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**Chalimbana University**

**DIRECTORATE OF DISTANCE EDUCATION**

**DTL 1300: CHIEFDOM ADMINISTRATION AND MANAGEMENT**

**FIRST EDITION 2020**

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First Edition

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# MODULE OVERVIEW

This module discusses the historical background of Chiefdom Administration and Management in Zambia. It also describes chiefdom administration in line with the modern policies of the house of chiefs. The methods of applying basic functions of administration are discussed in the module. Furthermore, ways on how chiefdom Offices should be organized are discussed in detail. The module outlines how planning, implementation and evaluation of strategic plans is conducted. Sourcing of collaborating partners for development is also emphasized. And finally it gives the justification for integrating gender in Chiefdom Administration. You are welcome to the Chiefdom Administration and Management Studies Module one. This Study Area comprises of the following contributory subject units:*, Office Organization, Chiefdom Organization and Management, Meeting management, Strategic management, Networking and Collaborations, Land governance in Traditional leadership, Integrating gender in Chiefdom Administration and Administration of chiefdoms.* There shall be one (1) module for this course; Module 1 covering Chiefdom Administration and Management courses in year one. Is this course for you? This course is intended for people who are pursuing a Diploma course in Traditional Leadership, Management and Governance. The course is intended to impart knowledge, skills and change the attitude towards good governance of chiefdoms. The focus is on producing leaders/The Royal Highnesses who, apart from making good use of their local materials to enrich their chiefdoms, improve the standard of living for their people in the chiefdoms.

## Introduction

Welcome to the Chiefdom Administration. This module aims at equipping you with knowledge and skills on management of chiefdom Administration. The knowledge acquired from this module can be applied in any given organization to enhance the informed management of chiefdoms. You are therefore, required to study with an open mind and read other related materials. Wishing you all the best.

## Rationale

Chiefdom is an institution that has authority to spear head development, harness all the resources correctly and put in place the right people whom the traditional leaders influence to work in a manner that ensures that the set goals are achieved in a prescribed period of time. The chiefdom comprises resources such as people, capital, time, and major natural resources. This process includes recording all activities that are done on a daily basis. Management is a complex process and hence this course brings out necessary administrative skills to enable traditional leaders effectively run the affairs of their chiefdoms.

Aim: The aim of the course is to equip traditional leaders with necessary knowledge and skills on how to effectively administer the affairs of their chiefdoms.

Outcomes

Learning Outcomes: After completing this course, learners will be expected to:

Describe chiefdom administration

Explain and apply the basic functions of administration

Describe how chiefdom offices should be organised

Plan, implement and evaluate strategic plans

Find collaborative partners for development

Discuss ways of integrating gender in Chiefdom Administration

summarySummary

The module looks at the organisation, management and administration of chiefdoms.

Study skills

## Study Skills

As an adult learner, your approach to learning will be different to that of your school days: you will choose when you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities.

Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, stress management, etc. Perhaps you will also need to acquaint yourself with areas such as essay planning, searching for information, writing, coping with examinations and using the internet as a learning resource.

Your most significant considerations will be *time* and *space* i.e. the time you dedicate to your learning and the environment in which you engage in that learning.

It is recommended that you take time now —before starting your self-study— to familiarise yourself with these issues. There are a number of excellent resources on the internet. A few suggested links are:

<http://www.how-to-study.com/>

The “How to study” website is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, and test anxiety.

<http://www.ucc.vt.edu/stdysk/stdyhlp.html>

This is the website of the Virginia Tech, Division of Student Affairs. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note taking, how to read essays for analysis, memory skills (“remembering”).

TimeTimeframe

You are expected to spend at least 36 hours of study time on this module. In addition, there shall be arranged contact sessions with lecturers from the University during residential possibly in April, August and December. You are requested to spend your time judiciously so that you reap maximum benefit from the course.

HelpNeed Help?

In case you have difficulties during the duration of the course, please get in touch with your lecturer for routine enquiries during working days (Monday-Friday) from 08:00 to 17:00 hours on Cell: +260966692957; E-mail: lazarus.daka@yahoo.com; website: [**www.chau.ac.zm**](http://www.chau.ac.zm).You can also see your lecturer at the office during working hours as stated above.

You are free to utilise the services of the University Library which opens from 07:00 hours to 20:00 hours every working day.

It will be important for you to carry your student identity card for you to access the library and let alone borrow books.

## List of equipment

In this module you will need a computer.

Assessment

In this course you will be assessed on the basis of your performance as follows:

Continuous Assessment 70%

Seminar presentation 15%

Field Project 25%

1 Test 15%

Case study 15%

Final Examination 30%

Total 100%

Prescribed Reading:

Hampungani, C. M. (2013), *Total Office Practice*. Lusaka: Litovia Press Ltd.

Harrison, J. (1991*), Secretarial Duties*. London: Pitman Publishing Co.

Denyer, J. C. (1991), Office *Management*. London: Pitman Publishing Co.

Lussier, R. N. and Hendon, J. R. (2010), *Human Resource Management: Functions, Applications, Skill development,* Sage Publications.

Armstrong, M. (2012*), A Handbook of Human Resource Management Practice* 12th Edition, London: Kogan Page.

Recommended Reading:

Harding H. (1988), Secretarial Duties. London: Pitman Publishing Co. Watchman.

John H. (1996), Secretarial Duties, 10th edition. London: Longman Limited: Addison Wesley.

Maurice, (1974), Office Practice Books one and two, 2nd Edition, London: Mcgraw-Hill Book Co. 9UK) Ltd.

Trotman, K. M. (1979). Modern Secretarial Products, 2nd Edition. London: McGraw.

# UNIT 1: OVERVIEW OF CHIEFDOM ADMINISTRATION

## 1.1 Introduction

Welcome to Unit 1. This unit gives an overview of chiefdom Administration, discusses the concept of administration and indeed the difference between management and administration. It further describes the characteristics of chiefdom administration and qualities of a good chiefdom administrator.

## Learning Outcomes

After completing this unit, learners will be expected to;

describe chiefdom administration

explain and apply the basic functions of administration

compare and contrast management and administration

explain the qualities of a good chiefdom administrator

## Time Frame

In this unit you are expected to spend approximately

3 hours of study time

2 hours of lectures per week

## **Content**

## 1.2 The Concept of Administration

“Administration is the guidance, leadership and control of the efforts of a group towards a common goal.’’

In its broadest sense, public administration consists of all those operations having for their purpose the fulfilment or enforcement of public policy as decided by the competent authorities, also the management and use of materials in the accomplishment of the purpose of the state,’’ (introduction to the study of public Administration, L. White)

Administration is an activity or process mainly concerned with the means for carrying out prescribed ends. Although the ends of government business, the military and the church are clearly different, the means for achieving them are often quite similar. Public administration is a particular sector of the broader field of administration. Public administration involves the implementation of public policy which has been outlined by representative political bodies...’’ (Public Administration – J. M. Pfiffner and R. V. Presthus).

The term ‘’administration’’ may be used in a number of senses and the meaning are frequently blurred. It may refer simply to the political party of the Executive branch and it’s frequently so used in the USA, as in the Bush administration; this usage is becoming more common in the United Kingdom. In some countries, where a sharper distinction is drawn between politicians and civil servants, the word may describe the civil service or bureaucracy alone; this is also common usage in the United Kingdom. The term also relates to the processes of implementing decisions and organising the government of a country, as in the administration of quasi-government agencies, nationalised industries and local authorities.

