is checked and approved by an independent qualified auditor (accountant).

The Annual Audit Statement is an independent, final and valid report of the conservancy's finances.

The Annual Audit Statement is important for the following reasons:

- It is an important tool for conservancy budgeting because it allows the conservancy to check how accurate their budgeting has been, and it helps to make budgeting more accurate in the future.
- It indicates exactly how much money was spent during the year; what the money was spent on; where the conservancy's income came from; and whether the conservancy spent more or less than it had.
- It checks how accurate the bookkeeping has been.

② Annual audits are only required for those conservancies that have stipulated this requirement in their constitutions.

An audit statement (report) should be presented and approved by the members at every AGM.

The Annual Audit Statement is used by the following stakeholders:

- Conservancy Committee
- Members
- Conservancy staff
- Ministry of Environment and Tourism
- NGO partners
- Donors

3 The treasurer (financial administrator) should assist the CC with the preparation for the audit. This preparation needs to be done well in advance.

An outline of this process includes the following:

- The treasurer is responsible for getting the conservancy's annual financial records in order, and the CC is responsible for checking them.
- The bookkeeper, together with the manager, should draw up financial statements for the conservancy and ensure that everything is correct.
- Before calling in the auditor, the bookkeeper and manager should conduct the following:
 - → Check the authenticity of every invoice
 - → Check every voucher
 - → Check signatories (on pay sheets, and expenditure and payment vouchers)
 - → Conduct all other necessary checks
- The bookkeeper must provide the auditor with an Annual Financial Report for the period/year to be
 audited. In addition, all other statements and documents the auditor might need or request as additional
 evidence should be made available. These would include: minutes of conservancy meetings; copies
 of contracts (i.e. hunting or joint venture lodge contracts); the conservancy constitution; policy and
 procedures documents; etc.
- The auditor will then:
 - → conduct the audit based on all the documentation provided by the bookkeeper and the manager;
 - → provide the CC with a draft Annual Audit Statement, which the CC will then check and approve (if the CC wishes to make any reasonable changes, the auditor must be informed); and thereafter
 - → provide the CC with sufficient copies of the finalised Annual Audit Statement.
- The final copies of the Annual Audit Statement must then:
 - → be checked and signed off by the CC;
 - → be distributed (the signed copies) to all relevant stakeholders (members at the AGM, donors, MET, etc.); and
 - → receive the members' final approval at the AGM.

TAKE NOTE:

→ Either display the already prepared flipchart sheet (Flipchart Sheet #7), or draw a table and insert the following summary of the financial reporting system for conservancies on the flipchart.

Summary of the financial reporting system for conservancies

Flipchart Sheet #7

ccccccccccccccccccc

Report needed	How often?	Who prepares it?	Who approves and signs off?
Monthly	Every month	Treasurer and bookkeeper	СС
Quarterly	Every 3 months	Treasurer and bookkeeper	СС
Annual	Every financial year	Treasurer and bookkeeper	CC and the members at AGM
Annual Audit	Every financial year	Independent auditor	CC and the members at AGM

SUMMARISE

In Session 4's lessons, we examined the importance of financial monitoring and reporting in the conservancy context; we looked at different types of financial reports; we drew up a Monthly Financial Report for the imaginary Nawa Conservancy; and we practised translating financial information into graphs.

TAKE NOTE:

→ Return to Flipchart Sheet #1, the objectives for this workshop, and hold a brief group discussion to confirm that the workshop remains 'on track' so far.

Are there any questions before we move on to the next session?



FINANCIAL CONTROL: POLICIES AND PROCEDURES

LESSON 1

Background of conservancy financial management policies and procedures

(approx. 2 hours)



WHAT ARE POLICIES AND PROCEDURES?

ASK

→ Ask the participants the following question: "How do you understand the terms conservancy policy and conservancy procedure – what are they?"

CAPTURE

- → Record the participants' responses on the flipchart under the following two headings: a) What is a conservancy policy? b) What is a conservancy procedure?
- → If any of the points below have not been mentioned, add them to the flipchart.
- ☐ A POLICY is a rule that has been set by the Conservancy Committee.
- ☐ A PROCEDURE is the step by step process that enables the implementation of each policy.
 - Policies are a set of documents that describe the conservancy's rules for operating. These documents include the procedures that enable the implementation of the policies (rules).
 - For the conservancy's financial system to work efficiently and effectively, Financial Policies and Procedures must be in place.
 - → In order for a financial management system to work properly and smoothly, there are specific tasks and activities that must be undertaken. These specific tasks and activities must be accomplished by people who have been identified to do so by the conservancy.
 - Financial management policies and procedures must be regularly reviewed and updated to ensure that they remain relevant.
 - → The process of reviewing and amending policies needs to be clear. This ensures that everyone who is affected will have the latest version of the policy to work from.
 - Clear lines of communication and clear roles and responsibilities of those in authority in the different structures (e.g. treasurer, conservancy manager, the CC, staff and the members) need to be developed and agreed upon so that there is accountability and transparency.
 - Financial management policies and procedures form a detailed system that stipulates how the conservancy is going to generate, spend and manage its financial and related resources, and who is responsible for these tasks.



GUIDING PRINCIPLES FOR FINANCIAL MANAGEMENT POLICIES AND PROCEDURES

ASK

→ Ask the participants the following question: "What do you think could be the guiding principles for financial management policies and procedures?"

CAPTURE

→ Record the participants' responses on the flipchart under the heading: Guiding principles for financial

management policies and procedures.

→ If any of the points below have not been mentioned and if any new points are mentioned which are relevant, add them to the flipchart.

The principles that should guide financial management policies and procedures include the following:

- There should be adherence to strict accounting practices by conservancy staff, the CC, and the members.
- In line with the conservancy's purpose and mission, the common goal for all the members, staff and CC members is to ensure that the resources (money earned by the conservancy, and other assets such as vehicles) are used in the best interests of all the members and not just a few individuals, as well as in a way that benefits the conservancy as a whole.
- Financial accounting and management need to be standardised and kept up to date the policies and procedures will help to ensure this.

The system depends on the people who are running it, and it will not work unless they are:

- → consistent (which means that they must follow the system and do things in the same way every time); and
- → regular (which means that they must complete their records either immediately after a transaction has taken place or on a regular and frequent basis. If this is not done, then the details of transactions will be either forgotten or recorded incorrectly).
- It is important that the responsible people and/or conservancy committees are provided with the necessary training to be able to do their tasks.
- With authority comes responsibility. Individuals who have the authority to sign cheques and withdraw money from the bank also have the responsibility to ensure that the money is used only for approved conservancy expenses.

WHY DO CONSERVANCIES NEED FINANCIAL MANAGEMENT POLICIES AND PROCEDURES?

ASK

→ Ask the participants the following question: "Why do you think conservancies need financial management policies and procedures?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Why does our conservancy need financial management policies and procedures.
- → If any of the points below have not been mentioned and if any new points are mentioned which are relevant, add them to the flipchart.

Financial management policies and procedures are needed so that the staff, management and members can:

- have a clear set of guidelines and rules for managing the conservancy's money;
- have clear roles and responsibilities;
- know what is expected of them;
- have a way of setting and communicating the values of the conservancy, both internally and externally;
- have a framework for managing the conservancy; and
- be provided with a degree of protection when challenged about issues that are beyond their control.



WHO DEVELOPS THE FINANCIAL POLICIES AND PROCEDURES?

EXPLAIN

- Financial management policies and procedures are **developed by conservancy members themselves**, through the CC and with advice and support from their support agencies (i.e. NGOs) and the MET.
- These policies and procedures can be changed by agreement when necessary.
- An ideal is for the conservancy to create an **open forum** where staff members, CC members and general members participate, decide on, and/or review how financial systems have to work. Policies are developed by the CC and/or the conservancy manager.
 - → Financial management policies and procedures are approved by the conservancy membership at the Annual General Meeting (AGM).
 - → The members are responsible for approving the budget and holding the conservancy staff and the CC accountable for the way they manage the conservancy's resources.

Note: The CC should **monitor the implementation and compliance** of financial management policies and procedures by the staff and members as well as the CC itself, and the members should monitor compliance by the CC and staff.

SUMMARISE

Are there any questions before we move on to the next lesson?

LESSON 2

Developing policies and procedures for conservancy financial management

(approx. 2 hours)



EXPLAIN

One of the first steps in developing a control system for financial management policies and procedures is to decide **who has the authority** (the right to make decisions) **and responsibility for various actions**.

TAKE NOTE:

→ Refer the participants back to the displayed diagram of the Roles and Responsibilities in Conservancy Financial Management that they created in Session 1, Lesson 2, Section 2.

As we saw in this activity, there are three groups with roles and responsibilities regarding conservancy financial management: the Conservancy Committee, the conservancy staff members, and the conservancy members.

Let us re-examine how authority is divided among these three groups:

1) The CC is responsible for:

- a) developing financial management policies and procedures;
- b) ensuring that these policies are respected, and that the procedures are used correctly;
- c) adopting a budget and approving expenditures according to the budget; and
- d) reporting back on the financial status of the conservancy to the members and the MET.
- 2) The conservancy staff members are responsible for:
 - a) respecting and following all of the policies and procedures adopted by the CC; and
 - b) handling all conservancy funds and assets in an honest, transparent manner.
- 3) The conservancy members are responsible for:
 - a) approving the budget, the financial reports, and policies and procedures at the AGM; and
 - b) holding the CC and staff accountable for the way they manage the conservancy's resources.

The common goal for all three groups is to ensure that the resources (money earned by the conservancy, and other assets such as vehicles) are used in the **best interests of all the members** and not just a few individuals, as well as in a way that **benefits the conservancy** as a whole.



DIFFERENT CATEGORIES OF ASSETS

EXPLAIN

The different categories of assets include the following:

a) cash, b) bank accounts, c) loans and advances, d) physical assets (e.g. equipment, etc.), and e) expenditures.

ASK

- → Ask the participants to think about the different types of threats that exist for each of these asset categories.
- → Then, ask the participants to think of ways to minimise these threats (i.e. control procedures).



- Draw the following table (blank at first) on the flipchart.
- Write the participants' responses into each appropriate column (this table will be referred to as Flipchart Sheet #8).
- If any of the following threats and control procedures are not mentioned, add them to the flipchart table.

Flipchart Sheet #8

ccccccccccccccccccc

Assets	Threats	Control procedures
Cash	 Cash is stolen Cash is misused Cash is lost Receipts are lost 	 ➤ Locked cash box ➤ Only one key / one person responsible ➤ Petty cash counts ➤ Cash is always kept in a locked box ➤ Every transaction is recorded ➤ Receipts are referenced, and filed in sequential order
Bank accounts	 Unauthorised withdrawals from bank Cash taken from bank is not recorded No cash left in bank; account is overdrawn, and there is no money to pay expenses so the conservancy can operate 	 ➤ Two signatories ➤ Document process of how withdrawals are done ➤ Approval document for withdrawal from bank ➤ Record all transactions ➤ Check bank statements regularly
Loans and advances	 Too much money given as advances Advances are not repaid Loans are not repaid Loans are given without approval 	 Approval document for advances Advances are recorded Loans are recorded Loan policy is developed / no loans Repayment schedule is agreed to Get stop-order on salaries Only lend to people who can pay back
Equipment	 Equipment is lost Equipment is abused or damaged Equipment is used for personal purposes 	 Keep a register of equipment, with location and/or person responsible Save up to renew or replace equipment Physically check equipment on a regular basis
Expenditures	 Money is spent which has not been approved Expenditure is not recorded Too much money is spent Money is spent on the wrong things 	 Have properly approved budget Review actual vs. budget spent monthly Have approval document before money is spent or withdrawn from the bank Have the members understand and approve the budget Regular financial reports back to the members

DISCUSS

- Once the table is completed, ask the participants to give feedback on the identified control procedures in the table.
- Spend some time on this feedback discussion, and emphasise the most important control procedures available to their conservancy.

DEVELOPING FINANCIAL MANAGEMENT POLICIES, PROCEDURES AND RULES FOR YOUR OWN CONSERVANCY

EXPLAIN

Now that you have created a table that lists conservancy control procedures to protect the conservancy's financial assets against threats, you need to use this table (as well as the information you have gained up to this point in this workshop) to identify **financial management policies**, **procedures** and **rules** that could be developed for your own conservancy.

ASK

★ Ask the participants to look at the table again (Flipchart Sheet #8), and to consider the following question: "Which key aspects of your conservancy's financial management need policies and procedures?"

CAPTURE

- → Record the participants' responses on the flipchart under the heading: Which key aspects of your conservancy's financial management need policies and procedures.
- → If any of the points below have not been mentioned and if any new ideas are mentioned which are relevant, add them to the flipchart.
- → Underline all the key aspects that have been specifically identified by the participants for their own conservancy.

The key aspects of financial management that are common to most conservancies in Namibia include the following:

☐ Authority to handle conservancy funds	☐ Transport
☐ Bank account management	☐ Travel and expenses
☐ Type of bank accounts	☐ Salaries
☐ Purpose of each bank account	☐ Benefit distribution
☐ Where accounts are to be held	☐ Cash requisition and return
☐ Bank or loan account opening and closing	☐ Advances
procedures	☐ Billing and invoicing partners and clients
☐ Procedures for receiving and depositing, bank	☐ Handling and processing of cheques
loan repayments, and withdrawing money from	☐ Payments
bank accounts	☐ Financial reporting
☐ Signatories	☐ Budgets
☐ Contract and legal considerations	☐ Asset management
☐ Petty cash management	j i
☐ Theft or fraud, and misuse	☐ Audits
☐ Fuel procurement and use	☐ Insurance

TAKE NOTE:

→ Keep this flipchart list on display so that the participants can copy the information into their notebooks.



