



Department of Community and Health Services

Pacific Conservation NGO Management and Leadership Training

Course information



Warm Pacific Greetings

Welcome to the Pacific Conservation NGO Management and Leadership Training programme. It is certainly our pleasure to have the opportunity to work with you over the coming year. This course has been developed with the intention to support busy managers of conservation based NGOs in the Pacific in order for them to be more effective in carrying out their mission.

It is our hope that by participating in this programme that you will have the opportunity to share your knowledge and skills with each other as well as to learn new skills and ways of managing your organisations. This programme is based on a values based management and leadership programme that we have been delivering in the Pacific since 1999. We are confident that you will enjoy the workshops, build strong networks with the others on the programme and that your organisations will receive enormous benefit from your participation.

As distance students of Unitec New Zealand you are welcome to access any of our online services including our library which has many e books you can use. For more information on Unitec visit www.unitec.ac.nz

Please do not hesitate to contact Fraser McDonald at any time if you have any questions or concerns. We all wish you well on the programme and look forward to getting to know each of you.

Fraser McDonald

Sandy Thompson

Nirisha Niranjani

Department of Community and Health Services

Contact details

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Garth Nowland Foreman	Tutor	nowland.foreman@vodafone.co.nz 64 21 126 3584
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Postal Address:

Unitec New Zealand
Department of Community and Health Services
Private Bag 92925
Auckland Mail Centre
Auckland 1142
New Zealand

Course Location

The workshops will be held at the Jovili Meo Mission Centre which is in the grounds of the Pacific Theological College on the corner of Vuya Road and Queen Elisabeth Drive, Veiuoto, Suva.

Their telephone is: (679) 3311100 or Email jimmc@ptc.ac.fj

If travelling down to Suva from Nadi International Airport by bus (see attached Pacific Transport Limited bus timetable or the Sunbeam option), the buses finish their trip outside the Holiday Inn on the waterfront. We recommend that you pick up a taxi which will take you along Queen Elisabeth Drive to the Pacific Theological College. It is a short trip and Suva taxis are cheap! Legal taxis even have fare meters...

JOVILI MEO MISSION CENTRE

The Jovili Meo Mission Centre at PTC provides a quiet and pleasant environment overlooking the sea. It is well equipped for conferences with meeting facilities and accommodation for 30 people, including a VIP Suite.



- 2 Air-con conference rooms, can be made into 1*
- Multimedia equipment*
- Big dining room and lounge area*
- Internet Services*

The JMMC provides a service to the churches and the community. The income it generates helps to finance the educational programs of PTC. We thank those who support us by using JMMC as their conference venue!

**For further information: ph +679 331 1100;
Fax +679 679 330 1728; jimmc@ptc.ac.fj**

Travel and accommodation costs

You are required to make your own internal travel arrangements both in your home countries and when you arrive in Fiji.

Your flight has been booked to Nadi so you will need to arrange transport to Suva where the course is being held. Flights are available to Nausori which is next to Suva with a \$30 Fijian taxi to Suva.

There are also frequent buses which leave from the airport which are very reasonably priced – approximately \$13 Fijian. When you come through the doors at arrivals you will see an information desk in front of you, they will direct you to the buses. The bus trip takes approximately 4.5 hours along the picturesque coral coast. Timetables for these buses can be found at the back of this handbook.

Unitec will organise and pay for accommodation and food while the workshops are being carried out. Please note the accommodation is comfortable and will be twin share with shared facilities.

Accommodation has been booked for all participants from the Sunday night before the workshop starts until the following Saturday. Those who need to arrive before the Saturday or leave later due to flight schedules will have their accommodation covered for these extra days. Students who wish to arrive in Fiji before this time or stay on afterwards for their own benefit will need to make their own arrangements.

Suva based students who choose to not stay in residence need to be aware that there will be some evening sessions which will support your progress through the programme.

Aim of the Programme

This course aims to build essential skills and understanding for effective management and leadership of a Non Government Organisation building on ethical and sustainable practice. Students will identify the distinct values, culture and characteristics of the NGO Sector in the Pacific and internationally. They will explore management and leadership of organisations within this sector with the particular outcome of facilitating a learning organisation. Areas of management will include motivating staff and volunteers, resource generation and stewardship, effective communication and advocacy, as well as building organisation capacity.