In recent years both politicians and political scientists have become concerned with the problem of government overload and the inefficiencies which result from an executive which has too many responsibilities.

What do you think could be the solution to such a problem?

How have you solved such a problem in your chiefdom when it arose?

One solution which seemed possible for a time in the UK was devolution. A solution attempted under Thatcherism, apart from general privatisation, was to allocate many functions of government to independent administrative agencies directly accountable to parliament. It is hoped that even ourselves in our chiefdoms, we have in one way or another delegated some of those tasks or duties to people that we trust, that have self motivation and can do the job without disappointing us as their chiefs.

In the United States of America, the problem has to some extent been tackled by deregulation, which involves strict reviews of government rules and orders, and efforts to reduce or even remove government intervention and control. Other questions which arise in relation to administration are whether the administrative corps is either competent or socially representative enough (maladministration), and whether the administration can be effectively controlled by politicians (accountability). You will agree with me that maladministration and lack of accountability can have very bad side effects in any form of administration. Therefore lets now strictly look at the functionalities of these two phenomena.

### Maladministration

Maladministration refers to actions of the civil Service, government ministers, local government officers or anyone with legal authority to make decisions affecting the public where those actions are corrupt or otherwise illegal. Where a decision is massively incompetent and individuals can show that they have referred serious personal hurt the issue of maladministration may arise, but mere incompetence generally would not be treated as maladministration. The typical issue in a case of maladministration is likely to be what common Law calls an ultra viras action, that is, an official has made a decision they did not have to make. Versions of this can come about where an official although entitled to use their discretion to make disregarded or ignored vital evidence. Maladministration is dealt with in various ways in different jurisdictions. The two most usual are through special administrative counts, or by the use of some version of the ombudsman (investigator general) system. An accusation of maladministration can have very serious consequences for a government; particularly where, as in the United Kingdom, there is a doctrine of ministerial responsibility, in theory making a minister liable for to resign for the actions of a civil servant they may know nothing about.

### Accountability

Accountability in the modern state has two major meanings which overlap. Firstly, there is the standard meaning, which are common in democracies, that those who exercise power, whether as governments, as elected representatives or as appointed officials, are in a sense stewards and must be able to show that they have exercised their powers and discharged their duties properly. Secondly, accountability may refer to the arrangements made for securing conformity between the values of a delegating body and the person or persons to who powers and responsibilities are delegated. Thus, in the United Kingdom, the government is said to be accountable to parliament in sense that it must answer questions about its policies and may ultimately be repudiated by parliament. In 1979, for example, the labour government headed by James Callaghan was defeated by a majority of one vote of no confidence, precipitating a general election. In the UK the Parliamentary Commission for administration and popularly known as the ombudsman- is thought to have improved the accountability of the administration by the scrutiny of administrative methods and inquiries into complaints against government and departments. Ultimately, of course, governments in democracies are accountable to the people through the mechanisms of elections (see appendices below).

Accountability is not compared to democratic forms of government, although it is in democracies that demands for greater accountability are generally heard. Any delegation of power will usually carry with it a requirement to report on how that power is exercised, and any institution seen as having power may be required to justify its operations to a superior authority. Thus, it would be possible to speak of a dictatorship or of a Totalirian regime making the press, the universities or the trade union movement accountable to the government.

## **Difference between Management and Administration**

### 1.3.1. Introduction to management:

Management is concerned with the running of an organisation, that the organisation has some purpose whether well defined or not and has resource, usually both material and human. Management in very simple form was, of course, being practiced the first time a group of people combined together for whatever reason, to get the job done. We obviously do not know when that time was, but simple actions such as this would have been the basis for more formal arrangements later. When did the practice of management begin in a formal way? Well, we know that several thousand years ago the Egyptians had developed a highly efficient system for quarrying, transporting and preparing materials in the building of pyramids, a project that would have been considered a gigantic, complex operation even in the present day terms. We know also that at this time the Egyptian army did not depend for survival on the unplanned foraging. Instead, it had logistics personnel whose jobs were written down and whose responsibility was to ensure that provisions of every kind were available when needed. This was, of course, the practice of management. While we are at this point are more interested in the development of management theory. As far as theorising and management is concerned, this has also gone on for a long time in one way or another. For example, early political philosophers Plato and Aristotle, when they engaged in controversy over the best form of government for the city state, were in the broad sense management as well as political theorists.

In a narrower sense the military were the first to theorise on management. As far back as 1800 the Frenchman Baron Paul Thiebauilt had a book published which establishes conclusively the existence of advanced staff theory and practice in the Nepoteoric armies. When we speak of the history of management theory, however, we are only really thinking of last eighty years or so. From that time, we have seen the development of ideas which can be divided into three movements. These movements of ideas which are not totally distinct from one another are classical theory, the human relations movement and the modern theories. It would be gratifying to look at each of these below, outlining the major contributions of each and listing the best known names associated with them. We shall however look at management and the management process, leaving other components for a further course.

The manager’s job:

Management – perhaps more has been written about this subject than any other related subject. This is probably because management is both a science and an art. As a science, it involves logic, reasoning, economics and psychology.

In answering the question “what is management?” it is necessary to differentiate between:

What a manager is (ie. The term “manager”)

What the manager does (ie. The functions of management).

Management has been defined as:- the process of utilising resources to accomplish designated objectives. It involves the organisation, direction, co-ordination and evaluation of people to achieve these goals (D. S. Brech) or “Management is achieving results through people.” Thus we see that a manager is required to achieve specific results (objectives), which is done by utilising the resources (e.g. his subordinates available to him). Now that you have a clear picture of what a manager is, it is necessary to consider what a manager DOES. Management theories such as Fayol, Brech, and Urwick have defined the functions of management as:

Planning, Leading, Organising, and Controlling (often referred to as PLOC). Within each of these functions, a manager performs various activities. i.e. he communicates, he sets objectives, and targets, he makes decisions etc.

### The management process

Management is a process whereby people in leading positions use human and other resources as efficiently as possible in order to provide certain products and / or other services, with the aim of fulfilling particular needs and achieving the enterprise’s set goals. What goals, for example, would you set in your chiefdom?

This process consists of a continuous cycle of four basic management tasks namely;( planning, organising, leading and controlling) and six additional management tasks namely; (decision-making, communication, motivation, coordination, delegation, and discipline). The basic management tasks are the most important steps in the management process and are performed consecutively during each activity. During the performance of different activities, attention is given to different elements of the management tasks simultaneously. The six additional management tasks are usually performed in some or other combination with the four basic management tasks. Thus, for example, planning management communicating, coordinating, motivating, delegating and sometimes disciplining.

The resources that are used as the so called five M’s, namely man, material (raw material), machinery, money and markets. The combination of these resources makes it possible to deliver certain products and / or services which fulfil a specific human need and in the process achieve the Chiefdom’s set objectives (short term) and goals (long term)

The management process is shown in figure 1 and briefly discussed.

FIGURE 1: The Management Process

The basic Additional Management Aim

Management Task/Functions Management Tasks/Functions

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| M  A  N  A  G  E  R  /  C  H  I  E  F |  | PLAN |  | DECIDE |  |  | EFFICIENCY AND EFFECTIVENESS OF THE CHIEFDOM |
|  |  |
| ORGANISE | COMMUNICATE |
|  |  |
|  | MOTIVATE |
|  |  |  |
| LEAD |
| COORDINATE |  |
|  |  |
| CONTROL | DELEGATE |
|  |  |
|  | DISCIPLINE |
|  |

### 

### Chiefdom Management and Administration

The manager is a key person because he leads the enterprise, by means of the four basic and five additional management tasks, to the achievement of its goals.