WRITING FINANCIAL POLICIES AND PROCEDURES

EXPLAIN

Unfortunately, we do not have time during this workshop to practise writing financial policies and procedures. In order for your conservancy to be able to draft its own policies and procedures, you need to create an open forum where the staff, CC members and conservancy members can participate together to decide on (and/or review) how financial systems have to work.

DISTRIBUTE RESOURCE

→ Provide the participants with the example of a conservancy Financial Management Policy and Procedures document, and discuss it together.



ACTIVITY

Develop an Action Plan

- Divide the participants into conservancy groups.
- Ask the participants to develop an **Action Plan** for the identified priority issues that need improvement regarding financial management in their conservancy.
- Each group should focus on a minimum of three issues.
- This can be done in their notebooks or on a sheet of flipchart paper.

INTRODUCE AN ADDITIONAL ASPECT OF GOOD GOVERNANCE:

- This may be an opportunity to introduce an additional aspect of good governance:
 Being consensus orientated.
- This involves the following process: By using an open forum, those present are able to listen to and take account of many ideas and opinions. This approach is more likely to produce better policies and procedures, as well as increased commitment to following them.

SUMMARISE

In this session, we examined the reasons why conservancies need policies and procedures in place for good financial management and how these are decided upon through a collective effort; and we examined, in the context of your own conservancy, the threats to conservancy assets and how control measures could be put in place to address these threats.

When you return to your conservancy, it will be up to you to 1) share your knowledge and skills with your colleagues, 2) to take steps towards creating draft financial management policies and procedures for your own conservancy, and 3) to ensure that they are implemented correctly.

Remember, understanding the gaps and rectifying these gaps (i.e. improving governance in your conservancy) is part of your responsibility.

TAKE NOTE:

→ Return to Flipchart Sheet #1, the objectives for this workshop, and hold a brief group discussion to confirm that the workshop remains 'on track' so far.

Are there any questions before we close the workshop for the day?

Close the day with a prayer.

TRAINING PROGRAMME

Open with a prayer.

TAKE NOTE

→ No review of the previous day is necessary.



SESSION 6

FINANCIAL GOVERNANCE:

IDENTIFYING AND RECTIFYING GOVERNANCE
PRACTICES (approx. 3 hours, 15 minutes)



EXPLAIN

Throughout the workshop, governance in conservancies and its key importance has been mentioned.

ASK

→ Ask the participants the following question: "Are you able to recall any aspect of governance that was mentioned during the course of this workshop?"

CAPTURE

- → Record the participants' responses on the flipchart.
- → Inform the participants that you will return to these responses later on.

ASK

◆ Ask the participants the following question: "In any organisation, why is governance important?"

CAPTURE

- → Record the participants' responses on the flipchart.
- → Inform the participants that you will return to these responses later on.

EXPLAIN

The dictionary definition of governance is as follows:

"Governance is the system of rules, practices and processes by which an organisation is directed and controlled."

ASK

→ Ask the participants the following question: "What does this definition mean to you and your conservancy?"

CAPTURE

- → Record the participants' responses on the flipchart, and discuss them.
- → Try to formulate and agree on a definition that describes governance in their conservancy context.

EXPLAIN

Good and Bad Governance



Bad governance can cast doubt on a conservancy's reliability, integrity, or obligation to its members and other stakeholders.

This can have the following negative implications:

- Poor financial management, which leaves insufficient money with which to do the conservancy's work.
- Staff and committee members increasing their own salaries and allowances, and leaving less for member benefits.
- Weak or corrupt leadership (i.e. not striving for the good of the conservancy members, but instead looking after their own interests).



Good governance creates a transparent set of rules and controls with which the stakeholders, committee members and staff all work to achieve the same results.

Most organisations aim to have a high level of governance. For many stakeholders, it is not enough for a conservancy to just be about managing. Conservancies also need to demonstrate good governance through strong Natural Resource Management; substantial benefits reaching their members; ethical behaviour; and sound governance practices.

Now that the conservancy programme has been in existence for many years, it is more and more expected that the programme is accountable for good governance.

It is every person's job to make sure this happens, because time has run out for further excuses.

EXPLAIN

A simple checklist in the form of eight questions (the Governance Monitoring Tool – 8 Elements of Good Governance) will help you to analyse whether your conservancy's governance is either good or bad.

DISTRIBUTE HAND-OUT

- → Provide the participants with Hand-out #2 (Governance Monitoring Tool), and read through and discuss each question.
- → Refer back to the captured responses to the first question at the beginning of this session: "Are you able to recall any aspect of governance that was mentioned during the course of this workshop?"
- → Check that these responses cover all of the eight elements below.

GOVERNANCE MONITORING TOOL - 8 Elements of Good Governance

QUESTIONS

- 1. Are we complying with the <u>Rule of Law</u> in our management practices? (i.e. legislation; regulations, e.g. MET; and accounting standards.)
- 2. Are we transparent in our policies and procedures and shared information?

- 3. Do we listen to our members' and other stakeholders' needs and /or complaints? Do we act on them? Are we <u>responsive</u>, or do we do what we think is best?
- 4. Do we make important decisions within a small select group of people, or do we consult wider in order to receive more ideas and opinions?
 - Do we inform others of the challenges?
 - Do we work at being more consensus-orientated?
- 5. Are there examples of us having been equitable and inclusive?
- 6. What evidence is there of us having been consistently efficient and effective?
- 7. How do we demonstrate that we are serious about being accountable?
- 8. How do we prove that we practise strong participation in our conservancy?



ONE - Identify good and bad governance practices in your own conservancy

- Divide the participants into conservancy groups.
- Ask the groups to analyse their conservancy, and to identify good and bad examples of governance practices.
- Ask them to create a list of these examples, which can be done in their notebooks or on a sheet of flipchart paper.
 - (Allow 45 minutes for this activity.)
- Once the groups have completed the activity, ask each one to present their examples.



ACTIVITY

TWO - Find solutions for the bad governance practices

- Ask the participants to get together in their conservancy groups again.
- For each of their identified bad practices (weaknesses/threats), ask the participants to propose a solution.
- Then, ask the participants to develop an Action Plan to implement each solution. (Allow 30 minutes for this activity.)
- Once the groups have completed the activity, ask each one to present their solutions and Action Plans.

TAKE NOTE:

→ Ask the conservancy groups to add any points they feel they still need to address regarding governance to their Action Plans.

EXPLAIN

A successful organisation has senior staff members (leaders) who are prepared to take a close look at their organisation, and to make changes where necessary – they do not just continue to do what has always been done.

When you return to your conservancy, you could bring several critical people together to conduct this exercise openly with them. Through this process, you will monitor your conservancy's performance and practices. There is nothing to lose; instead, there is potentially much to gain.

SUMMARISE

In this final session, we have joined all the governance threads that were touched on throughout Sessions 1-5, and have placed them into the context of conservancies.

Considering that conservancies have matured over the years, you should by now be able to tackle a higher level of management responsibilities in order to further your conservancy's progress and sustainability.

Are there any questions before we close the workshop?

CLOSE THE WORKSHOP

(1 hour)

REVIEW

EXPLAIN

We have now reached the end of the workshop, but before we close let us address any final questions, and review the workshop objectives and competencies.

ASK

→ Ask the participants to voice any outstanding 'parked issues' and final questions that still need to be addressed.

ASK

Display Flipchart Sheet #1 (Workshop Objectives).

→ Ask the participants the following question: "Have we met the workshop's objectives?"

Display Flipchart Sheet #2 (Competencies).

→ Ask the participants the following question: "Have we met the competencies of this workshop?"

EVALUATE

ASK

→ Provide the participants with Hand-out #39 (Workshop Evaluation Form), and ask them to complete it.

Close the workshop with your final remarks, and a prayer.

LIST OF HAND-OUTS

HAND-OUT #1:	Defined Roles and Responsibilities of the Conservancy Treasurer and Bookkeeper/ Finance Manager
HAND-OUT #2:	Governance Monitoring Tool
HAND-OUT #3:	Financial Management Cycle
HAND-OUT #4:	Roles and Responsibilities in Conservancy Financial Management (3 pages)
HAND-OUT #5:	, , , , , , , , , , , , , , , , , , , ,
	Financial Management System
HAND-OUT #6:	Case Study: Nawa Conservancy
HAND-OUT #7:	Nawa Conservancy: Previous Year's Financial Report
HAND-OUT #8:	Nawa Conservancy: Annual Work Plan
HAND-OUT #9:	Nawa Conservancy: Budget Form (Blank)
HAND-OUT #10:	Nawa Conservancy: Annual Budget
HAND-OUT #11:	Petty Cash Daily Monitoring Form (Example)
HAND-OUT #12:	Expenditure Transaction Form
HAND-OUT #13:	Requisition Form
HAND-OUT #14:	Income or Expenditure Transaction Form
HAND-OUT #15:	Template for Disbursement Request Form
HAND-OUT #16:	Conservancy Management Committee Resolutions (Monthly Resolutions – Finance)
HAND-OUT #17:	Financial Transactions Procedure in Conservancies
HAND-OUT #18:	Nawa Conservancy: Salary Payslip Form (including 1 blank form)
HAND-OUT #19:	Nawa Conservancy: Conservancy Committee Sitting Allowance Form (including 1 blank form)
HAND-OUT #20:	Nawa Conservancy: Advance Request and Report Form (including 1 blank form)
HAND-OUT #21:	Nawa Conservancy: Petty Cash Book (Blank)
HAND-OUT #22:	Nawa Conservancy: Bank Books (Blank) (3 pages)
HAND-OUT #23:	Nawa Conservancy: Income and expenditure (invoices and receipts) (4 pages)
HAND-OUT #24:	Nawa Conservancy: Cash Book (Completed example)
HAND-OUT #25:	Nawa Conservancy: Bank Books (Completed examples) (3 pages)
HAND-OUT #26:	Nawa Conservancy: Bank Statement for Operations (Cheque) Account
	(running costs)
HAND-OUT #27:	Nawa Conservancy: Bank Statement for Mother Account
HAND-OUT #28:	Nawa Conservancy: Bank Statement for Investment Account
HAND-OUT #29:	Nawa Conservancy: Bank Book Reconciliation Forms (Completed examples)
	(3 pages)
HAND-OUT #30:	Bank Account Reconciliation Form (Blank)
HAND-OUT #31:	Nawa Conservancy: Bank Account Reconciliation Forms (3 pages)
HAND-OUT #32:	Nawa Conservancy: Petty Cash Book Reconciliation Form (Blank and completed
	example)
HAND-OUT #33:	Nawa Conservancy: Petty Cash Book Reconciliation (Completed example)
HAND-OUT #34:	Nawa Conservancy: Monthly Financial Report Form (Blank)
HAND-OUT #35:	Nawa Conservancy: Monthly Financial Report Form (Completed example)
HAND-OUT #36:	Nawa Conservancy: Annual Report Graph: Budget vs. Actual Expenditure
HAND-OUT #37:	Nawa Conservancy: Annual Report Graph: Expected Income vs. Actual Income
HAND-OUT #38:	Nawa Conservancy: Annual Report Graph: Total Actual Income vs. Actual
	Expenditure
HAND-OUT #39:	Workshop Evaluation Form

TAKE NOTE:

→ Make sure that there are enough hand-out copies for each participant/group.

ADDITIONAL RESOURCES

- For training purposes, make sure that you have the following additional resources:
 - → All existing documentation that relates to each conservancy's finances
 - → A triplicate receipt book (either blank, or a used one from which any confidential or sensitive information has been removed)
 - → A triplicate invoice book (either blank, or a used one from which any confidential or sensitive information has been removed)
 - → An example of a conservancy Financial Management Policies and Procedures document
 - → A copy of each attending conservancy's Constitution

Defined Roles and Responsibilities of the Conservancy Treasurer and Bookkeeper/Finance Manager

Treasurer

- ⇒ The treasurer is a Board member, and tends to be the gatekeeper for the Committee.
- ⇒ If the Management Committee has a finance committee, the treasurer may serve as their chair.
- ⇒ A good treasurer is familiar with the activities in the organisation; understands basic bookkeeping; and is able to convey financial information to the Board members in a practical and realistic manner.

The treasurer is responsible for:

- o overseeing the conservancy finances;
- ensuring that the rest of the Board members are well versed/informed on important financial issues;
- o communicating directly with the conservancy's bookkeeper on financial matters, and assisting with the preparation and introduction of the budget to the board/committee;
- o assisting with the audit process and questions relating to it;
- o overseeing the handling of money, to ensure that it is done with high standards and set in a tone of integrity;
- o receiving and checking bank statements, only (the treasurer does not directly manage the conservancy's finances);
- ensuring that the conservancy's bookkeeper presents the financial reports to the Management Committee/Board on a monthly or quarterly basis;
- ensuring that the Annual Financial Reports are prepared in time for the AGM, which requires working closely with the bookkeeper;
- o being a co-signatory of cheques; and
- o overseeing the bookkeeper and auditors to ensure that the books are finalised.

Bookkeeper / Finance Manager

The bookkeeper / finance manager is responsible for:

- o presenting the finances to the committee every month;
- o preparing the Financial Reports for the committee and AGMs;
- keeping accounts and managing the conservancy's money;
- o preparing and paying salaries and other conservancy expenditures;
- o guiding the Conservancy Committee in the development of the conservancy's budgets;
- o daily financial recording and monitoring; and
- o daily financial management (which includes handling funds).