What does the programme look like?

The programme consists of four, one week long workshops with tasks in between. The workshops are residential and participants are expected to stay at the venue.

Classes start at 8.30am and finish at 4pm There are also a short sessions in the evening. It is expected that in the evenings some group work and assessment tasks will be carried out.

Our workshops consist of a variety of learning opportunities with very little lecturing. Active learning activities are built into the programme to ensure that the classes are interesting and enjoyable.

In between workshops you will be expected to carry out some tasks. Full information will be provided at the workshops. It is also expected that you will maintain contact with the course coordinator Fraser McDonald throughout the programme. An online course site has been established for the programme – details will be provided at the first course.

Some of the tasks in between workshops will require you to seek a local mentor or to access support and information from within your organisation.

The next few pages are outlines of each of the workshops.

Pacific Management and Leadership Programme (Conservation)

- ➔ Skills for effective management and leadership
- ➔ Fundamentals of organisation management and leadership
- ➔ Understanding of Conservation NGO context

Conservation dimension

- Natural and physical resources
- Environmental law and the state
- Environmental Impact Assessment (EIA)
- Indigenous knowledge and rights over natural resources
- Integrated management of natural resources
- International law
- Resource management issues
- Sustainability

Courses	Values Based Leadership and Management 15 credits @ Level 5 1-6 July 2012	Working with People 15 credits @ Level 7 9-14 September 2012	Resource Generation and Management 15 credits @ Level 6 11-16 November 2012	Leading & Learning in Organisations 15 credits @ Level 7 17-23 February 2013
Content	<ul style="list-style-type: none"> • Conservation NGO context • Their organisation (values; culture; mission; vision) • Organisation capacity • Project Planning • Leadership and management • Learning organisations • Study skills • Setting up mentoring/and in between session work 	<ul style="list-style-type: none"> • Motivation theory • Volunteerism • HR strategy (inc recruitment/policies etc) • Coaching • Performance Management • Conflict/Negotiation • Facilitation • Communication • Teams 	<ul style="list-style-type: none"> • Budgeting • Reading financial reports • Basic fund management • Fundraising theories • Sources of funding • Funder capture • Proposal writing • Financial controls and accountabilities 	<ul style="list-style-type: none"> • High performing organisations • Monitoring and evaluation • Stewardship • Sustainability • Strategy • Influencing external change • Leading internal change • Ethical decision making • Advocacy
Assessments & self directed study	Reflection on organisations Culture and Values; self assessment on management and leadership	HR strategy for organisation and team assessment on a current team	Fundraising proposal and development of an aspect of organisation financial operation	Organisation development strategy; class presentation
Learning Organisation assignment start in session one and present in session four (a step by step process)				
Reflective Journal and reading tasks throughout whole programme				

Workshop One: Values Based Leadership and Management

1-6 July 2012

Tutors: Fraser McDonald and Sandy Thompson

Learning outcomes;

1. Test the application of an organisational effectiveness and improvement tool
2. Employ effective communication skills to build and sustain workplace relationships
3. Employ current theory on team leadership to effectively lead work teams in the 'NFP' sector
4. Analyse organisation conflict and employ appropriate resolution approaches. And use a theory on conflict and analyse from functional, cultural and structural perspectives.
5. Test the application of an organisational effectiveness and improvement tool
6. Identify the roles, functions and characteristics of the Not for Profit (NPO) sector.
7. Identify and apply effective ethical and sustainable practice as a manager within the NGO sector

Topics:

- NGO context
- Community development
- Relationships with public, private sectors
- Vision, mission, values and culture of NFP organisations
- Stakeholder analysis and communication
- Organisational capacity development
- Organisational life cycles
- Management and leadership theories
- Self care and stress management
- Ethical decision making principles and tools
- Sustainable practice
- Personal management/leadership
- Personal learning styles, goals and processes
- Study skills

Workshop Two: Working with People

9-14 September 2012

Tutors: Fraser McDonald and Margy Jean Malcolm

Learning outcomes:

1. Decide on contextually appropriate management approaches for optimising performance of staff and volunteers in a culturally diverse NGO sector
2. Design human resource policies and processes which respond to an organisation's current and future needs, legal requirements and sustainability
3. Employ effective communication skills to build and sustain workplace relationships
4. Employ current theory on team leadership to effectively lead work teams in the 'NFP' sector
5. Analyse organisation conflict and employ appropriate resolution approaches. And use a theory on conflict and analyse from functional, cultural and structural perspectives.