A manager is anyone who holds a leadership position and who takes the lead in the performance of a specific task or group tasks in the enterprise. He is in command of a number of subordinates, is found at all management levels and in all departments of the enterprise and co-operates to achieve the management aim, namely the efficiency and effectiveness of the enterprise. By efficiency is meant that the business activities of the enterprise are performed at the lowest cost. This is the capacity to perform tasks as well as possible with the minimum input (labour, material, time). Effectiveness implies that the applicable tasks have to be performed in order to achieve the chosen objectives. An enterprise functions effectively but efficiently when bit motorcars are produced at the lowest prices, when there is actually a demand for small motorcars. Efficiency cannot compensate for ineffectiveness; therefore efficiency is important, but effectiveness is critical for the success of any enterprise.

### Management Tasks

What Are The Four Basic Management Tasks?

What a simple question!

These are simply:

Planning

Planning is primarily a conscious reasoning and visualization of what the enterprise and is departments should achieve despite the uncertainty of the future, within a particular time, in order to be successful.

It comprises the formation of goals (long term) in every area where successes or results are expected. The second phase of planning entails the establishment of a realistic, practical plan which outlines the activities and resources required to reach the set objectives and goals.

Besides forecasting and objective-setting, planning also includes policy formation and the interpretation and establishment of programmes, schedules, procedures and methods, budgets, standards, rules and regulation

Organizing

Organizing is another very important aspect of leadership and it deals with the grouping and allotment of activities to main divisions or functional divisions and subdivisions, the creation of posts within these divisions and the specifying of their duties, authority and responsibilities. During this process an organizational structure or scheme emerges which establishes the structural framework of the business’s activities, and its main and subdivisions. Formal authority, responsibility and communication paths, as well as different management levels.

Staffing is mostly assigned to the personnel department. Mainly it entails the recruitment, selsction placement, induction, training, promotion, transfer, demotion, termination of service and remuneration of personnel.

Leading

Activating is a process of leading people in such a way that they will contribute towards the work activities in order to achieve the enterprise’s goals as efficiently as possible.

This is difficult and exacting task because people have to be motivated individually and in groups. Individuals are members of society, with their own attitudes, personalities, perceptions and frames of reference. Each person is unique because needs, ambitions, expectations, attitudes, knowledge, skills, potential and backgrounds differ. In order to be a good activator, each manager should be thoroughly aware of these differences.

The managers challenge is to create conditions which will allow the individual to best reach his own goals and then move on to achieve the goals of the enterprise.

Control

Control is the process by which the execution of plans and instructions can be controlled and measured, by means of feedback, through a management information system. The feedback can be compared with the standards and objectives set during the planning stages. In this way, deviations can be detected and corrective steps can be taken to ensure that the enterprise or department will, as far as possible, reach its set standards and objectives.

During the planning process standards are determined which must continually be attained in order to succeed. It is the task of control to ensure that the carefully structures plans are not upset because of various problems, such as insufficient or unusable stock and problems with workers. This feedback or knowledge of results is used in the new planning cycle and in this way mistakes can be eliminated or reduced.

### The Five Additional Management Tasks

Decision-making

Decision-making is the process by which alternative solutions to a problem are purposefully considered and the best alternative chosen.

Decision-making can be seen as most important of the additional management tasks, because it can mean the difference between profit and loss and even between the success and failure of an enterprise. Because decision-making deals with the present and the future, and with probabilities and uncertainties, the decision-maker should attentively weigh up the consequences of each alternative before making a decision.

Communication

Communication is the transfer of a message by whatever means and is related to the activities of the enterprise and /or to the relationship between the people involved between two or more persons.

Communication plays a particularly important role in all management tasks since it provides the information necessary for work performance. The way in which communication takes place in actual fact, determines the relationship between the staff members, their disposition, morals, motivation and performance, and the enterprise climate.

Motivation

Motivation comprises all attempts made by a manager to get his surbodinates to the point where they willingly strive to do their best.

Motivation has its roots in an unsatisfied need that creates tension. In order to reduce this tension certain behaviors take place, leading to the fulfillment of these needs. Motivation comes from within, but it is the manager who should use effort to create and maintain a willingness. People always have reasons for working, for example, a need for money, success, status or self-actualization, or fear of unemployment or dismissal.

There are unfortunately no general motivational methods that work for all individuals, because their values, attitudes, dispositions and frames of reference differ. The manager should know his subordinates so well that he knows what motivates each one of them. He should then apply the most appropriate methods to motivate the workers to produce their best.

Co-ordination

Co-ordination is the Managers endeavor to get the work done by different individuals and departments so that there is harmony and total co-operation in the achievement of the goals.

The manager should pay attention to the co-ordination function at all stages during planning, organizing, activating and control to ensure that the enterprise or a section of the enterprise functions as well as possible as a unit.

Delegation

Delegation is the allocation of duties, authority and responsibilities to subordinates with the purpose of easing the Managers task and of making a more meaningful division and more efficient performance of work possible. In this way, accountability is created for the satisfactory achievement of objectives.

Since a Managers tasks is so inclusive and demanding, it is logical that he cannot cope with everything himself. To reduce his burden, he transfers certain duties and responsibilities to lower management levels and workers. This is known as delegation.

During the performance of the basic management tasks a manager may find it necessary, from time to time, to delegate some further tasks or temporary assignments to his subordinates.

Discipline

Discipline is the shaping of a subordinate’s behavior to motivate him to act in a particular way in order to ensure the achievement of the set goals.

Positive discipline means the application of sound motivation in which thanks, praise the recognition for success are expressed by the Manager for good performance. Employees are helped and corrected in this way. This also creates a healthy atmosphere and the compliance of regulations is encouraged and the employees’ sense of responsibility is developed.

Negative discipline is based on warning and/ or punishment. It serves as a reprimand for the transgression of instructions as well as a deterrent for other personnel. Since the emphasis here is on the avoidance of punishment, it can have negative influence on personnel, because everyone will only do the minimum in order to avoid being reprimanded.

Because the maintenance of discipline deals with people’s feelings and emotions, it must be applied with great tact and fairness. The personnel should be fully informed on the instructions and the measures of punishment. Punishment should be in accordance with the rules laid down and it should take place privately, consistently and irrespective of positions.

### Differentiation between Management Work and Operating Work

Although it has been stated that the functions of management are planning, leading, organizing and controlling, a Manager finds himself doing many other things in the course of this job.

For example, he may have to read or write reports, order supplies, follow up on queries, deal with customer complaints, etc. Very often considerable time is taken up by these and other jobs/tasks. We call this operating work, which is also important. Operating work often includes various routine tasks.

All managerial jobs include some operating work and Managers need to strike a balance between operating work and the work pf providing effective direction to the achievement of a common purpose. This may well become a problem when a specialist e.g. a draughtsman, a technician etc, is appointed to a managerial position. Often he resorts to doing the work that he feels comfortable with himself, rather than delegating these tasks to his subordinates, thereby freeing up his time to devote to management work, such as directing his staff to the achievement of objectives or goals. The job of a manager can be defined as deciding what to do and getting other people to do it.’’

### Management of Resources

Up to this point, we have focused on the people or human resource element of the Managers job. However, Managers in all fields need to be able to “MANAGE” various other resources or “THINGS”.

These resources can be grouped into categories which are generally referred to as the factors of production or the “5 M’s:-

Manpower

These are the staff that performs the work, also known as the human resources.