GOVERNANCE MONITORING TOOL

8 Elements of Good Governance

In a small- to medium-sized group of key conservancy people (which could include other stakeholders), take some time to exclusively think about and discuss your conservancy's governance practices. Take your time and dig deep; do not become distracted with side issues.

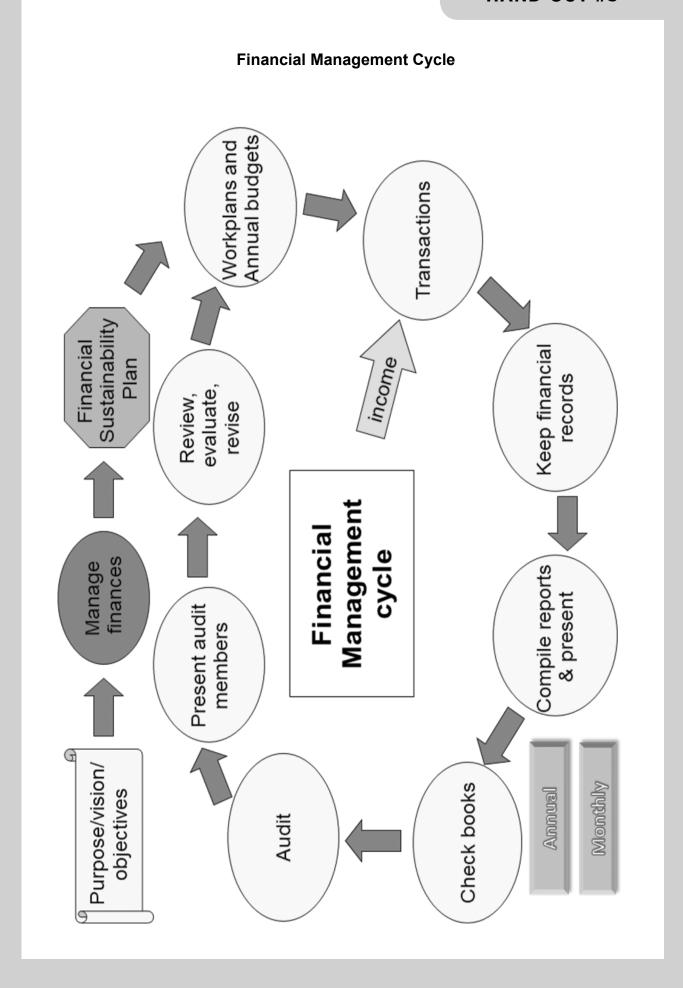
QUESTIONS

Ask the following questions:

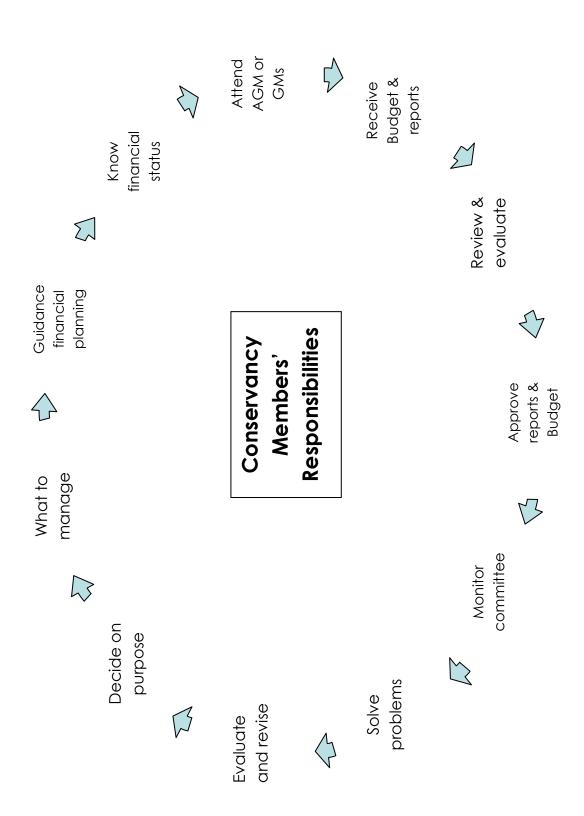
- 1) Are we complying with the <u>Rule of Law</u> in our management practices? (i.e. legislation; regulations, e.g. MET; and accounting standards.)
- 2) Are we <u>transparent</u> in our policies and procedures and shared information?
- 3) Do we listen to our members' and other stakeholders' needs and /or complaints? Do we act on them? Are we <u>responsive</u>, or do we do what we think is best?
- 4) Do we make important decisions within a small select group of people, or do we consult wider in order to receive more ideas and opinions? Do we inform others of the challenges? Do we work at being more <u>consensus-orientated?</u>
- 5) Are there examples of us having been equitable and inclusive?
- 6) What evidence is there of us having been consistently efficient and effective?
- 7) How do we demonstrate that we are serious about being accountable?
- 8) How do we prove that we practise strong <u>participation</u> in our conservancy?

Once this part of the exercise has been comprehensively completed, select the priority weaknesses/threats. Brainstorm potential solutions. If you are confident the solutions proposed are suitable, feasible and acceptable, draw up an Action Plan for implementing each one.

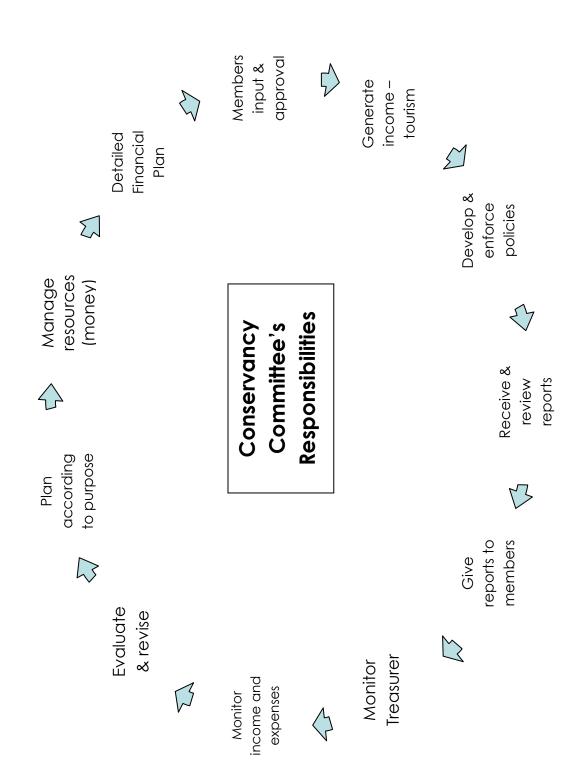
Consult if and where you need to, but the first important step is IMPLEMENTATION, and then the monitoring of progress.



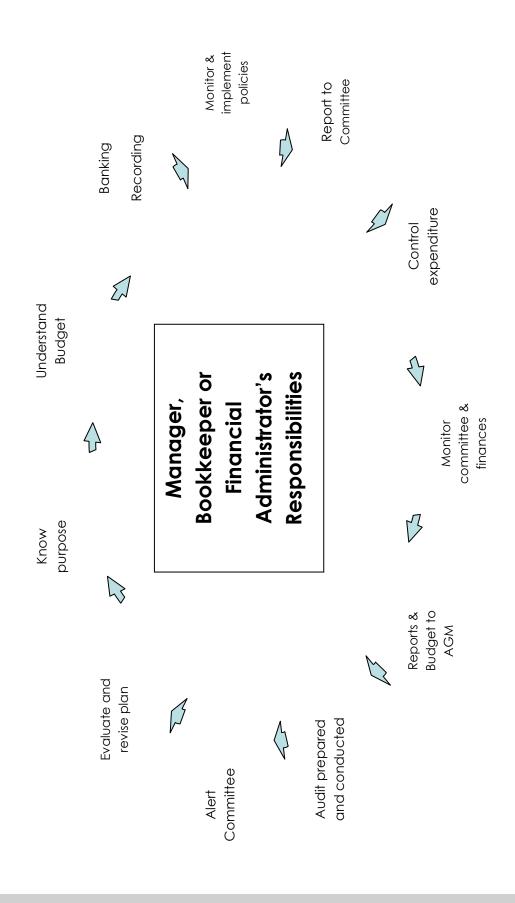
Roles and Responsibilities in Conservancy Financial Management (1 of 3)



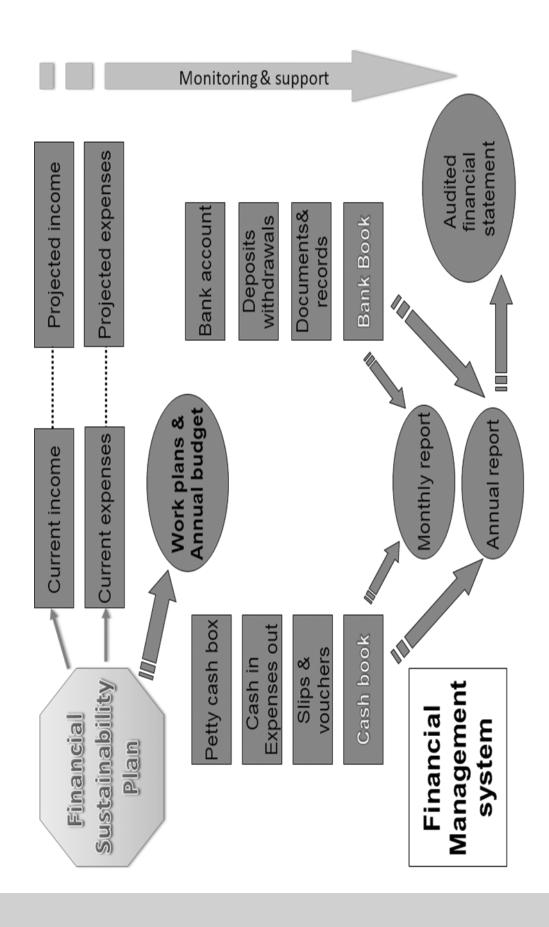
Roles and Responsibilities in Conservancy Financial Management (2 of 3)



Roles and Responsibilities in Conservancy Financial Management (3 of 3)



The Financial Management System



CASE STUDY NAWA CONSERVANCY

* (All figures are N\$, unless specified otherwise)

The Nawa Conservancy has the following:

1. Agreements/Contracts for 2011:

- Trophy Hunter ('Big Elephant'): 100,000-00. Contract signed in <u>US Dollars</u> will pay in 3 instalments. Still owes last instalment for 2010.
- Tourism Venture #1('The Night Owl'): 150,000. Contract signed will pay in 3 instalments. Still owes last instalment for 2010.
- Tourism Venture #2 ('Wild Safaris'): 50,000-00. Contract signed will pay in 2 instalments.
- Rental Agreement: The conservancy pays 300-00 per month for office rental.
- Devil's Claw Buyer (exporter): 2-00 per kg and expected to buy 2,000 kg.

2. Projects:

- Campsite.
- Camping Fees: expect 10 people @ 50-00 every month.
- As part of the hunting quota, we want to shoot and sell 10,000-00 worth of game.
- 3. Rents an office that has water and electricity, and telephone/fax.
- 4. Three bank accounts: cheque, mother, and investment accounts, + 1 petty cash box.
- 5. Members: 500 members over the age of 18.

6. Meetings:

- Staff meetings: held one day per month. Food and refreshments are provided.
- Once a year the AGM is held. Participants are transported and food and refreshments are provided.
- Quarterly Planning Meeting: held 4 times per year. Food and refreshments are provided.

 Conservancy Committee: 5 members (including the Treasurer, Chairperson and Secretary), who meet once per month (and may be called in for other meetings).

Each receives a sitting allowance of 20-00 per meeting.

7. Staff:

- Manager, who earns 500-00 per month; and 5 Community Game Guards, who each earn 200-00 per month.
- 8. One vehicle, which is 3 years old, and insured at 800-00 per month.

9. Commitments:

- Support sports activities and tournaments throughout the year. The AGM has agreed to put aside 4,000-00 for this.
- Give out a 100-00 cash benefit to each member.
- At the last AGM, gardens were requested by villages: a new project is to conduct pilot seed distribution in 10 villages.
- Community Game Guards need new uniforms.
- Support the HACCSIS; agreed to pay 10,000-00 for the year.