Topics:

- Volunteerism
- Equity and diversity in the workplace strategies
- Motivational leadership
- Human resource policies and procedures
- Job design and delegation
- Competencies, Recruitment and selection;
- Induction
- Motivation and retention strategies
- Reward and remuneration structures
- Empowering volunteers and paid staff
- Performance management concepts, skills and systems
- Coaching for staff/volunteer performance
- Managing difficult conversations
- Termination, dismissal and exit processes
- Analysing organisational conflict theories and contrasting alternative cultural responses to conflict
- Critically evaluating conflict resolution models
- Advocacy; mediation and arbitration
- Building and sustaining effective work teams

Workshop Three: Resource Generation and Management

11-16 November 2012

Tutors: Fraser McDonald and Lindsay Jeffs

Learning outcomes:

1. Recognise basic accounting practices in a not-for-profit organisation.
2. Contrast and examine the culturally diverse financial planning, accountability, budgeting, costing and pricing approaches internationally to enable effective management control
3. Critically examine the current income and funding streams and their requirements for a not-for-profit organisation
4. Evaluate the applicability of fundraising methods, theories and models for a not-for-profit organisation.
5. Research and critically analyse what makes an effective sustainable not for profit organisation across several different cultural and environmental setting.

Topics:

- Legal responsibilities
- Concepts of accounting
- Accounting terminology
- Accounting cycle
- Cash and accrual accounting
- Financial statements
- Tagged and untagged funds
- Budgets
- Variance analysis
- Cost accounting practices
- Costing and pricing
- Acquittals and reports
- Information systems for performance monitoring and reporting
- Funding and income generation sources
- Funding applications
- Fundraising strategies
- Asset mapping, asset based fundraising
- Funder capture,

Workshop Four: Leading & Learning in Organisation

17-23 February 2013

Tutors: Fraser McDonald and Garth Nowland-Foreman

Learning outcomes:

1. Recognise critical elements necessary for an effective organisational advocacy strategy including collaboration, and design and use an application for a real world situation
2. Identify and critically analyse governance and management roles and responsibilities in a not for profit organisation
3. Analyse the contribution and components of effective not for profit stewardship from several different cultural perspectives.

Topics:

- High performing organisations
- Monitoring and evaluation
- Governance and management
- Leadership models and styles
- Organisational structures and power
- Stewardship
- Sustainability
- Strategy; advocacy and influence
- Strategic, creative and generative thinking for sustainability
- Benchmarking and organisational re-engineering
- Reviewing monitoring and evaluating.

Ongoing Learning and Assessments

As part of the programme participants will be expected to continue with their learning in between workshops. This will involve working on assignments and tasks which will enhance your professional development as well as build your organisation. Coaches and mentors will be established to support participants.

Participants will be expected to complete assignments to pass the course and to receive a Unitec certificate. All assignments and tasks on the course will be related to the student's own organisation to ensure it is useful and to build the capacity of the organisation.

Assessment tasks are designed to support the learning process and provide you with opportunities to apply the learning from the programme to your own situation. They include such things as essay writing, proposal writing, group presentations, journal writing, research projects, and more. Believe us; these assessment activities add value to your learning!

At the beginning of each course you will be informed of the assessment requirements, and given written assessment criteria and due dates. If you don't understand the assignment or the criteria, please ask questions in class or speak to the tutor during the workshop. Don't leave it till the day before it's due!!

If you find assignment writing difficult, we can provide some additional support for you but we need you to let us know. We are here to help.