Materials

If the nature of the business is manufacturing, then raw materials are required e.g. a motor vehicle manufacturer would use steel, glass, vinyl etc. in the production of cars. A hotelier needs liquor stocks, cleaning materials, perishables and a host other “Materials”.

Machinery and Equipment

Here we refer to the machinery required to process the materials and/ or the operation of the business. For example, manufacturers require machinery to make their products, hoteliers and restaurateurs require kitchen equipment. Manufacturers refer to their machinery as “Plant”. The hoteliers and restaurateurs would also need equipment for their operations, such as tables, chairs, cash registers etc. Other businesses require computer and word processing equipment, photocopiers, facsimile machines etc.

Money

Every business, factory or operation requires financial resources, ie. Money. Money is required to finance or set up the business and to keep it running. Salaries and wages need to be paid, raw materials and supplies purchased, rents paid etc

Market

Every business operations need customers who purchase and pay for the products and services. to stay in business it is necessary to ensure that the customers’ needs are catered for, at the right price. The hoteliers’ customers are his guests, the doctors customers are known as patients; collectively they constitute the “market” for the relevant product or service.

How well these resources or factors of production are managed, will determine how effective or ineffective a manager is in his job. If for example, he does not ensure that the machinery and equipment in his department or unit are not properly maintained, repair costs could escalate and have a negative effect on the financial results.

The Manager’s job is thus a complex one in that he is held responsible for accomplishing agreed objectives, for ensuring that acceptable results are achieved. In order to do this he must understand and be proficient in the functions of Management which are Planning, Organising, Leading and Controlling. Within each of these functions there are various activities. For example, as part of his planning he will need to gather information, st objectives goals and targets. Controlling involves measuring results and taking corrective action.

Managers require various resources in order to achieve results. These are often collectively referred to as the “5M’s”. The Manager needs to coordinate, utilize and effectively “Manage” finance (money), materials, machinery and equipment, the market (customers) and provide leadership and direction for his subordinates (the manpower).

The aforementioned is true to every managerial job, be it running on office, managing a hotel, factory or bank. It is also applicable regardless of the level of manager, e.g. the Managing Director, the Sales or Production Manager or the Departmental or “First Line” manager.

Peter Drucker: What is Management?

Peter Drucker is a recognized authority on the subject of Management, and has written several books.

The following extract from one of his books provides a very good summary to this chapter on “THE MANAGER’S JOB” Drucker differs slightly in his classification of the functions of management in that he adds a fifth dimension namely “Development of People”.

Peter Drucker believes that a manager:-

Sets objectives

Organizes

Motivates and communicates (leads)

Measures (controls)

Develops people

Peter Drucker writes:-

“we can isolate that which a man does because he is a manager whatever his function or activity, rank and position. We can divide it into the basic constituent operations. And a man can improve his performance as manager by improving his performance of these constituent motions.

Firstly a Manager Sets Objectives. He determines what the objectives should be. He decides what has to be done to reach these objectives. He makes the objectives effective by communicating them to the people whose performance is needed to attain them.

Secondly, a Manager Organizes, he analyses the activities, decisions and relations needed. He classifies the work. He divides it into manageable activities. He further divides the activities into manageable jobs. He groups these units and jobs into an organisation structure. He selects people for the management of these units and for the jobs to be done.

Next, a Manager Motivates and Communicates. He makes a team out of the people responsible for various jobs. He does that through the practices with which he manages. He does it through incentives and rewards for policy. And he does it through constant communication, both from the manager to his subordinates, and from the subordinate to the manager.

The fourth basic element in the work of the manager is the Job of Measurement. The manager establishes measuring yardsticks- and there are few factors as important to performance for the organization and of ever man in it.

He sees to it that each man in the organization has measurements available to him which are focused on the performance of the whole organization and which at the same time , focus on the work of the individual and help to do it. He analyses performance, appraises it and interprets it. And again, as in every other area of his work, he communicates both the meaning of the measurements and their findings to his subordinates as well as to his superiors.

Finally, a Manager Develops People: the way in which a manager manages his subordinates, determines whether it will be easy or difficult for them to develop themselves. He directs people or misdirects them. He brings out what is in them or he stifles them. He strengthens their integrity or he corrupts them. He trains them to stand upright or he deforms them.

Every manager does these things when he manages- whether he knows it or not, he may do them well or may do them wretchedly. But he always does them.

Every one of these categories can be divided further into sub-categories. The work of the Manager, in other words is complex.

Setting objectives, organizing, motivating and communicating, measuring and developing people are formal, they apply to every manager and to everything he does as a manager. They can therefore be used by every manager to appraise his own skill and performance, and to work systematically on improving himself and his performance as a manager.

Being able to set objectives does not make a man a manager, just as ability to tie a small knot in confined space does not make a man a surgeon. But without ability to set objectives, a man cannot be an adequate manager, just as a man cannot do good surgery if he cannot tie a knot. As a surgeon becomes a better surgeon by improving his knot-tying skill, a manager becomes a better manager by improving his skill and performance in all five categories of his work.

## 1.4. THE CHIEFDOM ADMINISTRATION

## 1.4.1. Introduction

The vision of Government through the Ministry of Chiefs and Traditional Affairs is to promote good governance in chiefdoms, engage chiefs at the centre of national development and development planning, mobilize their local communities for development, engage them in policy dialogue, train them as development catalysts, empower them as lead entrepreneurs in their chiefdoms, equip them as custodians of good customs and traditions and engage them as development monitors in their chiefdoms. Promote research in the field of arts and culture, encourage public and private investment in the development of arts and culture, support visual and performing artists, collect relics and preserve them in museums and also preserve national heritage, protect intellectual property and introduce legislation to promote vide supra.

The economic motto of this ministry is “one chiefdom: three industries”. The ministry has a strong belief that in order to bring development to chiefdoms, industries should be attracted or introduced in all chiefdom and in so doing the ministry will organically transform itself into a, “Ministry of Rural Development”, which indeed it is partially. The Ministry has also a vision of progressing from “one chiefdom: three industries” to “one village: three industries by the year 2021”.

In order to achieve economic development in chiefdoms, a case study which was undertaken by two researchers will be made available to the University for Study. This research will be made available to the University for Study. A development model which the ministry would like to replicate in all chiefdoms with some modifications to suit the chiefdom. The research team came up with a “good governance” model which can be replicated in tandem with the economic model in order that chiefdoms attain good governance and economic efficiency. The above models may constitute the bible for socio-economic development and good governance at chiefdom level notwithstanding its importance at village level being the grassroot level of any chiefdom in Zambia.

## **Chiefs and Chiefdoms Administration: Historical Perspectives**

The institution of chieftaincy in Zambia dates back to the pre-colonial era. Traditional chiefs were regarded as supreme, natural and divine rulers of their respective ethnic communities and they reigned for life. They were only removed from office through death or through sanctions imposed upon them by the Electoral College.

Ascendance to chieftaincy is different from one ethnic group to another. In some instances, chieftaincy was inherited on the basis of record in performance of duty in the tribal set upon leadership of a family or good clan headship or achieved through recognition of benevolence and loyalty to the clan leadership or assumed through bravery especially in territorial acquisitions as a result of tribal warfare in the past.

Currently, the ascendance of chieftaincy is through selection from the royal family tree by the traditional Electoral College. In the case of Western Province, the Litunga in consultation with the Barotse Royal Establishment appoints the Lozi chiefs. After selection or appointment it was a legal requirement that a chief must be officially gazette in order to be recognized by the Republican president before assuming office. This is now not the case because of Article 165 (2)(a) of the constitution of Zambia which says “ parliament shall not enact legislation which…confers on a person or authority the right to recognize or withdraw the recognition of a chief….”