Nawa Conservancy Previous Year's Annual Financial Report: 1.1.2010 – 31.12. 2010

		INCOME:		
LINE ITEM REF	INCOME LINE ITEM Description	EXPECTED INCOME	TOTAL ACTUAL INCOME	BALANCE: Expected Inc vs Actual income
01	Trophy Hunting	160,000	139,000.00	(21,000.00)
02	Shoot and Sell	10,000	9,000.00	(1,000.00)
03	Tourism Venture 1	140,000	110,000.00	(30,000.00)
04	Tourism Venture 2	40,000	40,000.00	-
05	Conserv Camping Fees	4,000	8,000.00	4,000.00
06	Devils Claw (N\$2-00 p/kg)	4,000	2,500.00	(1,500.00)
07	Bank Interest Received	1,200	1,450.70	250.70
08	Other Income		-	-
	TOTAL EXPECTED INCOME	359,200	309,950.70	(49,249.30)

	EX	(PENDITURE:		
LINE ITEM NO	EXPENDITURE LINE ITEM Description	ANNUAL BUDGET	TOTAL ACTUAL EXPENDITURE	BALANCE: Budget vs Actual Expend
1	SALARIES/BENEFITS	19,200	19,100.00	100.00
1.1	Manager	6,000	6,000.00	-
1.2	Game Guards	12,000	12,000.00	-
1.3	Sitting allowance	1,200	1,100.00	100.00
2	EQUIPMENT	4,000	6,000.00	(2,000.00)
2.1	Uniforms	4,000	6,000.00	(2,000.00)
3	TRAVEL & MEETINGS	23,000	23,129.75	(129.75)
3.1	Staff Meetings	4,800	3,999.45	800.55
3.2	S&T	7,200	6,800.00	400.00
3.3	AGMs	5,000	6,200.00	(1,200.00)
3.4	Conservancy Committee meetings	3,600	3,450.30	149.70
3.6	Q Planning & Feedback meetings	2,400	2,680.00	(280.00)
4	OFFICE RUNNING COSTS	11,400	13,055.55	(1,655.55)
4.1	Stationery & materials	1,200	1,154.65	45.35
4.2	Telephone	3,000	4,200.90	(1,200.90)
	Water & Electricity	2,400	2,250.00	150.00
4.4	Office rent	3,600	3,600.00	-
4.5	Bank charges paid	1,200	1,850.00	(650.00)
5	FIELD RUNNING COSTS	38,000	60,415.65	(22,415.65)
5.1	Fuel	20,000	28,650.00	(8,650.00)
5.2	Vehicle Maintenance	12,000	22,560.00	(10,560.00)
5.3	Vehicle Insurance	6,000	9,205.65	(3,205.65)
	SUB TOTAL RUNNING COSTS	95,600	121,700.95	(26,100.95)
6	MEMBERS BENEFITS	101,000	101,500.00	(500.00)
6.1	Sports	16,000	12,000.00	4,000.00
6.2	Cash Benefit	45,000	49,500.00	(4,500.00)
6.3	HACCSIS	40,000	40,000.00	-
	TOTAL EXPENDITURE:	196,600	223,200.95	(26,600.95)
7	Investment/Reserve/Savings	100,000	43,000.00	57,000.00
	TOTALS	296,600	266,200.95	30,399.05
TOTAL	ACTUAL INCOME VS TOTAL EXPENDIT	URE: 2010:	86,749.75	

WHAT IS THE BALANCE OF MONEY:	TOTALS	WHERE IS THE MON	EY BEING HELD:
Balance Brought Forward 2009:	185,670	Investment Account	226,870
PLUS: TOTAL 2010 Income:	266,951	Mother Account	25,550
MINUS: TOTAL 2010 Expenditure:	223,201	Cheque Account	20,000
PLUS INVESTMENT/SAVINGS 2010:	43,000	Cash Box	-
PLUS: Debtors/Advances	-	Debtors/Advances	-
TOTAL BALANCE AT 31/12/2010:	272,420	TOTAL BALANCE	272,420

REPORT PREPARED BY: Treasurer: Mark Pandeni
DATE OF REPORT: 2 February 2011
REPORT APPROVED BY: Conservancy Committee
DATE APPROVED: 15 February 2011

ANNUAL WORK PLAN 2011 Nawa Conservancy

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Meetings												
Staff	×	×	×	×	×	×	×	×	×	×	×	×
AGM			×									
Conservancy Committee		×	×	×	×	×	×	×	×	×	×	×
Quarterly Planning and Feedback	×			×			×			×		

CBNRM: Wildlife monitoring and mana	d manaç	gement										
Monthly Event Book	×	X	X	×	×	×	×	×	×	×	×	×
Audits: half year							×					
Audits: end of year												×
Game count									×			
Game water points, road clearance		×	×									
Monitoring game water points						×	×	×	×	×	×	×
CGG patrols	×	X	X	×	×	×	×	×	×	×	×	×
Devil's Claw training				×	×							

Cash benefit pay-out		×	
Garden Project: seed distribution	×		

BUDGET FORM (Blank) Nawa Conservancy

	EXPECTED	INCO	ME:		
LINE					
ITEM		No		INCOME per	
REF	INCOME LINE ITEM Description	Units	UNIT	UNIT	TOTAL
01					
02					
03					
04					
05					
06					
07					
08					-
	TOTAL EXPECTED INCOME				

	EXPECTED EX	PEND	ITURE		
LINE		<u> </u>	OIL		
ITEM		No			
	EXPENDITURE LINE ITEM Description		UNIT	COST per UNIT	TOTAL
	SALARIES/BENEFITS	-	<u> </u>		
1.1	OALARIEO/DEREITIO				
1.2					
1.3					
2	EQUIPMENT				
2.1					
3	TRAVEL & MEETINGS				
3.1					
3.2					
3.3					
3.4					
3.5					
4	OFFICE RUNNING COSTS				
4.1					
4.2					
4.3					
4.4					
4.5					
	FIELD RUNNING COSTS				
5.1					
5.2					
5.3					
	SUB TOTAL RUNNING COSTS				
	MEMBERS BENEFITS				
6.1					
6.2					
6.3					
6.4					
	TOTAL EXPENDITURE:				
	VARIATION: EXPECTED INCOME	VS EX	PECTE	D EXPENDITURE	
7	Investment/Reserve/Savings Account				
	TOTAL EXPENDITURE (INCLUDING MONE				
	VARIATION: EXPECTED INCOME VS EXI	PENDIT	URE (ir	ncluding savings)	

ANNUAL BUDGET Nawa Conservancy

	EXPECTED	INCO	ME:		
LINE ITEM REF	INCOME LINE ITEM Description	No Units	UNIT	INCOME per UNIT	TOTAL
01	Trophy Hunting	1	1	100,000	100,000.00
02	Shoot and Sell	1	20	500	10,000.00
03	Tourism Venture 1	1	1	150,000	150,000.00
04	Tourism Venture 2	1	1	50,000	50,000.00
05	Conserv Camping Fees (10 people@50-00)	10	12	50	6,000.00
06	Devils Claw (N\$2-00 p/kg)	1	2,000	2	4,000.00
07	Bank Interest Received	1	12	100	1,200.00
08	Other Income				
	TOTAL EXPECTED INCOME				321,200.00

	EXPECTED EX	PEND	ITURE:		
LINE					
ITEM		No			
NO	EXPENDITURE LINE ITEM Description	Units	UNIT	COST per UNIT	TOTAL
1	SALARIES/BENEFITS				19,200.00
1.1	Manager	1	12	500	6,000.00
	Game Guards: 5 @ 200-00 per month	5	12	200	12,000.00
	Sitting allowance 5 people @ 20-00	5	12	20	1,200.00
	EQUIPMENT				6,000.00
	Uniforms	5	1	1,200	6,000.00
3	TRAVEL & MEETINGS				25,200.00
3.1	Staff Meetings	1	12	400	4,800.00
3.2	S & T: 100-00/day x 6 days/month	1	12	600	7,200.00
3.3	AGMs	1	1	6,000	6,000.00
3.4	Conservancy Committee meetings	1	12	400	4,800.00
	Planning & Feedback meetings/quarterly	1	4	600	2,400.00
4	OFFICE RUNNING COSTS				12,000.00
4.1	Stationery & materials	1	12	100	1,200.00
	Telephone	1	12	300	3,600.00
4.3	Water & Electricity	1	12	200	2,400.00
	Office rent	1	12	300	3,600.00
4.5	Bank charges paid	1	12	100	1,200.00
	FIELD RUNNING COSTS				45,600.00
5.1	Fuel	1	12	2,000	24,000.00
5.2	Vehicle Maintenance	1	12	1,000	12,000.00
5.3	Vehicle Insurance	1	12	800	9,600.00
	SUB TOTAL RUNNING COSTS				108,000.00
6	MEMBERS BENEFITS				111,000.00
	Sports	1	4	4,000	16,000.00
	Cash Benefit	500	1	100	50,000.00
	HACCSIS	1	4	10,000	40,000.00
	Garden project: seed (10 villages)	1	10	500	5,000.00
	TOTAL EXPENDITURE:				219,000.00
	VARIATION: EXPECTED INCOME	VS EX	PECTE	D EXPENDITURE	102,200.00
7	Investment/Reserve/Savings Account				102,200.00
	TOTAL EXPENDITURE (INCLUDING MONE	Y PUT	TO SAV	INGS ACCOUNT)	321,200.00
	VARIATION: EXPECTED INCOME VS EXI			- 1	-
				J - /	

Petty Cash Daily Monitoring Form (Example)

Ref. no.	Date	Transaction	Cash in	Cash out	Balance	Responsible CC rep. (treasurer / chairperson) to sign that money in cash box matches money
nce	Balance brought forward	ard			577.21	on the form)
01/19	01.11.2019	Transport for Jacob and Sam to Rundu for bank withdrawal		350.00	227.21	
19	02/19 02.11.2019	Bank withdrawal	10000.00		10227.21	
03/19	04.11.2019	Staff salaries for month of October		5600.00	4627.21	
04/19	05.11.2019	Casual labour for waterhole maintenance		80.00	4547.21	
05/11	05.11.2019	Food items for bookkeeping workshop		1446.40	3100.81	
11	06/11 06.11.2019	Hiring of two cooks to prepare food for the bookkeeping workshop		300.00	2800.81	
07/11	07.11.2019	Repayment advance by Lucia (ref. no. 07/10)	500.00		2300.00	

NOTE: The same format can be used for the daily monitoring of the Operational Bank Account.

Expenditure Transaction Form

NAME OF CO	NSERVANCY:		
EXPENDITUR	E TRANSACT	ION FORM	/ VOUCHER
DATE:		Vou	cher No:
		(In ca	ase of payment by cheque , state Cq. No.)
PAID (OUT)			
EXPENSES DESCRIPTION	AMOUNT	BUD	GET LINE DESCRIPTION
TOTAL			
COMMENTS			
MODE OF TRANSACTION:(PUT X in the	e appropriate o	column):	\neg
EXPENDITURE (OUT)	Mai	rk
Bank Transfer?			
Cheque Payment?			
Cash Payment?			
Bank Charges Paid?			
SUPPORTING DOCUMENTS ATTACHED	? (YES/NO)		
	, , ,		
Manager 's Signature		Chairperso	on's Signature
Bookkeeper/Treasurer			

Requisition Form

Request for Cash	
Name of conservancy:	
Request #	
Purpose of request:	
Specific purpose (travel allowance, per diem, other)	Amount (N\$)
Total amount requested (in writing)	
Cash: Cheque:	
Requested by: (Posi	tion in conservancy)
Name:	
Signature:Date:	
Recommended by coordinator/manager: O Yes / O No	Date:
If not, explain:	
Name:	
Signature:	
	_
Checked and recommended by chairperson: O Yes / O No	
If not, explain:	
Name:	
Signature:	
Verified and approved by treasurer: O Yes / O No Date:	
If not, explain:	
Name:	
Signature:	

Income or Expenditure Transaction Form

NAWA CONSERVANCY

DATE: 23/1/2011		VOUCHER NUMBER:
		RECEIPT NUMBER:
RECEIVED		BANK STATEMENT NO
PAID	X	CHEQUE NUMBER: 123

NAME: TELECOM

INCOME or EXPENSES description	AMOUNT N\$	Budget line item number / donor reference	Computer alloc reference /Acc
Telephone & fax January 2011	4500-00	4.2	1010/027
TOTAL			

COMMENTS: Telephone bill is high this month as the conservancy had to arrange meetings with all the contract holders.

MODE OF TRANSACTION: (Mark X in the appropriate column):

INCOME	Х	EXPENSES	Х
Bank transfer		Bank transfer	
Bank deposit		Cheque payment	X
Cash received		Cash payment	
Bank interest received		Bank charges	
		Standing debit order	

SUPPORTING DOCUMENTS ATTACHED? (Ye	es / No): Yes	
Cheque Signatories:	&	
Bookkeeper/Administrator:		
SIGN:		

Income or Expenditure Transaction Form

DATE:						
RECEIVED		V	OUCHER NUMBER	R:		_
		R	ECEIPT NUMBER:			
PAID		В	ANK STATEMENT	NO		
		С	HEQUE NUMBER:			
NAME: TELECOM						
INCOME or EXPENS description	ES	AMOUNT N\$	Budget line it number / doi reference	nor	alloc re	puter eferenc
TOTAL						
	l				I	
00141451170						
COMMENTS:						
	N· (Mark X	in the annr	onriate column):			
MODE OF TRANSACTION	N: (Mark X		opriate column):		x	
MODE OF TRANSACTION	ì		(PENSES		X	
MODE OF TRANSACTION	ì	E	(PENSES sfer		X	
MODE OF TRANSACTION INCOME Bank transfer	ì	E) Bank tran	(PENSES sfer ayment		X	
MODE OF TRANSACTION INCOME Bank transfer Bank deposit	ì	Bank tran Cheque p Cash pay Bank chai	KPENSES sfer ayment ment rges		X	
MODE OF TRANSACTION INCOME Bank transfer Bank deposit Cash received	ì	Bank tran Cheque p Cash pay Bank chai	sfer ayment ment		X	
MODE OF TRANSACTION INCOME Bank transfer Bank deposit Cash received	X	Bank tran Cheque p Cash pay Bank chai	sfer ayment ment rges debit order		X	
MODE OF TRANSACTION INCOME Bank transfer Bank deposit Cash received Bank interest received SUPPORTING DOCUMEN	X X	Bank tran Cheque p Cash pay Bank chai Standing	sfer ayment ment rges debit order			