Assignments are expected to be legible (preferably typed), accurately referenced and include a reference list. A referencing guide is provided on the first workshop and is available from the tutors otherwise. We always aim to make the assignment work relevant and useful.

Please take care to not present any other author's work as if it were your own. Make it clear when you are quoting from other sources. Plagiarism is the act of taking and using another's work as one's own. It is considered as cheating, unethical and is absolutely unacceptable on this programme. Any allegations of plagiarism will be investigated and dealt with under the academic misconduct provisions of Unitec NZ's academic statute.

Assignments must be posted or delivered in hard copy to, Programme Administrator, Graduate Diploma in NFP Management, Waitakere Campus, Unitec NZ, Private Bag 92-025, Auckland 1142, by the due date.

Please always keep a copy of your assignment. Please do not put your assignments in any special binding or folders – a stapled printed copy is required.

ALWAYS PUT YOUR NAME, ADDRESS AND THE COURSE YOUR ASSIGNMENT APPLIES TO ON THE FRONT COVER of your assignment

Our programme standard is to have assignments back to you within four weeks maximum from the due date. If you have not received your assignment within this timeframe, contact Fraser.

The following grades are given:

A	Pass with distinction
B	Pass with merit
C	Pass
D	Fail
DNC	Did Not Complete
DEF	Results not yet finalised

A, B, C and CC categories are pass grades. All assignments within a course must receive a pass grade to enable students to gain the full credits for the course.

If an assignment is awarded a DEF grade, the student has the opportunity to resubmit it, within a specific timeframe, with feedback from the tutor about what else is needed. Only **one** resubmit is available for each assessment task and the maximum grade for any resubmit will be a C pass. When resubmitting work, you must include the original marked assignment or the original grade will stand.

DNC applies where a student does not meet attendance requirements or submit the required assessments. No credit is awarded for a DNC.

IF YOU ARE NOT HAPPY WITH YOUR GRADE: Please contact one of the tutors know. We can have the assignment moderated by another tutor. This will not cause us offence because we want to make sure the marking is transparent and fair.

If you are still not satisfied, you may appeal in writing to the programme coordinator, outlining the basis of your appeal and attaching the assignment, assignment marking criteria and tutor feedback. The Programme coordinator has the option of reviewing the marking or referring the matter on to the Programme Committee.

Attendance

It is expected that all participants will make their participation a priority on the programme. You will therefore be expected to attend all sessions to enable the group to move forward together with its learning. A minimum 80% attendance rate is required to pass the course. In cases of illness or circumstances that may cause you to be absent, you should contact Fraser McDonald as soon as possible.

Course Evaluations, Feedback and Complaints

We encourage open, regular feedback between tutors and students - before, during and after courses. Formal course and tutor evaluation forms will gather specific feedback from students at the end of the some courses. In other cases, students are invited to participate in a facilitated group discussion to identify what has helped/hindered their learning and what could be improved.

As a programme we are committed to living the learning organisation principles that we teach, expecting to listen, learn and continue to improve our practice in response to feedback received. Students' needs vary widely but we do our best to cater for diversity.

Individually, students are encouraged to talk with their tutor if they have any concerns/complaints that need to be addressed. The sooner we know of your concerns, the more likely we are to be able to resolve them. If the issues are not resolved, then students should contact the Course Coordinator and or a Head of Department. Other support services within Unitec NZ are noted on the last pages of this handbook. The student complaints policy is available on www.policies.unitec.ac.nz.

You can also contact the student union with any concerns. They can be reached on:

USU, Students' Association at Unitec

Monday to Friday, 9.00am - 5.00pm

Fax + 64 9 846 9364

Email usu@unitec.ac.nz

Unitec on-line services

To access the library go to www.unitec.ac.nz

Column click on the library

Searching the catalogue is open to anyone, you will be asked for your user name and password to access e-books and journals etc.

To check your records go to www.unitec.ac.nz

Click on my Unitec portal; enter your user name and password to login; click on my records; then academic summary; unofficial transcripts and view transcript.