## A Brief History of Traditional Rulers in Zambia and Native Authorities 1924-1964

There are seventy-three (73) tribes in Zambia. This actually implies that before colonial rule, the state now known as the Republic of Zambia was composed of seventy three states. These congeries of states were colonized by the British first under the British South Africa Company from 1899 to 1911 and from 1911 to 1924. Between 1899 and 1911, however, what was to be known as Northern Rhodesia was, in fact, divided into North-Eastern Rhodesia and North Western Rhodesia. The two separate states were conjoined as Northern Rhodesia in 1911. The congeries of seventy three states were ceremoniously unified as Northern Rhodesia. The British South Company which was a profit-making company found it unprofitable to run Northern Rhodesia on behalf of her majesty’s government. Consequently, from this event, the British Government took over the responsibility of running the Government of Northern Rhodesia in 1924. Our history of traditional rulers runs from 1899 to 1924 and from 1924 to 1964 and from 1964 to 2020.

In our study of the history of traditional rulers in Zambia, it would be improper not to conduct a telescopic examination at the colonial state first and foremost. In doing this, we shall discuss the policy and principles of administration between 1924 and 1964. Thereafter, we shall look at the role that traditional rulers played during this short but sharp epoch of colonial rule in Zambia. The role of traditional rulers however, cannot be discussed in a vacuum. It is appropriate here, therefore, to diagnose the role of chiefs under the Native Authority Ordinance, 1929 and the Native Authority Ordinance, 1936. The institutions which were created under the latter ordinance were:-

Native Authorities

Native Treasuries and

Native Courts

The three sister institutions were created by the colonial state in effecting their policies of indirect Rule which was created by Lord Lugard. Indirect Rule in Northern Rhodesia was a celebrated government policy in the administration of the country. But for the Chiefs, this policy of indirect rule stole the thunder from them because chiefs were treated as agents of the colonial government as we shall see later in this lecture.

## **Policy and Principles of Administration between 1924-1964**

Let us now look at the policy and principles of colonial rule. After this discussion we shall examine how the chiefs operated in running Native Authorities, Native Treasuries and Native Counts.

It would really be more accurate to describe the division of the then Northern Rhodesia into “Urban and rural areas rather than as into” European and Native areas, as they were known. The actual division of the country into Crown Land, Native Reserve and Native Trust Land requires a special study. At this point and time, it is desirable only to make the point that while the Native Reserves, the Native Trust Lands and Barotseland were reserves almost exclusively for the use of the African inhabitants; it was not the policy of the Government to exclude Africans from the Urban and predominantly European arrears.

The majority of the Africans who came from rural areas to seek employment in the industrial and farming areas who were estimated at over fifty per cent (50%) of adult taxpayers from rural areas eventually returned to their villages. There was, however, a growing number who became permanently urbanized. A certain amount of urbanization was regarded as inevitable and it was declared Government policy to make provision for a degree of urbanization in the gazette townships which were administered by European local Authorities and in the African townships which cannot be described fully here but for a point in passing.

Many of the rural areas were of low agriculture value and Tsetse flies infested and therefore incapable of supporting a large population. The Government policy created then was to develop these areas as far as possible by improved agriculture, water conservations and Tsetse flies control for the benefit of the inhabitants as food producing areas for the urban population.

The policy of administration in rural areas was an integral part of the general African policy of the Government of Northern Rhodesia and was not separated from it. African policy in this paper will not be concerned primarily with race relations but chiefs with the objectives that were in view when the African institutions that will be described later were recognized or created. Authoritative statements on this subject were not lacking and the fog of debate if not war was often encompassed by the much abused word of “paramount”. In 1948, R.s. Hudson then secretary to Native Affairs made the following statement to the African Representative Council at the time, meeting in Lusaka:

“…At the last meeting of the African Representative Council, speeches were made referring to the white paper of 1923( the Duke of Devonshire’s Report of 1923) on the question of paramountancy. I want to correct the speakers. The white paper is now dead. In 1931, as the result of an investigation by a committee of the House of Commons, the following policy was adopted:-

“The committee considers that the matter may be summed up briefly by saying that the “doctrine of paramountancy” means no more than that the interests of the overwhelming majority of the indigenous population should not be subordinate to those of any minority belonging to another race”

The important point was that the development of Northern Rhodesia was based on a genuine partnership between Europeans and Africans. As was stated in 1945, there would be no question of the Government adopting a policy of subordinating the interests of either community to those of the other. The then current and future interests of Northern Rhodesia could only be served by a policy of whole-hearted cooperation between the different sections of the community based on the real interests of both sections. The matter was referred to the SECRETARY OF State and he agreed that what I had read out was the policy of his majesty’s Government…………………”

## **Headquarters Administrative Organization**

For administrative purposes, the country was divided into provinces and these turn into districts. A Provincial Commissioner was in charge of each province and was responsible for all administration in his province whether relating to European or non-European affairs. In the same way, a District Commissioner was responsible for his district and there was no division between European and African Affairs. The District Commissioner was responsible to his provincial commissioner and the latter was responsible to the Governor through the Secretary of Native Affairs or member concerned with the particular issue. The Governor’s principal advisor on African Affairs was the Secretary for Native Affairs and that officer was the Secretary through whom all decisions by Government on African Policy were communicated to provincial and District Commissioners. To assist the secretary for Native Affairs at headquarters, a provincial Commissioner was seconded to the secretary. This Provincial Commissioner was in effect though not in title a Deputy Secretary for Native Affairs. In addition to his secretariat divisional staff and two Section Officers, the Secretary for Native Affairs was assisted by a Native Courts Adviser whose function was to advise on the construction and working of Native courts. This officer was also engaged on a comparative study of Native customary Law whose subject was of ever increasing importance in urban areas where African of different tribes lived together.

The Secretary for Native Affairs was a member of both Executive and Legislative Councils. He was also named in the interpretation ordinance as one of the officers over whose signature, decisions of Government may be conveyed while it would be wrong to belittle the importance of the office of the Secretary for Native Affairs or the influence that its holder wielded, it would be equally wrong in any description of the administrative organization for Native Affairs not to stress the importance of the province as the administrative unit.

The importance was enhanced in the 1950s by the creation of provincial teams. These were presided over by the provincial commissioner of the province and included the senior departmental offices in the province. Prominent unofficial both European and African were co-opted as members and District Commissioners were usually invited to attend when matters concerning their districts were being discussed. These councils were mainly advisory but did exercise executive functions in regard to approved projects which fell under the 10 year Development plan adopted by the government. Since officers such as the Provincial Medical Officer, the Provincial Education Officer, the Water Engineer, the Provincial Engineer of the Public Works Department were all members of this council, it naturally followed that departmental activities in the various district were closely integrated. In the country at that time, there were no Native Agricultural Officers and in fact no officers excepts those of the African Education department who were closely concerned with African Administration through naturally in those areas where few, if any Europeans lived there, there was a consequential bias towards the primary of African Affairs.