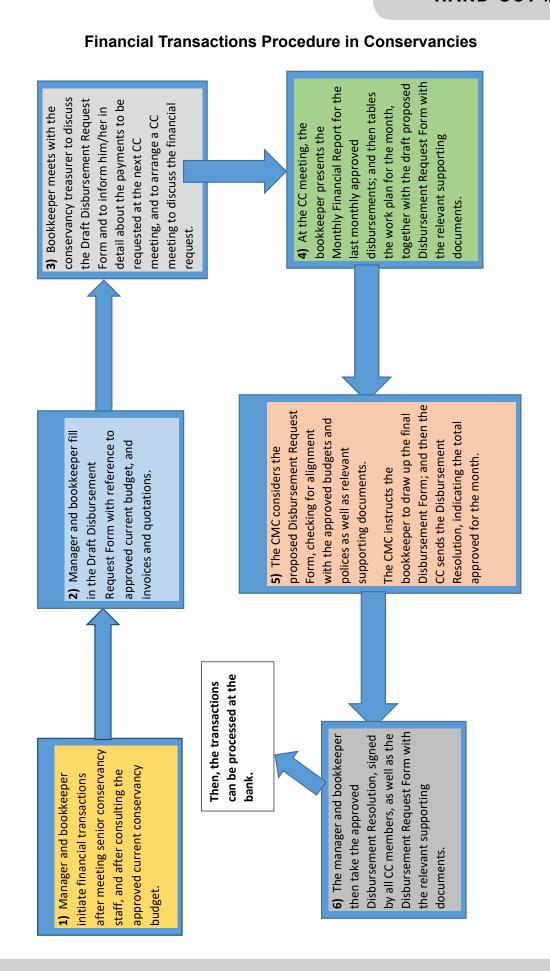
Disbursement Request Form

To the Chairperson and Treasurer					Date:	
For the period						
Beneficiary	Amount	Account (Income or Operating)	Purpose	Quote / Costing (Yes or No)	Withdrawal / Transfer	Budgeted (Yes or No)
Total Requested :		·		ĺ		
			Manager			
Requested by Bookkeeper and Manager			Bookkeeper	ı		

Conservancy Management Committee Resolutions Monthly Resolutions - Finance

	Conservar	ncy, consent and agree that the	following conservancy
resolution was n	nade on	(date), at	(location)
meeting of the C	Conservancy Management Con	following as it was adapted at a nmittee. In accordance to the C ervancy Management Commit	Constitution of this
	transfer and withdrawals liste nade.	d in the attached Disbursemen	t Request Form should
· ·	copy of the resolution that wa	nent Committee meeting certifies duly adopted at the meeting	
Signature of the	Chairperson Printe	d Name	Date
	•	e membership of the Association re	_
Signature	Printed Name	Position	Date
Signature	Printed Name	Position	
5	Timed Name		Date
Signature	Printed Name	Position	Date Date

Signature	Printed Name	Position	Date
Signature	— Printed Name	Position	Date
Signature	— Printed Name	Position	Date
Signature	— Printed Name	Position	Date
Signature	Printed Name	Position	 Date
Signature	Printed Name	Position	Date
Signature	— Printed Name	Position	Date
Signature	Printed Name	Position	Date
	— ————————————————————————————————————	Position	Date
Signature	Printed Name	Position	 Date



Salary Payslip Form

SALARIES: Confirmation of Payments Form Nawa Conservancy

MONTH:

	Date	Name	Programme	Monthly salary	Deductions Social Security	Re- imbursements	Nett monthly pay	Sign: Staff member	Sign: Manager
Alloc				А	В		D = A-B+C		
1010/001	29/1/2011	29/1/2011 Piet van Wyk	Manager	500.00	11.20		488.80		
1010/301	29/1/2011	Paul Pieterse	CBNRM Game Guard	200.00	6.40		193.60		
1010/303	29/1/2011	29/1/2011 Helen Ashipala	CBNRM Game Guard	200.00	6.40		193.60		
1010/301	29/1/2011	Beauty Swartbooi CBNRM	Game Guard	200.00	6.40		193.60		
1010/303	29/1/2011	Pieter van Wyk	CBNRM Game Guard	200.00	6.40		193.60		
1010/303	29/1/2011	29/1/2011 Jan Rukoro	CBNRM Game Guard	200.00	6.40		193.60		
			тотац	1,500.00	43.20	-	1,456.80	1,456.80 Nett pay:	1,456.80

5

Salary Payslip Form (Blank)

SALARIES: Confirmation of Payments Form

CONSERVANCY

MONTH:

		Date	Name	Programme	Monthly salary	Monthly Social in salary	ns Re- Nett Sig imbursements monthly m	Nett monthly	Sign: Staff Sign: member Manager	Sign: Manager
₹	Alloc				∀	Security		pay D = A-B+C		
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2										
က										
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2										
9										
				TOTAL					Nett pay: Total	

Conservancy Committee Sitting Allowance Form

NAWA CONSERVANCY

DATE OF MEETING: _____

NAME	NO. DAYS @ 20-00	AMOUNT	SIGNATURE
Mary Heinrich	1	20-00	
Tsamkxao /Ui	1	20-00	
CecilieBasson	1	20-00	
Josef Ndepele	1	20-00	
Peter Cook	1	20-00	
TOTAL AMOUNT		100-00	

APPROVED: P. van Wyk (Manager)

DATE: January 2019

Conservancy Committee Sitting Allowance Form (Blank)

E OF MEETING:		_ CONSERVA	
E OF MEETING: _			
NAME	NO. DAYS @ 20-00	AMOUNT	SIGNATURE
OTAL AMOUNT			
ROVED:			(Manager)

ADVANCE REQUEST FORM NAWA CONSERVANCY

DATE: 15 January 2011

NAME OF STAFF MEMBER: Pieter van Wyk

Advance requested and for what: NACSO meeting in Windhoek

	FOR WHAT	AMOUNT REQUESTED	
1	Transport: hike	200.00	
2	S&T: 3 days @ 100-00	300.00	
3			
	TOTAL	500.00	
	AMOUNT RECEIVED	500.00	CHEQUE No.: 121 VOUCHER No.:
Sign (Approved):	DAT	E:

ADVANCE REPORT FORM NAWA CONSERVANCY

Sign (Advance received): _____ DATE: ____

DATE (of report): 19 January 2011

Rec No.	DATE	SUPPLIER	FOR WHAT	AMOUNT
1	16/1/2011	Minibus Windhoek	transport	150.00
2	24/3/2010	P Shipala	S&T: 3 days	300.00
3				
4				
5				
A: TO	TAL AMOUNT OF	SLIPS RETURNED (SPENT)		450.00
B: TO	TAL RECEIVED			500.00
C = B	- A: BALANCE ON	THIS ADVANCE		50.00
CASH	RETURNED: 19/1	/2011		50.00
BALA	NCE OWING:			-
Sign (R	eport submitted b	y):	DATE:	<u>'</u>
Sian (R	eport received an	d approved by):		DATE:

ADVANCE REQUEST FORM

DATE	:			
1AME	OF STAFF MEMBER:			
dvar	nce requested and for	what:		
	FOR WHAT	AMOUNT REQUESTED		
1				
2]	
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	TOTAL			
	AMOUNT RECEIVED		CHEQUE VOUCHER	No.: R No.:
Sign	(Approved):	DATE:		
ign	(Advance received):	DA1	ΓE:	
			ONSERVA	NCY
DATE		c	FOR	I
Rec No.	(of report):	с		I
Rec No.		c	FOR	I
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Rec No. 1 2 3 4	DATE	SUPPLIER	FOR	I
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Rec No. 1 2 3 4 5 A: TC C = B	DATE DATE DATE DIAL AMOUNT OF SI	SUPPLIER SUPPLIER LIPS RETURNED (SPENT)	FOR	I
Rec No. 1 2 3 4 5 A: TC 3: TC C = B	DATE DATE	SUPPLIER SUPPLIER LIPS RETURNED (SPENT)	FOR	I
Rec No. 1 2 3 4 5 A: TC C = B CASH	DATE DATE	SUPPLIER SUPPLIER LIPS RETURNED (SPENT)	FOR WHAT	AMOUNT

NAWA CONSERVANC
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				(₹)				(B)	1	2	3	4	5	9	7	80	(0)
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Bank Book

Bank Book – Operations (Cheque) Account (Blank)

NAWA CONSERVANCY

(pg. 1 of 3)

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01-01-2011		Bank Balance brought forward															20 000:00
05-01-2011	P van Wyk	Cash Withdrawal from bank Chg 121	03-121	-				5 000.00							5 000.00		15 000.00
		Balance Carried Forward															
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NAWA CONSERVANCY Bank Book (Blank)

(pg. 2 of 3)

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			(A)	1	2	3	4	5	9	7	8	(B)	1	2	3	(C)
Date Who/Name	Description	Ref	Total	Trophy Hunfing	Shoot & Sell	Tourism 1: Big Elephant	Tourism 2: Night Owl	Camp site	Devils claw	Bank	O∰ er	Total	Transfer to Bank	Bank charges paid	Other	BALANCE C= C+A-B
	Bank Balance brought forward															
	Balance Carried Forward															
NK BOOK/ACCOUNT SU	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:															
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LESS total expenditure	Ө															
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NAWA CONSERVANCY Bank Book (Blank)

(pg. 3 of 3)

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					ANALYSIS - INCOME: MONEY IN	OME: MONEY IN			ANALYSIS - EXPEN	ANALYSIS - EXPENDITURE: MONEY OUT	5	BALANCE
				(A)	1	2	3	(B)	1	2	3	(C)
Date	Who/Name	Description	Ref	Total	Bank Transfers IN	Bank interest received	Other	Total	Bank fransfers OUT	Bank charges paid	Other	BALANCE C= C+A-B
		Bank Balance brought forward										
JANU ARY												
FEBRUARY												
MARCH												
APRIL												
MAY												
JUNE												
YJULY						_						
AUGUST												
SEPTEMBER												
OCTOBER												
NO VEMBER												
DECEMBER												
		Balance Carried Forward										
SANK BOOK/ACCOUN	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:	ATION:										
Brought forward												
PLUS total income rec	rec											
LESS total expenditure	iture											
Bank book balance	se											
Bank statement balance	ance											
Variation Bank boo	Variation Bank book vs bank statement balance		NOTES	NOTES IF VARIATION:	ż							

Income and Expenditure (invoices and receipts)

NAWA CONSERVANCY 2011

Invoices and receipts for CASH BOOK

You have \$0-00 in the cash box:

Transaction 1

5 Jan 2011: P. van Wyk has withdrawn \$5,000 from the bank to use for petty cash expenditures.

Transaction 2

5 Jan 2011: You buy stationery for the conservancy costing \$135-75 from Namibia Stationery.

Transaction 3

5 Jan 2011: You buy fuel for \$100 from Namibia Service Station for CBNRM activities.

Transaction 4

11 Jan 2011: You buy food and drinks for a staff meeting totalling \$390 from Namibia Wholesalers.

Transaction 5

12 Jan 2011: P. van Wyk requests an advance to go to Windhoek for a meeting – he needs S&T for 3 days @ \$100 per day and \$200 for fuel (*fill out request form*).

Transaction 6

13 Jan 2011: P. van Wyk returns and hands in the slip from Namibia Minibus for fuel, \$150 from advance.

Transaction 7

13 Jan 2011: P. van Wyk returns and hands in the slip for 3 days' S&T from advance.

Transaction 8

16 Jan 2011: P. van Wyk returns \$50 cash from his advance.

Transaction 9

16 Jan 2011: You buy a phone card from Namibia Café for \$50.

Transaction 10

17 Jan 2011: You receive cash for camping fees from K. Krog for 4 people for 3 nights @ \$50 per night.

Transaction 11

18 Jan 2011: You deposit the camping fees into the mother account.

Transaction 12

18 Jan 2011: You buy food and drinks for a Conservancy Committee meeting totalling \$320-65 from Namibia Wholesalers.

Transaction 13

18 Jan 2011: You pay x5 CC members their sitting allowance @ \$20.

Transaction 14

18 Jan 2011: P. van Wyk has withdrawn \$3,000 from the bank for cash expenditures.

Transaction 15

20 Jan 2011: You buy fuel for \$150 from Namibia Service Station for CBNRM activities.

Transaction 16

22 Jan 2011: You buy fuel for \$325 from Namibia Service Station for picking up members for the Quarterly Planning Meeting.

Transaction 17

22 Jan 2011: You buy food and drinks for the Quarterly Planning Meeting totalling \$621-65 from Namibia Wholesalers.

Transaction 18

28 Jan 2011: P. van Wyk requests an advance to go to Katima Mulilo to draw money – he needs S&T for 1 day @ 100-00 per day and 200-00 for fuel (*fill out request form*).

Transaction 19

29 Jan 2011: P. van Wyk returns and hands in the slip from Namibia Minibus for fuel, \$50 from advance.

Transaction 20

29 Jan 2011: P. van Wyk returns and hands in the slip for 1 day's S&T from advance.

Transaction 21

29 Jan 2011: You pay salary for manager @ \$500, and salaries for x5 CCGs @ \$200.

Transaction 22

30 Jan 2011: You receive cash for camping fees from J. Pieterse for 4 people for 2 nights @ \$50 per night.

- Enter these transactions into your cash book. Remember to fill in both the total cash, and the analysis column.
- What balance do you have in your cash box at the end of January?