For academic support contact our Student support services Te Puna Ako Learning Centre:

Email TePunaAKO@unitec.ac.nz

The type of support on this programme consists of:

- Encouragement and support during the programme engagement and enrolment process
- Academic support, tutorials and pastoral care in between papers
- Academic and appropriate pastoral care in the class room.
- Establishment of an ongoing Study Group

Lautoka / Suva via Queen's Highway

	Ba	Laka	Airport	Nadi	Fijian	Sigatoka	Reef	Naviti	Korolevu	Warwick	Beach House	Korovisiou	Deuba	Navua	Suva
Sunset^		3.15am	3.45	4.00		5.05		5.45							7.30am
Stage						6.40	7.00	7.25	7.35	7.40	7.50	8.30	9.10	9.20	10.20am
Express						8.00	8.10	8.35	8.40	8.45	8.50	9.10	9.30	9.45	10.30am
Express		8.30am	9.00	9.30	10.15	10.50	11.00	11.20		11.35	11.40	12.05	12.35	12.45	1.30pm
Express		9.30am	9.50	10.10		11.20									1.35pm
Express		10.10am	10.40	11.00	12.00	12.20	12.30	12.50	12.55	1.00	1.05	1.20	1.50	2.10	2.55pm
Express	10.15	11.10am	11.40	12.00	1.00	1.20	1.30	1.50	1.55	2.00	2.05	2.25	2.50	3.10	3.50pm
Express	11.30	12.40pm	1.10	1.35	2.35	3.00	3.10	3.30	3.40	3.45	3.50	4.10	4.55	5.00	5.40pm
Express		2.15pm	2.45	3.05	4.00	4.15	4.25	4.45		5.00	5.00	5.35	6.00	6.20	7.00pm
Sunset		3.15pm	3.35	3.45		5.05									7.20pm

Suva / Lautoka via Queen's Highway

	Suva	Navua	Deuba	Korovisiou	Beach House	Warwick	Korolevu	Naviti	Reef	Sigatoka	Fijian	Nadi	Airport	Lautoka	Ba
Sunset^	3.45am	4.25	4.40	5.05		5.35				6.00	6.10	7.10	7.25	7.55am	
Express	7.30am	8.15	8.30	9.00	9.25	9.30		9.50	10.05	10.25	10.35	11.35	11.45	12.15pm	
Sunset	8.45am									11.10		12.20	12.30	12.50pm	
Express	10.00am	10.45	11.00	11.20	11.45	11.50	11.55	12.00	12.20	12.45	12.55	2.00	2.25	2.55pm	
Stage	10.30am	11.30	11.50	12.05	12.40	12.50	1.00	1.10	1.40	1.55					
Express	11.10am	11.55	12.10	12.30	12.55	1.00	1.05	1.10	1.30	1.50	2.00	3.05	3.20	3.50pm	4.30pm
Stage	1.00pm	2.00	2.20	2.35	3.05	3.15	3.25	3.30	4.00	4.15					
Express	1.15pm	2.00	2.15	2.35	3.05	3.10	3.15	3.20	3.50	4.10	4.20	5.15	5.30	6.00pm	
Express	2.15pm	3.00	3.15	3.45	4.10	4.15		4.35	5.00	5.15	5.25	6.15	6.30	7.05pm	
Express	4.00pm									6.25	6.35	7.35	7.45	8.05pm	

HEAD OFFICE:

169-171 Foster Road
Walu Bay, Suva

BRANCH OFFICES:

Suva - 330 4366
Lautoka - 666 0161
Nadi - 670 0044
Sigatoka - 650 0088
Taveuni - 888 0278



E-MAIL : pacifictrans@connect.com.fj

G.P. BOX 1266

Suva, Fiji

FAX:

Suva 3303668
Lautoka 6660283
Nadi 6700044
Sigatoka 6500088

	SUVA DEP	NAVUA DEP	PACIFIC HARBOUR	SIGATOKA ARR	SIGATOKA DEP	NADI DEP	NADI AIRPORT	LAUTOKA ARR	BA ARR
Express Daily	6.45am	7.35am	7.50am	9.20am	9.35am	10.50am	11.05am	11.35am	
Stage Daily	7.30am	8.30am	8.50am	10.40am	11.00am	12.35pm	12.50pm	1.30pm	
Stage Daily	8.00am	9.00am	9.20am	11.00am	11.30am	1.35pm	1.55pm	2.35pm	
Express Daily	8.30am	9.15am	9.30am	11.00am	11.15am	12.40pm	12.55pm	1.30pm	
Stage Daily	9.00am	10.00am	10.20am	12.10pm	12.30pm	2.30pm	2.50pm	3.30pm	
Express Daily	9.30am	10.20am	10.35am	12.05pm	12.20pm	1.35pm	1.50pm	2.20pm	
Express Daily	12.10pm	1.00pm	1.15pm	2.45pm	3.00pm	4.15pm	4.30pm	5.00pm	
Stage Daily	1.30pm	2.30pm	2.50pm	4.40pm	4.55pm	6.30pm	6.50pm	7.30pm	
Express Daily	3.00pm	3.50pm	4.05pm	5.50pm	6.00pm	7.15pm	7.30pm	7.55pm	8.40pm
Stage Sat/Sun	3.30pm	4.30pm	4.50pm	6.40pm	6.55pm	8.30pm	8.50pm	9.30pm	
Stage Mon/Fri	4.30pm	5.30pm	5.50pm	7.40pm	7.55pm	9.30pm	9.50pm	10.30pm	
Express Fri	5.00pm		6.00pm	7.30pm	7.50pm	9.05pm	9.20pm	9.50pm	
Express Daily	5.30pm	6.20pm	6.35pm	8.05pm	8.20pm	9.35pm	9.50pm	10.20pm	
Express Fri	6.00pm	6.50pm	7.05pm	8.35pm	8.45pm	10.00pm	10.15pm	10.45pm	
	BA DEP	LAUTOKA DEP	NADI AIRPORT	NADI DEP	SIGATOKA ARR	SIGATOKA DEP	PACIFIC HARBOUR	NAVUA DEP	SUVA ARR
Express Daily		6.30am	7.00am	7.20am	8.30am	8.45am	10.15am	10.35am	11.20am
Express Daily	6.15am	7.00am	7.25am	7.50am	9.00am	9.10am	11.00pm	11.20pm	12.05pm
Stage Daily		7.15am	7.55am	8.25am	9.55am	10.10am	12.00pm	12.30pm	1.25pm
Express Daily				9.00am	10.10am	10.25am	11.55pm	12.15pm	1.00pm
Stage Daily		8.15am	8.55am	9.25am	11.25am	11.40am	1.30pm	2.00pm	2.55pm
Stage Daily		9.15am	9.55am	10.25am	11.55am	12.10pm	2.00pm	2.30pm	3.25pm
Express Daily		12.10pm	12.40pm	1.00pm	2.10pm	2.25pm	3.55pm	4.15pm	5.00pm
Stage Daily		12.50pm	1.30pm	2.00pm	3.30pm	3.45pm	5.35pm	6.00pm	6.55pm
Stage Sat/Sun		3.30pm	4.10pm	4.35pm	6.05pm	6.20pm	8.10pm	8.35pm	9.30pm
Express Daily		3.50pm	4.20pm	4.40pm	5.50pm	6.00pm	7.30pm	7.50pm	8.35pm
Stage Mon/Fri		4.15pm	4.55pm	5.20pm	6.50pm	7.05pm	8.55pm	9.25pm	10.20pm
Express Fri		5.00pm	5.30pm	5.50pm	7.00pm	7.15pm	8.45pm	9.05pm	9.50pm
Express Daily		5.30pm	6.00pm	6.20pm	7.30pm	7.45pm	9.15pm	9.35pm	10.20pm
Express Fri		6.00pm	6.30pm	6.50pm	8.00pm	8.10pm	9.40pm	10.00pm	10.45pm

We also do Freight & Charter

Telephone for service, information and advance bookings:

Suva	Sigatoka	Nadi	Lautoka	Taveuni
330 4366	650 0088	670 0044	666 0161	888 0278
330 4126	650 0320- A/Hrs	9994365	666 0178 - Garage	9994368
9994363	9994364		9994366	
pacifictrans@connect.com.fj			9994367	

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