The Secretary for Native Affairs Division in the Secretariat has been discussed in detail above. It may be of interest to all of us to detail the staffing position of provinces and Districts during the colonial era. There was some diversity in practice because some provinces had more staff than others but the normal picture was:

Provincial Headquaters

Provincial Commissioner

Provincial Medical Officer

Provincial Education Officer (African Education)

Provincial Agricultural Officer

Provincial Forestry Officer

Senior Veterinary Officer

Surveyor

Provincial Water Engineer

Supervisor of Co-operative Societies

Senior Labour Officer

Provincial Engineer

Representative of the game and Tsetse Control

Officer-in-Charge, Police Division

Resident Magistrate

District Headquarters

District Commissioner (with District Officers)

District Assistants and Clerical Staff

Representatives of any of the above-mentioned departments but of lesser seniority

Resident magistrate (in those districts where volume of judicial work justified it).

The work of the department officers cannot be considered in detail here and for our purpose however, only those officers who networked with chiefs may be touched upon as their work arises.

## **Native Authorities and Councils**

It is more logical to consider Native Authorities before looking at Native Courts and Native Treasuries because the latter two institutions grew out of the former. In fact due to the short time given to us, Native Courts and Native Treasuries may be mentioned in passing only. It probably would be unwise for us, and indeed might distort the present picture to give undue importance to the early treaties and concessions signed by the chiefs of various tribes in the early days. It is probably true to say that most of the original administrators came into the country, the chiefs were given recognition from the start. This recognition was continued and Government through Native Commissioners accorded formal recognition and the payment of mall subsidies to the heirs and successors to the known chieftainships. It is clear that all Bantu societies living in Northern Rhodesia had some form of tribal chieftainship before the advent of colonial rule. The form of the different structures varied considerably and the differences included military, political and economic elements. Such as they were, however, they did receive recognition from the start.

This recognition was taken a step further by the Native Authority ordinance (1929) which came into force on the 1st April, 1930. This ordinance was in turn repealed by the Native Authority Ordinance (1936) which with amendments was still in force before indepence. The important enactments of this ordinance were:

### Section 2.

In this ordinance unless the context otherwise requires “paramount chief” or “sub-chief” means any native recognized as a paramount Chief, Chief or Sub-Chief respectively by the governor; Native Authority” means any paramount Chief, Chief or Sub-Chief or other Native whether by himself or in council or any Native Council or group of Natives declares to be or recognized as a Native Authority under this ordinance for the one concerned”.

### Section 3

of the ordinance contained the following paragraph:

“Native Authorities shall be constituted in accordance with Native law and custom or in the absence of such law and custom in such manner as the Governor mat prescribe”.

Section 4 read as follows:-

“it shall be the duty of every Native Authority to perform the obligations by this the ordinance imposed and generally to assist Government to maintain law order and good governance among the natives residing or being in the area over which its authority extended and for the fulfillment of this duty it shall have and exercise over such native the powers under this ordinance conferred in it by virtue of any law for the time being in force.

Sections 8 and 17:

Conferred powers on Native authorities to make orders and rules on a very wide range of subjects. Orders came into force as soon as they were published, while rules needed the approval of the Governor. Such rules included the power to levy local rates.

Sections 14:

Provided for the establishment of Native Treasuries Section 15 enacted that “All expenses incurred by a Native Authority in the execution of the powers and duties conferred and imposed upon it or under this ordinance or in the discharge of any liabilities legally incurred shall be defrayed out of the funds of the Native Treasury”.

The foregoing has attempted to give you a general picture of the legal framework of the Native Authorities as they existed. It may be of use to deal with some aspects in more detail. To this extent I shall look at the composition, powers and duties of Native Authorities; salaries and grants, re-origination and the position of Barotseland which is now the western province.

## **Composition of Native Authorities**

The composition of Native Authorities was predominantly tribal. The person recognized as a paramount chief, chief or sub-chief” was invariably the person whom native customary law had chosen. This did not mean that the Governor would recognize an African unlikely to become a good chief, but normally the principal recommendation for chieftainship was the selection of the tribe. In few, if any, tribes in Northern Rhodesia were the elective element entirely lacking in the choosing of a chief. Tribes would follow patrilineal or matrilineal lines of descent and the person selected had to be of the correct descent. There was no right of primogeniture, although there was some tendency to pay increased attention to this in later years since the British custom had become better known. In a tribe following patrilineal descent, sons of the dead chief, brothers by the same father, uncles and first cousins in the male line would all have claims to the inheritance and the tribe would be able to select a candidate from a broad field than might be expected. The same principle obtained in matrilineal tribes but here the descent had to be in the female line. With this extended field of selection, few selections were made that were not acceptable by the Government.

It is true to say that the status and efficiency of the Native Authority revolved around the personality of the chief. However, from 1935, the Government had been aware of the importance of the council which all chiefs had. This importance had been increased in later years and formal recognition afforded the hereditary councilors. At the same time a new and democratic element was grafted onto the old council by the appointment of elected councilors or men nominated because of special technical knowledge. It is true, therefore to say that all Native Authorities later on consisted of a Chief-In-Council and hereditary elected and nominated councilors.

## **Powers and Duties of Native Authorities**

These in the main, have already been described in the extracts quoted from the Native Authority Ordinance. The Government was in their opinion not sure as to whether Africans were able to distinguish between the powers of Native Authorities as such and the powers of Native Courts which we shall look at later. Indeed, it was difficult in African eyes and to a great extent in practice as well to distinguish between the two institutions. Under the Native Authority Ordinance, Native Authorities held authority, in African eyes Chief by virtue of the fact that they were judges in the Native Courts and by the same token the Native Courts derived their authority in African eyes by the fact that they were presided over by the Chief or some other person holding power under Native Customary law. There is no suggestion here that Native Authorities abused their judicial authority but only that Africans regarded the law giver as the most important member of the political structure. Legally, however, the powers of Native Authorities were defined by the Native Authority Ordinance. These powers may be summarized as the power to make rules and orders for the good government of the area under their control, the power to levy and collect local rates and other revenues especially authorized and the power to order any native in their area to appear before a Native Court, or District Officer in times of emergencies such as famine. Native Authorities had the power to make orders dealing with the sale and distribution of foodstuffs and essential commodities subject to over-riding authority of the central Government and the laws of the land the Native Authorities administers their areas. Consequently, their duty and their power were commensurate.

### Barotseland (Western Province)

The Barotse province which was that part of Northern Rhodesia under tribal rule of the paramount chief of the Barotse enjoyed conditions peculiar to the treaties under which paramount Chief Lewanika (the Litunga) placed his country under the protection of Queen Victoria. The Native Authority Ordinances did not apply to Barotseland. But in 1936 when the paramount Chief-in-council accepted the Barotse Native Government followed fairly closely the system described above. The differences that existed were a matter of degree rather than of kind. There was, however, one notable exception. Whereas under section 2 of the Native Authority Ordinance (quoted above) the paramount Chief was defined as it might appear that the Barotse Native Government surrounded as it was by constitutional safeguards of the treaties was a more autocratic institution than the normal Native Authority. This was not so, in fact since the Native Government included several serving and democratic elements. Chief amongst these was the right of every adult male to attend and express his views at meetings of the Kuta. The paramount chief and his representative in the District kutas were constitutional rulers and did not act without the consent and advice of their councils. It is true that to some extend these councils were packed with men chosen by the paramount Chief or his representatives but a very considerable number of councilors (indunas) were not necessarily members of the dominant Lozi tribe.