Invoices and receipts for BANK BOOK (operations/cheque account)

You have \$20,000-00 in the bank account (operations/cheque account):

Transaction 1

5 Jan 2011: P. van Wyk requests a cheque (No.121) of \$5,000 from the bank for petty cash expenditures.

Transaction 2

18 Jan 2011: P. van Wyk requests a cheque (No.122) of \$3,000 from the bank for petty cash expenditures.

Transaction 3

23 Jan 2011: You pay Telecom \$450 with a cheque (No. 123) for your telephone and fax account for the month.

Transaction 4

11 Jan 2011: You pay Namib Repairs \$967-85 with a cheque (No. 124) for fixing the conservancy vehicle's brakes.

• Enter these transactions into your bank book. Remember to fill in the amount in both the total cheques and the analysis column.

Invoices and receipts for BANK BOOK (mother account and investment account)

You have \$25,550-00 in the bank account (mother account) and \$ 226,870-00 in the investment account:

Transaction 1

10 Jan 2011: P. van Wyk requests \$ 10,000 to be transferred from the mother account to the operations/cheque account for costs for the month.

 Enter this transaction into your bank book. Remember to fill in the amount in the total and the analysis column.

CASH BOOK for January 2011 (completed example)

				ANA	YSIS - INCC	ANALYSIS - INCOME: MONEY IN	z				ANALYSIS - E	XP EN DITURE	ANALYSIS - EXPENDITURE: MONEY OUT				BALANCE
				€)				(B)	1	2		4		9 9	7	8	()
Date	Who/Name	Description	Ref	Total	Bank	Repayment of loans and advances	Other	Total	Salaries/ Benefits	Equipment	Travel & Meetings	Office Running Costs	Field Running Costs	Members Benefits	Loans and Advances	Other	BALANCE C+A-B
01/01/11		Cash Balance brought forward															
05/01/11	P van Wyk	Cash Withdrawal from bank Chg 121	03-121	5 000.00	5 000.000			,									5 000:00
05/01/11	Namibia Stationery	Stationery	04-001	-				135.75				135.75					4 864.25
05/01/11	Namibia SS	Fuel: CBNRM	04-002					100.00					100.00	C			4 764.25
1/01/2011	11/01/2011 Namibia Wholesalers	Food for Staff meeting	04-003	-				390.00			390.00						4 374.25
2/01/2011	12/01/2011 P van Wyk	Advance: Manager travel Windhoek	ADV-01					500.00							500.00		3 874.25
3/01/2011	13/01/2011 Namibia minibus	Hike to Windhoek: Manager	04-004										150.00	c	(150.00)		3 874.25
3/01/2011	13/01/2011 P van Wyk	S & T: 3 days Windhoek @ 100	04-004								300.00				(300:00)		3 874.25
6/01/2011	16/01/2011 P van Wyk	Advance retumed by Manager	AR-01	50.00		50.00		(50.00)							(50.00)		3 974.25
6/01/2011	16/01/2011 Namibia Café	Phone card	04-006	1				50.00				50.00					3 924.25
17/01/2011 K Krog	K Krog	Camping fees: 4 people/3 night @ 50	INV-001	900.009			900.009										4 524.25
8/01/2011	18/01/2011 Mother Acc Deposit	Dep camp fees INV-001 to Mother Acc DEP-001	DEP-001	(600.00)			(900:00)										3 924.25
8/01/2011	18/01/2011 Namibia Wholesalers	Food for committee meeting	04-007	,				320.65			320.65						3 603.60
18/01/2011 Various	Various	Conservancy Committee Allowances	04-008	1				100.00	100.00								3 503.60
8/01/2011	18/01/2011 P van Wyk	Withdrawal from Bank	03-122	3 000.00	3 000.00			•									6 503.60
0/01/2011	20/01/2011 Namibia SS	Fuel: CBNRM	04-009	,				150.00					150.00	0			6 353.60
2/01/2011	22/01/2011 Namibia SS	Fuel: pick up Quarter Plan meeting	04-010	,				325.00					325.00	0			6 028.60
2/01/2011	22/01/2011 Namibia Wholesalers	Food for Quarterly planning meeting	04-011					621.65			621.65						5 406.95
8/01/2011	28/01/2011 P van Wyk	Advance: Manager travel town	ADV-02					200.00							200:00		5 206.95
9/01/2011	29/01/2011 Namibia minibus	Hike to town: Manager	04-012	,				-					50.00	0	(50.00)		5 206.95
9/01/2011	29/01/2011 P van Wyk	S & T: 3 days Windhoek @ 100	04-013	,				-			100.00				(100.00)		5 206.95
29/01/2011 Various	Various	Staff Salaries	04-014					1 500.00	1 500.00								3 706.95
30/01/2011 J Pieterse	J Pieterse	Camping fees: 4 people/2 night @ 50	INV-002	400.00			400.00	•									4 106.95
				1				,									
		Balance Carried Forward		8 450.00	8 000:00	50.00	400.00	4 343.05	1 600.00		1 732.30	185.75	775.00	-	50.00	,	4 106.95
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BANK BOOK for January 2011 – Operations (Cheque) Account (completed example)

(pg. 1 of 3)

BANK B	OOK CHEQUE (RU	BANK BOOK CHEQUE (Running Costs) ACCOUNT (No: 65890101010) F	9289010		N NAW	OR NAWA CONSERVANCY FOR MONTH: JANUARY 2011	VANCY	OR MONI	H: JANUA	RY 2011							
				ANA	LYSIS - INCC	IALYSIS - INCOME MONEY IN					ANALYSIS - EXPENDITURE MONEY OUT	P EN DITURE M	ONEY OUT				BALANCE
				(A)	-	2	3	(B)	-	2	3	4	5	9	7	8	(C)
Date	Who/Name	Description	Ref	Total	Bank	Repayment loans & advances	Other	Total	Salaries/ Benefits	Equipment	Travel & Meetings	Office Running Costs	Field Running Costs	Members Benefits	To Cash Box	Officer	BALANCE C= C+A-B
01-01-2011		Bank Balance brought forward															20 000:00
05-01-2011	05-01-2011 P v an Wyk	121 pt	03-121	1				5 000.00							5 000.00		15 000.00
18-01-2011	18-01-2011 P v an Wyk	Withdraw al from Bank	03-122	,				3 000.00							3 000.00		12 000.00
23-01-2011 Telecom	Telecom		03-123	-				450.00				450.00					11 550.00
24-01-2011	24-01-2011 Namib Repairs		03-124					967.85					967.85				10 582.15
																	10 582.15
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BANK BOOK for January 2011 – Mother Account (completed example)

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BANK B	OOK MOTHER AC	BANK BOOK MOTHER ACCOUNT (No: 56678) FOR NAWA CONSERVANCY FOR MONTH: JANUARY 2011	A CON	SERVAN	CY FOR M	ONTH: JA	NUARY 20	=										
							ANALYS	ANALYSIS - INCOME: MONEY IN	AONEY IN				ANAL	ANALYSIS - EXPENDITURE: MONEY OUT	DITURE: MO	NEY OUT	BALANCE	CE
				(A)	-	2	3	4	5	9	7	8	(B)			2 3	(C)	
Date	Who/Name	Description	Ref	Total	Trophy Hunfing	Shoot & Sell	Tourism 1: Big Elephant	Tourism 2: Night Owl	Camp site	Devils claw	Bank	Other	Total	Transfer to Bank	Bank charges paid	Other	BALANCE C + A - B	CE C=
01-01-2011		Bank Balance brought forward															25	25 550.00
05-01-2011	1 Night Owl	Cheque deposit instal 1: Tourism 2	Inv -003	20 000 00				50 000.00									75	75 550.00
10-01-2011	10-01-2011 To cheque account	Transfer to cheque account	Trs-1										10 000:00	10 000:00			99	65 550.00
18-01-2011	18-01-2011 Dep: cash	Camp site fees INV-001 Jan	Dep-001	90.009					900.009				'				99	66 150.00
																	99	66 150.00
																	99	66 150.00
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BANK BO	OK/ACCOUNT SUMM	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:																
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PLUS to	PLUS total income rec																	
LESS to:	LESS total expenditure																	
Bank b	Bank book balance																	
Bank st	Bank statement balance																	
Variatio bank sto	Variation Bank book vs bank statement balance		NOTES	NOTES IF VARIATI	TION:													

BANK BOOK for January 2011 – Investment Account (completed example)

NAWA CONSERVANCY

(pg. 3 of 3)

					ANALYSIS - INCOME: MONEY IN	OME: MONEY IN			ANALYSIS - EXPEN	ANALYSIS - EXPENDITURE: MONEY OUT	5	BALANCE
				(A)	1	2	3	(B)	1	2	3	(C)
Date	Who/Name	Description	Ref	Total	Bank Transfers IN	Bank interest received	Other	Total	Bank transfers OUT	Bank charges paid	Other	BALANCE C= C+A-B
01-01-2011		Bank Balance brought forward										226 870.00
30-01-2011 JANUARY												226 870.00
FEBRUARY												226 870.00
MARCH												226 870.00
APRIL												226 870.00
MAY												226 870.00
JUNE												226 870.00
JULY												226 870.00
AUGUST												226 870.00
SEPTEMBER												226 870.00
OCTOBER												226 870.00
NOVEMBER												226 870.00
DECEMBER												226 870.00
												226 870.00
												226 870.00
												226 870.00
		Balance Carried Forward										226 870.00
BANK BOOK/ACCOUNT	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:	ATION:										
Brought forward												
PLUS totalincome rec	ec											
LESS total expenditure	ure											
Bank book balance	Φ											
Bank statement balance	ınce											
Variation Bank book vs bank statement	c vs bank statement		NOTES	NOTES IF VARIATION	ż							

BANK STATEMENT for Operations (Cheque) Account

BANK STATEMENT for Operations (Cheque) Account (*running costs*), January 2011 NAWA CONSERVANCY

	BANK Box 21 Katima: Tel:	NAMIB 785747383		
Account No:	65890101010		Branch:	Katima
Period: Statement No	1st January to 31 January 2011 28			
		Dr	Cr	Balance
01-01-2011	Balance brought forward			20,000.00
05-01-2011	Cheque cashed 121	5,000.00		15,000.00
05-01-2011	Cash handling charges	10.00		14,990.00
10-01-2011	Transfer from Acc 56678		10,000.00	24,990.00
18-01-2011	Cheque cashed 122	3,000.00		21,990.00
20-01-2011	Cheque book fee	15.00		21,975.00
18-01-2011	Cash handling charges	8.50		21,966.50
30-01-2011	Bank charges for January	61.35		21,905.15
	Debit Order: Namib Insure	800.00		21,105.15
30-01-2011	Cheque cashed 124	967.85		20,137.30
	Bank Interest		32.94	20,170.24

BANK STATEMENT for Mother Account

BANK STATEMENT for Mother Account, January 2011 NAWA CONSERVANCY

BANK NAMIB

Box 21 Katima: Tel: 785747383

Account No: Investment Account: 56678		Branch:	Katima
Period: 1st January to 31 January 2011			
Satement No: 10			
	Dr	Cr	Balance
01-01-2011 Balance brought forward			25,550.00
05-01-2011 Deposit: Night Owl		50,000.00	75,550.00
10-01-2011 Transfer to Acc 01010	10,000.00		65,550.00
18-01-2011 Deposit: cash		600.00	66,150.00
30-01-2011 Bank charges for January	61.35		66,088.65
30-01-2011 Bank Interest		86.35	66,175.00

BANK STATEMENT for Investment Account

BANK STATEMENT for Investment Account, January 2011

	BANK NAMIB Box 21 Katima: Tel: 785747383			
Account No:	32-day Investment Account: 6369		Branch:	Katima
Period: Statement No:	1st January to 31 January 2011 21			
	Balance brought forward	Dr	Cr	Balance 226,870.00
	Bank Interest		1,670.23	228,540.23

BANK BOOK RECONCILIATION FORM

Bank Book Reconciliation Form (Operations / Cheque Account)

Ī					0014	2					9000	1	2110				2014
					ALYSIS - INC.	ANALYSIS - INCOME MONEY IN					ANALYSIS - EXPENDITURE MONEY OUT	PENDITURE A	- 1			Ī	BALANCE
				æ	-	2	3	(B)		2	3	4	5	9	7	8	(C)
Date	Who/Name	Description	Ref	Total	Bank	Repayment Ioans & advances	O# er	Total	Salaries/ Benefits	Equipment	Travel & Meetings	Office Running Costs	Field Running Costs	Members Benefits	To Cash Box	O#er	BALANCE C= C+A-B
01-01-2011		Bank Balance brought forward															20 000:00
05-01-2011	P van Wyk	Cash Withdrawal from bank Chq 121	03-121	-				5 000:00							5 000.00		15 000.00
18-01-2011 P van Wyk	P van Wyk	Withdrawal from Bank	03-122	-				3 000:00							3 000:00		12 000:00
23-01-2011 Telecom	Telecom	telephone/fax Jan	03-123	-				450.00				450.00					11 550.00
24-01-2011	24-01-2011 Namib Repairs		03-124	-				967.85					967.85				10 582.15
10-01-2011	10-01-2011 Bank statement:28	Transfer from Mother Account	BS-28	10 000:00	10 000:00												20 582.15
30-01-2011	30-01-2011 Bank statement:28	Debit order: insurance	BS-28	-				800:00					800:00				19 782.15
30-01-2011	30-01-2011 Bank statement:28	Bank charges paid	BS-28	-				94.85				94.85					19 687.30
30-01-2011	30-01-2011 Bank statement:28	Bank interest receiv ed	BS-28	32.94	32.94												19 720.24
				-													19 720.24
																	19 720.24
				-				-									19 720.24
				-				-									19 720.24
				-													19 720.24
				-													19 720.24
				•													19 7 20.24
				-													19 7 20.24
				-													19 720.24
																	19 720:24
				-													19 7 20.24
				-													19 720.24
				,													19 7 20.24
				,				'									19 720.24
				-				-									
		Balance Carried Forward		10 032.94	10032.94		•	10.312.70	,		1	544.85	1 7 67.85		8 000:00		19 720:24
BANK BOC	N/ACCOUNT SUMA	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:															
Brought forward	forward	20 000.00															
PLUS tot	PLUS total income rec	10 032.94															
LESS toto	LESS total expenditure	10312.70															
Bank bo	Bank book balance	19 720.24															
Bank stat	Bank statement balance	20 170.24															
Variation bank stat	Variation Bank book vs bank statement balance	NOTES IE V	NOTES	F VARIA	·NCIT	ABIATION: cha 123 Telecom has not done through hank vet	24	+04	45.0.1	tay Yabd							
	11:55																