### Salaries and Grants to Native Authorities

As mentioned above, expenses incurred by a Native Authority were frayed by the Native Treasury which was regarded as the fiscal arm of the Native Authority. Such expenses included the subsidies paid to Chiefs and the salaries paid to councilors. The former varied considerably and in the case of important chiefs the salary might be as high as E250 per annum while sub-chiefs received as little as E24 per annum. The salaries of councilors also varied but not so greatly, E60 per annum was the usual rate for a councilor appointed to take charge of departmental work while a hereditary councilor might receive only E18 per annum. Court members when not chiefs received about E48 per annum and attempts were made to ensure that this was the minimum. Clerk’s personal emoluments varied from E100 per annum to E18 where the work was not full-time, Kapasus or chiefs messengers varied from the minimum of E18 to E400. These Kapasos in addition to performing the duties of messengers constituted in some degree the rural constabulary of the Native Authority by which they were employed. In practice, they performed several of the duties undertaken by the African Police in the urban areas including the arrest of offenders. Other aspects of the side of Native Authorities will be dealt with under Native Treasuries below:-

### Reorganization of Native Authorities

The picture of Native Authorities in Northern Rhodesia would be incomplete without some mention of the reorganization that took place in the 1940s and continued into the 1950s. Mention has already been made of the increased importance attached to the Chiefs-in Council above. With this conception came the realization that many of the sub-chiefs to whom recognition had been given and who had been appointed subordinate authorities were in fact councilors and agents of the senior chiefs. It was the practice in those years to withdraw recognition of these sub-chiefs as Native Authorities and to accept them as members of the Council of the Superior Native Authority. At the same time, these sub-chiefs continued to be recognized as such and continued to hold Native Court warrants whenever the size of their area and population justified this.

There was a considerable gain in administrative convenience in the elimination of small Native Authorities all in possession of order and ruler-making powers. It was also advantageous to build up powerful superior Native Authorities who would command the support of a group of Africans sufficiently large to form a political and economic unit. Apart from these practical advantages it was in accordance with African tribal custom for the superior Chiefs to be advised by his sub-chiefs and hereditary councilors. These reorganized councils meet at least twice in a year and in some areas as often as once a month.

We have discussed native Authorities at length; we now turn to Native Treasuries which dealt with “money the life blood of all organizations”.

### Native Treasuries

A Native Treasury was not a self-contained unit. It was merely the fiscal branch of a Native Authority. The other branches were the executive prevention of crime and arrest of offenders and the conduct of social services, the judicial-the hearing of cases and the legislative-the promulgation of rules and orders:-

The native treasury was therefore an integral part of the native Authority and without that body; the native Authority would have no life. Recognition and appointment of staff, therefore, depended entirely on the parent Native Authority.

The two main functions of the native treasury branch of a native Authority was to receive revenue and to disburse this revenue on the administration of a Native Authority on the Social Services in the area under its control in accordance with the estimates framed by the native Authority and approved by the provincial Commissioner. It appears desirable to treat these functions separately.

### Revenue

This fell naturally into two groups:-

Revenue which the native treasury collected on its own behalf e.g court revenue, arms, bicycle, dog, fishing and game licenses; any local rates levied by the Native Authorities and so on.

Revenue allocated to them by the central Government.

In addition to these two types of revenue, Native Authorities received grants from the Government for specific purposes. For example, the building of a dispensary or school. The sums received were placed on a special deposit account in the Native treasury books and could only be used for the specific purpose for which the grant was made.

Taking the type of revenue mentioned in (a) above first, the most important item was court revenue. This was derived from the Native Courts in the area of the Native Authority to which the Native Treasury was part. Court revenue fell into three categories:

Court fines imposed in criminal cases

Hearing fees charged to the losing party in civil cases

Court fees charged in the issue of a summons or on the lodging of notice of appeal

Together, these three types of court revenues formed an important item in the revenue of any Native Treasury. Licenses were also important and the main items were as noted above. Arms licenses were restricted to muzzle-loading guns. The central government for various and obvious reasons retained the power to license arms of precision itself and it also retained the fees. Game, fishing and dog

Licenses were limited to the area of the native Authority. For example, if a man obtained game license from the Lala NATIVE Authority. The man could hunt game under that license only in the area of the Lala native authority. Arms and bicycle licenses were however valid for the entire country.

Local levies imposed by the native authority were growing in importance as a source of revenue. Most native Authority imposed a levy of some kind, whether a general purpose rate or for a specific purpose such as education or transport. The average rate, however, was not more than one shilling and sixpence (1/6) per head of taxable males, but was likely to increase. Such levies were imposed by a rule promulgated by the Native Authority and were collected by the Native Treasury. These rules required the approval of the Governor, but after the approval of any such rule put forward by a Native Authority “for general application” any other Native Authority would publish a similarrule with the approvalof the Provincial Commissioner of the Province only.

Coming now to the revenue allocated to the Native Treasury by the Central Government, the most important item was the rebate on native tax. The incidence of this varied between 6/- and 15/. This tax rebate was paid to Native Authority in respect of the service they rendered in maintaining and order in their areas as agents of the Central Government. The rate of the rebate was higher in Barotseland where it included an element of compensation payable to the Barotse Native Government in respect of slavery abolished by the Government under an agreement with the crown with exception, therefore, of Barotse, where Government returns to the Barotse Central Treasury was 75% of the tax collected from Africans whose homes were in that Province irrespectively of their temporary residence, Government returns to each, other, Native Treasury was 3/6 in respect of each tax collected from all Africans coming from the area of the Native Authority to which the treasury belonged.

As in the case of Barotse, this was irrespective of the place of payment, and the rebate was whether the African was resident in his tribal area, or was at work in urban area. Africans born urban areas who reached the tax paying age were registered in the area from which their parents came from. With the exceptional of aliens, therefore, there were no Africans who were not registered in a tribal area. There was, therefore, Northern Rhodesian African male of whom Government did not make a rebate when a tax was paid. In additional to this rebate, Government also paid a collection fee of 3% of the amount collected to each Native Treasury that collected native tax on behalf of the Government. All Native Treasury performed this service and this collection fee was a regular, if small, source of revenue.

So far, with the Native Treasuries. Let us now turn to Native Courts

### Native Courts

The original and application of the law, traditional and otherwise, was of much concern to the British South African Company in the administration of Northern Rhodesia.

The charter of the British South African Company read as follows:-

“In the administration of justice to the said people or inhabitants careful regard shall always be hard to the customs and Laws of the class or tribe or nation to which the parties respectively belong, especially with respect to the holding, possessions, transfer and deposition of lands and goods and testate or interstate succession thereto, and marriage and divorce and legitimacy and rights of property and personal rights, but subject to any British Laws which may be in force in any territories aforesaid and applicable to the people on inhabitants thereof.”

The British South African Company observed the customs and laws of all tribes in Northern Rhodesia as evidence by an extract of the Charter above. When the Colonial Government took over the reigns of Government in 1924, the customs and laws of the tribes continued to be observed. A quick look at the Northern Rhodesia order-in-Council (appendix 2, page 7) of the laws, has these to say:-

(a) Under article 27 (2) – The Civil and Criminal Jurisdiction of the High Court “shall as far as circumstances admit be exercised upon the principles of and in conformity with the substance of the law for the time being in force in and for England.”

(b) Article 36

(i) In Civil cases between native every Court Shall

Be guided by native so far as it is applicable and it’s not repugnant tonatural Justice or morality or ……………………………………

Decide all such cases according to substantial justice without undue regard to technicalities of procedure.

(c) Article 37

(a) Marriage according to Native Law and custom is valid.

High Court ordinance and subornates Court Ordinance Section 17 and Section 16 respectively.