Bank Book Reconciliation Form (Mother Account)

							ANALYS	ANALYSIS - INCOME: MONEY IN	AONEY IN				ANA	ANALYSIS - EXPENDITURE: MONEY OUT	DITURE: MONE	Y OUT	BALANCE
				(A)	1	2	3	4	5	9	7	8	(B)	1	2	3	(c)
Date	Who/Name	Description	Ref	Total	Trophy Hunting	Shoot & Sell	Tourism 1: Big Elephant	Tourism 2: Night Owl	Camp site	Devils claw	Bank	Other	Total	Transfer to Bank	Bank charges paid	Other	BALANCE C= C+A-B
01-01-2011	1	Bank Balance brought forward															25 550.00
05-01-2011	05-01-2011 Night Owl	Cheque deposit instal 1: Tourism 2	Inv-003	50 000 00				50 000.00					•				75 550.00
10-01-2011	10-01-2011 To cheque account	Transfer to cheque account	Trs-1										10 000:00	10 000:00			92 550.00
18-01-2011	18-01-2011 Dep: cash	Camp site fees INV-001 Jan	Dep-001	00:009					900:009				,				99 150:00
30-01-2011	30-01-2011 Bank statement: 10	Bank charges paid	BSM-10										61.35	2	61.35		66 088.65
30-01-2011	30-01-2011 Bank statement: 10	Bank interest receiv ed	BSM-10	86.35							86.35		,				66 175.00
				,									,				66 175.00
																	66175.00
																	66 175.00
																	66 175.00
													1				66 175.00
				,									•				66 175.00
				1									,				66 175.00
													•				66 175.00
				1									,				66 175.00
													,				
		Balance Carried Forward		50 686.35		-	-	50 000.00	900:009	,	86.35	-	10 061.35	5 10 000.00	61.35		66 175.00
BANK BO	OK/ACCOUNT SUMM	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:															
Brough	Brought forward	25 550.00															
PLUS to	PLUS total income rec	50 686.35															
LESS to	LESS total expenditure	10 061.35															
Bank b	Bank book balance	66 175.00															
Bank stc	Bank statement balance	66 175.00															
Variatio	Variation Bank book vs				į												
bank sr	bank statement balance		NC ES	NOIES IF VARIATION:	:. 2												

Bank Book Reconciliation Form (Investment Account)

01-01-2011 30-01-2011 ANUARY FEBRUARY MARCH APRII	Who/Name				33714144					NOTITION ACKIES		PONOT
	Who/Name				ANALISD - INC	ANALYSIS - INCOME: MONEY IN			ANALYSIS - EXPENDITURE: MONEY OUT	NOTIONE, MONEY OF	_	
	Who/Name			(₹)	-	2	8	(B)		2	8	<u>(</u>)
		Description	Ref	Total	Bank Transfers IN	Bank interest received	Other	Total	Bank fransfers OUT	Bank charges paid	Other	BALANCE C= C+A-B
30-01-2011 JANUARY FEBRUARY MARCH APRII		Bank Balance brought forward										226 870.00
FEBRUARY MARCH APRII	Bank statement: 21	Bank interest receiv ed	BS-21	1 670.23		1 670.23						228 540.23
MARCH				-				-				228 540.23
APRII												228 540.23
												228 540.23
MAY				-				-				228 540.23
JUNE								•				228 540.23
JULY				-				-				228 540.23
AUGUST				-				-				228 540.23
SEPTEMBER	۵.							•				228 540.23
OCTOBER								•				228 540.23
NOVEMBER								'				228 540.23
DECEMBER	8							'				228 540.23
								'				228 540.23
				•				'				228 540.23
				-				•				228 540.23
				-				'				
		Balance Carried Forward		1 670.23	,	1 670.23		,		·		228 540.23
BANK BOOK/ACCO	BANK BOOK/ACCOUNT SUMMARY RECONCILIATION:	ATION:										
Brought forward	7	226 870.00										
PLUS total income rec	ne rec	1 670.23										
LESS total expenditure	nditure	1										
Bank book balance	nce	228 540.23										
Bank statement balance	balance	228 540.23										
Variation Bank be	Variation Bank book vs bank statement		NOTER	NOTES IF VARIATION	ż							

BANK ACCOUNT RECONCILIATION FORM (Blank)

NAME OF CONSERVANCY:		
BANK RECONCILIATION:		
ACCOUNT:		
	AMOUNT	NOTES
A: FINAL BALANCE ON BANK STATEMENT NUMBER:		
B: BALANCE SHOWN ON BANK BOOK/FORM		
C: DIFFERENCE (C=A-B)		
BALANCE SHOWN ON BANK BOOK/FORM (B)		
D: LESS: Expenditure: Cheques drawn on account, but not		
shown on bank statement yet.		
1.		
2.		
3.		
4.		
E: SUBTOTAL		
F: ACTUAL RECONCILED BALANCE (F=A-E)		
G: ACTUAL RECONCILED BALANCE (G=B-F)		

BANK ACCOUNT RECONCILIATION FORM

NAME OF CONSERVANCY: NAWA CONSERVANCY

BANK RECONCILIATION: 1 - 31 JANUARY 2011

ACCOUNT: Operations/Cheque Account: 65890101010		
	AMOUNT	NOTES
A: FINAL BALANCE ON BANK STATEMENT NUMBER: 28	20,170.24	
B: BALANCE SHOWN ON BANK BOOK/FORM	19,720.24	
C: DIFFERENCE (C=A-B)	450.00	
BALANCE SHOWN ON BANK BOOK/FORM (B)	19,720.24	
D: LESS: Expenditure: Cheques drawn on account, but not shown on bank statement yet.		
1. Cheque 123: Telecom 23/1/2011	450.00	
2.		
3.		
4.		
E: SUBTOTAL	450.00	
F: ACTUAL RECONCILED BALANCE (F=A-E)	19,720.24	
G: ACTUAL RECONCILED BALANCE (G=B-F)	-	

NAME OF CONSERVANCY: NAWA CONSERVANCY

BANK RECONCILIATION: 1 - 31 JANUARY 2011

ACCOUNT: Mother Account: 56678		
	AMOUNT	NOTES
A: FINAL BALANCE ON BANK STATEMENT NUMBER: 10	66,175.00	
B: BALANCE SHOWN ON BANK BOOK/FORM	66,175.00	
C: DIFFERENCE (C=A-B)	-	
BALANCE SHOWN ON BANK BOOK/FORM (B)	66,175.00	
D: LESS: Expenditure: Cheques drawn on account, but not shown on bank statement yet.		
1.		
2.		
3.		
4.		
E: SUBTOTAL	-	
F: ACTUAL RECONCILED BALANCE (F=A-E)	66,175.00	
G: ACTUAL RECONCILED BALANCE (G=B-F)	-	

NAME OF CONSERVANCY: NAWA CONSERVANCY

BANK RECONCILIATION: 1 - 31 JANUARY 2011

ACCOUNT: Investment Account: 6369		
	AMOUNT	NOTES
A: FINAL BALANCE ON BANK STATEMENT NUMBER: 21	226,870.00	
B: BALANCE SHOWN ON BANK BOOK/FORM	226,870.00	
C: DIFFERENCE (C=A-B)	-	
BALANCE SHOWN ON BANK BOOK/FORM (B)	226,870.00	
D: LESS: Expenditure: Cheques drawn on account, but not shown on bank statement yet.		
1.		
2.		
3.		
4.		
E: SUBTOTAL	-	
F: ACTUAL RECONCILED BALANCE (F=A-E)	226,870.00	
G: ACTUAL RECONCILED BALANCE (G=B-F)	-	

PETTY CASH RECONCILIATION FORM (Blank)

NAME OF CONSERVANCY: N	AWA CONSERVA	NCY
PETTY CASH RECONCILIATION:		
FEITI OAGII REGORGIEMITOR		
	AMOUNT	
A. FINAL BALANCE ON CASH ANALYSIS BOOK:		
B. CASH BALANCE IN PETTY CASH BOX		
C. DIFFERENCE (A - B = C) VARIATION between Petty Cash Analysis Book and Cash in the Petty Cash Box (This must always equal "0" to be in balance)		
CASH ON HAND (IN PETTY CASH BOX):		
Bank Notes	Amount/Quantity	Total
200.00		
100.00		
50.00		
20.00		
10.00		
5.00		
2.00		
1.00		
0.50		
0.30		
0.10		
0.05		
	IN PETTY CASH BOX	_
PREPARED BY (NAME):		
SIGNATURE:		
DATE.		
DATE:		
<u>,</u>		
ACTIONS TO BE TAKEN:		
CHECKED AND CONFIRMED BY (NAME):		
SIGNATURE:		
DATE:		

NAME OF CONSERVANCY: NAWA CONSERVANCY PETTY CASH RECONCILIATION: **AMOUNT** A. FINAL BALANCE ON CASH ANALYSIS BOOK: 4 106.95 **B. CASH BALANCE IN PETTY CASH BOX** 4 106.95 C. DIFFERENCE (A - B = C) VARIATION between Petty Cash Analysis Book and Cash in the Petty Cash Box (This must always equal "0" to be in balance) CASH ON HAND (IN PETTY CASH BOX): Bank Notes Amount/Quantity Total 200.00 1 000.00 27 100.00 2 700.00 50.00 200.00 20.00 100.00 10.00 90.00 5.00 2 10.00 2.00 1.00 5 5.00 0.50 1.00 0.20 0.10 0.40 0.05 11 0.55 TOTAL CASH IN PETTY CASH BOX 4 106.95 PREPARED BY (NAME): SIGNATURE: DATE: ACTIONS TO BE TAKEN: CHECKED AND CONFIRMED BY (NAME): SIGNATURE:

DATE:

PETTY CASH BOOK RECONCILIATION

Petty Cash Book Reconciliation

				AN	ALYSIS - INC	ANALYSIS - INCOME: MONEY IN	NI AS	L			ANA	LYSIS - EXP	ANALYSIS - EXPENDITURE: MONEY OUT	ONEY OUT				BALANCE
				(y)				(B)		-	2	3	4	5	9	7	8	(5)
Date	Who/Name	Description	Ref	Total	Bank	Repayment of loans and advances	officer officer	Total	Salaries/ Benefits	es/ Equipment	-	Travel & F	Office Running Costs	Field Running Costs	Members Benefits	Loans and Advances	Other	BALANCE C= C+A-B
01/01/11		Cash Balance brought forward																
05/01/11	P v an Wyk	Cash Withdrawal from bank Cha 121	03-121	5 000.00	5 000.00			,										5 000:00
11/10/50	Namibia Stationery	Stationery	100-40					135.75	22				135.75					4 864.25
11/10/50	Namibia SS	Fuel: CBNRM	04-002					100:00	00					100.00				4 764.25
11/01/2011	Namibia Wholesalers	Food for Staff meeting	04-003					390.00	00.			390.00						4 37 4.25
12/01/2011	P v an Wyk	Adv ance: Manager travel Windhoek	ADV-01					200:00	00							200:00		3 874.25
13/01/2011	Namibia minibus	Hike to Windhoek: Manager	04-004					'						150.00		(150.00)		3 874.25
13/01/2011	P v an Wyk	S & T: 3 days Windhoek @100	04-004					'				300.00				(300:00)		3 87 4.25
16/01/2011	P v an Wyk	Adv ance returned by Manager	AR-01	50.00		50.00	Q	(50:00)	(00							(50.00)		3 97 4.25
16/01/2011	Namibia Café	Phone card	04-006					20:00	00				50.00					3 924.25
17/01/2011	K Krog	Camping fees: 4 people/3 night @50	INV-001	900:009			900.009											4 524.25
18/01/2011	Mother Acc Deposit	Dep camp fees INV-001 to Mother Acc	DEP-001	(600:00)			(600.00))										3 924.25
18/01/2011	Namibia Wholesalers	Food for committee meeting	04-007					320.65	55			320.65						3 603.60
18/01/2011	Various	owances	04-008					100.00		100:00								3 503.60
18/01/2011 F	P v an Wyk	Withdrawal from Bank	03-122	3 000.00	3 000.00			'										6 503.60
20/01/2011	Namibia SS	Fuel: CBNRM	04-009	,				150.00	00					150.00				6 353.60
22/01/2011	Namibia SS	Fuel: pick up Quarter Plan meeting	04-010					325.00	00					325.00				6 028.60
22/01/2011	Namibia Wholesalers	Food for Quarterly planning meeting	04-011					621.65	55			621.65						5 406.95
28/01/2011 F	P v an Wyk	Advance: Manager travel town	ADV-02					200:00	00							200.00		5 206.95
29/01/2011	Namibia minibus	Hike to town: Manager	04-012	1				'						50.00		(50.00)		5 206.95
29/01/2011 F	P v an Wyk	S & T: 3 days Windhoek @100	04-013	1				'				100.00				(100:00)		5 206.95
29/01/2011	Various	Staff Salaries	04-014					1 500.00	_	500.00								3 706.95
30/01/2011	J Pieterse	Camping fees: 4 people/2 night @50	INV-002	400.00			400.00	'										4 106.95
				1														
		Balance Carried Forward		8 450.00	8 000:00	50.00	400.00	4 343.05	_	90.009		1 732.30	185.75	775.00	,	50.00	,	4 106.95
ATTY CAS	PATTY CASH SUMMARY RECONCILIATION:	CILIATION:																
Sash Brc	Cash Brought forward	_																
PLUS tot	PLUS total income rec	8 450.00																
ESS tota	LESS total expenditure	4 3 4 3 .05																
Petty cas	Petty cash book balance																	
Petty cas	Petty cash in box balance	4 106.95																
/ariation	Variation petty cash book vs																	

Monthly Financial Report Form (Blank)

						INCOME	: :				
			Α	В		C (CURRE	NT MONTH)		D	E	F
		INCOME LINE ITEM Description		PREVIOUS Income	Bank Book Cheque		Bank Book Invest	Cash Book - Petty	CURRENT MONTH TOTAL	TOTAL year to date	BALANCE: Inc
	01	Trophy Hunting									
	02	Shoot and Sell									
	03	Tourism Venture 1									
	04	Tourism Venture 2									
	05	Conserv Camping Fees									
	06	Devils Claw									
	07	Bank Interest Received									
	08	Other Income									
	09	Transfers									
G		TOTAL EXP INCOME	-	-	-	-	-	-	-	-	-

					-	EXPENDIT	JRE:				
			Α	В		C (CURREI	NT MONTH)		D	E	F
	LINE ITEM NO	EXPENDITURE LINE ITEM Description	ANNUAL BUDGET	PREVIOUS Expend 2011	Bank Book Cheque	Bank Book Mother	ĺ	Cash Book - Petty	CURRENT MONTH TOTAL	TOTAL year to date	BALANCE: Expend vs Budget
	1	SALARIES/BENEFITS									
		Manager									
		Game Guards									
	1.3	Sitting allowance									
		EQUIPMENT									
		Uniforms									
	3	TRAVEL & MEETINGS									
	3.1	Staff Meetings									
		S&T									
		AGMs									
	3.4	Conservancy Comm									
		Plan & Feedback meet									
		OFFICE RUNNING COST	s								
		Stationery & materials									
		Telephone									
	4.3	Water & Electricity									
		Office rent									
	4.5	Bank charges paid									
		FIELD RUNNING COSTS									
	5.1	Fuel									
	5.2	Vehicle Maintenance									
	5.3	Vehicle Insurance									
	6	MEMBERS BENEFITS									
	6.1	Sports									
	6.2	Cash Benefit									
	6.3	HACCSIS									
	6.4	Garden proj: seed 10 vill									
	7	Invest/Reserve/Savings									
		Adv/loans outstanding									
	9	Transfers Bank/cash									
Н		TOTALS									
I	١	ARIATION INCOME VS E	XPENDITURE								İ
							ı				

_					
J	WHAT IS THE BALANCE OF MONEY:			WHERE IS THE MONEY BEIN	IG HELD:
K	Balance B/F previous month:			Investment Account	
L	PLUS: TOTAL 2011 Income to date:			Mother Account	
M	MINUS: TOTAL 2011 Expend to date:			Cheque Account	
N				Cash Box	
0				Adances, Debtors, Loans	
Р	FINAL TOTAL BALANCE:			TOTAL BALANCE	
Q		Ţ		GRAND FINAL TOTAL	
R			•	VARIATION	

	VARIATION
REPORT PREPARED BY:	•
DATE OF REPORT:	
NOTES/COMMENTS:	
REPORT APPROVED BY:	
DATE APPROVED:	

Monthly Financial Report Form

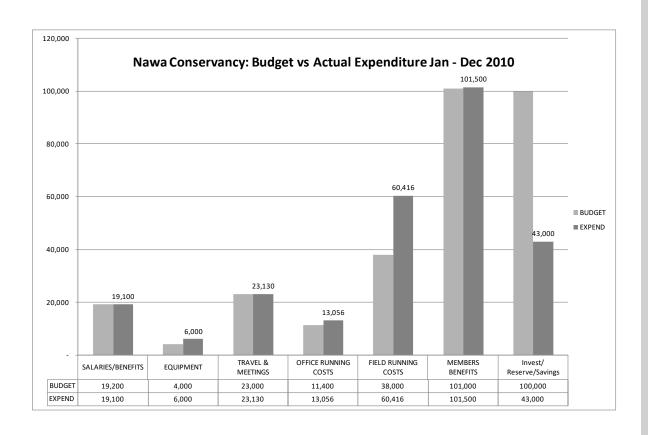
						INCOME	:				
			Α	В		C (CURRE	NT MONTH)		D	E	F
	I I E IVI	INCOME LINE ITEM Description	EXPECTED INCOME	PREVIOUS Income	Bank Book Cheque	Bank Book Mother	Bank Book Invest	Cash Book - Petty		TOTAL year to date	BALANCE: Inc
	01	Trophy Hunting	100,000						-	-	100,000.00
	02	Shoot and Sell	10,000						-	-	10,000.00
	03	Tourism Venture 1	150,000						-	-	150,000.00
	04	Tourism Venture 2	50,000			50,000.00			50,000.00	50,000.00	-
	05	Conserv Camping Fees	6,000			600.00		400.00	1,000.00	1,000.00	5,000.00
	06	Devils Claw	4,000						-	-	4,000.00
	07	Bank Interest Received	1,200		32.94	86.35	1,670.23		1,789.52	1,789.52	(589.52)
	08	Other Income	•					50.00	50.00	50.00	(50.00)
	09	Transfers	•		10,000.00			8,000.00	18,000.00	18,000.00	(18,000.00)
G		TOTAL EXP INCOME	321,200		10,032.94	50,686.35	1,670.23	8,450.00	70,839.52	70,839.52	250,360.48

T						EXPENDIT	JRE:				
			Α	В		C (CURRE	NT MONTH)		D	E	F
	LINE	EXPENDITURE LINE ITEM Description	ANNUAL BUDGET	PREVIOUS Expend 2011	Bank Book Cheque	Bank Book Mother	Bank Book Invest	Cash Book - Petty	CURRENT MONTH TOTAL	TOTAL year to date	BALANCE: Expend vs Budget
	1	SALARIES/BENEFITS									
T	1.1	Manager	6,000					500.00	500.00	500.00	5,500.00
	1.2	Game Guards	12,000					1,000.00	1,000.00	1,000.00	11,000.00
	1.3	Sitting allowance	1,200					100.00	100.00	100.00	1,100.00
T	2	EQUIPMENT									
	2.1	Uniforms	6,000						-	-	6,000.00
	3	TRAVEL & MEETINGS									
	3.1	Staff Meetings	4,800					390.00	390.00	390.00	4,410.00
	3.2	S&T	7,200					400.00	400.00	400.00	6,800.00
T	3.3	AGMs	6,000						-	-	6,000.00
T	3.4	Conservancy Comm	4.800					320.65	320.65	320.65	4,479.35
T		Planning & Feedback me	2,400					621.65	621.65	621.65	1,778,35
1		OFFICE RUNNING COST	S								
T	4.1	Stationery & materials	1,200					135.75	135.75	135.75	1,064.25
T		Telephone	3,600		450.00			50.00	500.00	500.00	
T		Water & Electricity	2,400						-	-	2,400.00
T	4.4	Office rent	3,600						-	-	3,600.00
T	4.5	Bank charges paid	1,200		94.85	61.35			156.20	156.20	1,043.80
T		FIELD RUNNING COSTS	,								,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
T	5.1	Fuel	24.000					775.00	775.00	775.00	23,225.00
7	5.2	Vehicle Maintenance	12,000		967.85				967.85	967.85	11,032.15
7		Vehicle Insurance	9,600		800.00				800.00	800.00	
T	6	MEMBERS BENEFITS	.,								
7	6.1	Sports	16,000						-	-	16.000.00
7	6.2	Cash Benefit	50,000						-	-	50,000.00
7		HACCSIS	40,000	İ					-	-	40,000.00
1		Garden project: seed 10 v	5,000						-	-	5,000.00
T		Invest/Reserve/Savings	102.200						-	-	102,200,00
7		Adv/loans outstanding		İ				50.00	50.00	50.00	. ,
7		Transfers Bank/cash		İ	8.000.00	10.000.00		10.00	18.000.00	18.000.00	
1		TOTALS	321,200	-	10,312.70	10,061.35	-	4,343.05	24,717.10	-,	
T		VARIATION INCOME V	S EXPENDITURE	-	(279.76		1.670.23		46,122,42	46.122.42	

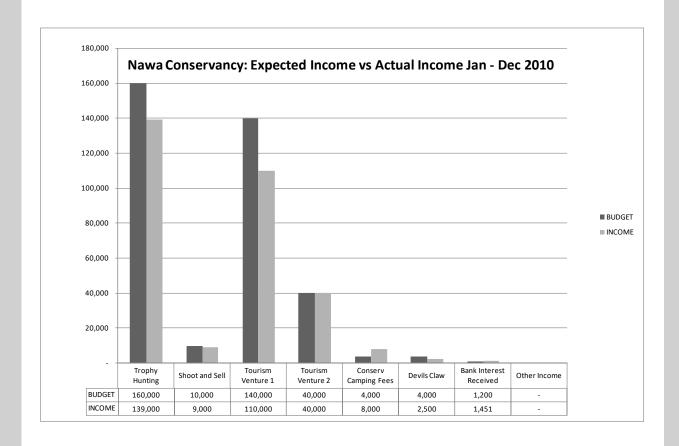
J	WHAT IS THE BALANCE OF MONEY:						WHERE IS THE MONEY BEING	G HELD:
K	Balance B/F previous month:		20,000.00	25,550.00	226,870.00	-	Investment Account	228,540.23
L	PLUS: TOTAL 2011 Income to date:		10,032.94	50,686.35	1,670.23	8,450.00	Mother Account	66,175.00
M	MINUS: TOTAL 2011 Expend to date:		10,312.70	10,061.35	-	4,343.05	Cheque Account	19,720.24
N							Cash Box	4,106.95
0							Adances, Debtors, Loans	
Р	FINAL TOTAL BALANCE:	-	19,720.24	66,175.00	228,540.23	4,106.95	TOTAL BALANCE	318,542.42
Q	GRAND FINAL TOTAL					\rightarrow	GRAND FINAL TOTAL	318,542.42
R			•	•			VARIATION	_

FINAL TOTAL BALANCE:	-	19,720.24	66,175.00	228,540.23	4,106.95	TOTAL BALANCE	318,542.42
GRAND FINAL TOTAL						GRAND FINAL TOTAL	318,542.42
						VARIATION	-
REPORT PREPARED BY:							
DATE OF REPORT:							
NOTES/COMMENTS:							
REPORT APPROVED BY:							
DATE APPROVED:			·				

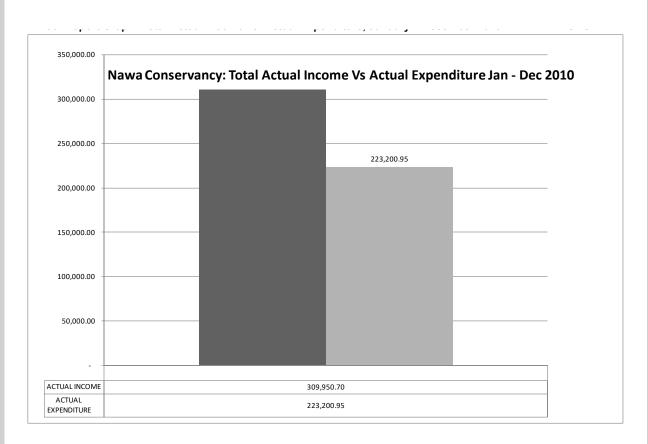
ANNUAL REPORT GRAPH: Budget v.s Expenditure, January - December 2010



ANNUAL REPORT GRAPH: Expected Income vs. Actual Income, January - December 2010



ANNUAL REPORT GRAPH: Total Actual Income vs. Actual Expenditure, January - December 2010



Financial Management and Governance WORKSHOP EVALUATION FORM

Venue:	Date:	
Facilitator/s:		

	Evaluation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The facilitator was knowledgeable about the workshop content.					
2.	The workshop content was well presented by the facilitator.					
3.	The workshop content was relevant.					
4.	The workshop content was easy to understand.					
5.	I gained new information.					
6.	I learnt new skills.					
7.	The allocated time for the workshop was sufficient.					
8.	The workshop met my expectations.					
9.	Workshop logistics:					
a)	Notice for the workshop was given on time.					
b)	The venue was appropriate.					
c)	Transport was well organised.					
d)	Meals and accommodation were satisfactory.					

	Which aspect (or aspects) of the workshop did you find the most valuable, and why?
	wily:
_	
	Do you have any other comments/suggestions that could help with improving
	future workshops?
	Do you need any follow-up training, or training in other areas?
	If so, please list them.