“The Court may enforce the observance of any customary law ….. such native customary laws shall be deemed applicable in civil causes ……………… and also in Civil causes between native and nonnatives where it shall appear that substantial injustice would be done to any party by a strict adherence to law other than native customary law.

(b)Further, on civil and Criminal Law, up until 1930 all cases in which Africans were heard in the Magistrates’ Court, criminal cases were decided in accordance with the English Law while native law was followed in Civil cases. Most Civil cases, were, in fact, referred to, and settled by, the chiefs. The Native Commissioner only dealt with a case if the Chief failed to settle it or if it involved an alien native living near the Boma. The judicial duties of Chiefs had therefore never fallen in disuse albeit they had not been legally recognized.

Let us now turn to the epoch of recognition of Native Courts under Ordinances of 1929 and 1936.

### Recognition of Native Courts

In 1930 Native Courts were established under the Native Court Ordinance of 1929. These Courts were not a new institution but a recognition of the customary judicial functions of the Chiefs. Their primary function was to give effect to the well established and understood body of customary law which regulated native society.

The Native Courts Ordinance of 1929 was replaced by an Ordinance of 1936 which came in to force from then on. Under Section 3 of this ordinance, Native Courts we “recognized” by warrant but they were constituted” in accordance with native law and custom. Among most tribes the Chief and his elders formed the court. The Court Elders at each court were paid a monthly wage amd were expected to attend all the court sittings but there was nothing to prevent an elder, who by customary law were entitled to attend, from taking part in the proceedings.

Just under 300 courts were recognized (excluding Balotselands). The areas of jurisdiction of courts varied in size from an area with a population of 500 to an area with 25,000. The Courts administered native customary law and the procedure was in accordance with native law and custom. In addition, the courts of paramount and senior Chiefs were recognized as Native Courts of appeal. Such courts also functioned as a court of first instance in case that arose in their immediate vicinity.

Power of Native Courts

The Native Courts had both Civil and criminal powers and they were given a very wide criminal jurisdiction. Native Courts were not allowed to hear cases in which a person was charged with an offence in consequences of which death was alleged to have occurred or which was punishable under any law with death, or in any case relating to witchcraft, except with the approval of a District Officer; or in any case which a non-native was a witness.

Native Courts administered native law and custom; and rules and orders made by the Native Authorities. They administered the provisions if any ordinance which the court was by or under such ordinance authorized to administer and it had included the provision of any law the court was authorized to administer by an order of the Governor, for example the Game Ordinance.

The Native Courts did not have exclusive jurisdiction in any type of case but in practice nearly all Civil cases started in the Native Courts. In Mukosha Vs, Chayiwe (IN.R.L.R.183), the High Court, in dealing with a case of custody of children indicated that cases of that nature were suitably tried by a Native jurisdiction.

Under Section 13A if the subordinates Courts ordinance, a subordinate Court would transfer a case at any stage of the proceedings to a Native Court.

### Penal Sections of Native Courts

A Native Courts in cases of a criminal nature would order the imposition of a fine, the infliction of a term of imprisonment; and the administration of corporal punishment and this would be inflicted in the presence of a District Officer. The native Court would make any other order including an order to compensation which the justice of the case might have required. The power of each court were set out in its warrant. The Courts were divided into three classes:

Class A. Fine £5; 1 month I.H.L.; 10 strokes

Class B. Fine £10; 3 months I.H.L.; 10 strokes

Class C. Fine £20; 6 months 1.H.L.; 10 strokes

In Civil Cases all Courts had jurisdiction in cases of marriage, divorce, return of bride-price and custody of Children; it also had jurisdiction over inheritance and succession.

In dealing with claims for or any other claims “A” Courts dealt with cases involving p to £25; “B” Courts £50 and “C” Courts £100.

Figure 1

APPEALS FROM NATIVE COURTS

The Appeals from Native Courts were

NATIVE COURT

NATIVE APPEAL COURT

DISTRICT COMMISSIONER’S COURT

When there was no Native Appeal Court the appeal was to the District Officer – Provincial Commissioner – the High Court.

Every District Officer had access to Native Courts and might review and revised all cases heard and punishments awarded by Native Courts in his area. In most Districts, case reco

rds were brought to a District Officer every month and were reviewed by him.

General

Native Courts were considered to be the most successful part of indirect rule. They provided Courts to which Africans could go be heard in a purely African manner, and in which decisions were given by people accustomed to African ways of life.

### Native Courts in Barotseland

The status of Barotseland was defined by a treaty and differed somewhat from the rest of Northern Rhodesia. From 1936, however, when the Paramount Chief and Council agreed to the promulgation of Barotse Native Court Ordinance, the courts in that province began to work on the lines very similar to those followed in other parts of the country. Provision, however, was made for consultation with the Paramount Chief before Court members were dismissed. They were other important differences. In Civil cases, appeal did lie to the District Commissioner’s Courts but from the court of the Paramount Chief direct to the High Court. In criminal cases, appeals lay from the paramount Chief’s Court to that of the Provincial Commissioner. Barotse Native Courts did not have jurisdiction in which death was alleged to have taken place, where they related to witchcraft (except with special approval) or where a non-native was a witness. In Civil cases there was no limit to the amount that might be claimed in the Paramount Chief’s Court.

### Conclusion

The history of Traditional Rulers in Zambia cannot be discussed in a vacuum. This is the reason why our discussion on Traditional Rulers has been deliberately linked to the three institutions, namely, the Native Authorities, the Native Treasuries and the Native Courts. The three institutions which appeared to be compartmentalized, as indeed, it could have been, before the Native Authorities Ordinance 1936, was enacted; were in fact, creatures of the latter Ordinances. It can nevertheless be said that three institutions operated separately and performed different duties, but at the apex of them all, was the Chief in Command.

When the British South African Company took over the administration of North East Rhodesia and Northwestern Rhodesia; they; first of all tried to apply Direct Rule “in ruling the people in the two Rhodesians. But it was soon found that Direct Rule was both inappropriate and costly for the company which was, originally, created as a profit making creatures. The involved of Chiefs in running the Rhodesia soon became apparent. When the colonial Government took over the reins of Government from the B.S.A Company, “Indirect Rule became the principleby which Northern Rhodesia would be ruled. Indirect Rule is, here evidence by the creation of Native Authorities, Native Treasuries and Native Courts.

When Northern Rhodesia became the independent state of “The Republic pf Zambia” in 1964, Native Authorities, Native Treasuries and Native Courts were all abolished. In their place Local Council took over the functions of Native Authorities; work done by Native Treasuries was transferred to Local Councils and the Ministry of Finance; the role played by Native Courts was transferred to the Ministry of Justice and the Ministry of Home Affairs. Chiefs were relieved of all administrative, developmental and legal responsibilities. The Government of Zambia introduced the House of Chiefs under the Constitution of Zambia. The role of Chiefs in Zambia was to advise the Government on Traditions and customs; on requests made to them, through the House of Chiefs that, we now turn to, in the next lecture.

NOTES

Tribes of Northern Rhodesia

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N.R.G.; Native Authority Ordinance, 1936 \*Lusaka: Government Printer, 1936)

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## **The Qualities of a Good Public Administration**

The main purpose of Public Administration is to serve the public. The public servant is expected to steer a difficult course among so many anomalies, contradictions and counter pressures from various parts of the public served by his organization, department or ministry. Generally speaking, the public servants activates are fixed by law and his discretion and freedom of action is limited by the doctrine of ultra vireos. The doctrine of ultra vireos means that whatever the public servant does must be within the law (intra vireos) and not outside the law (ultra vireos). Public administration is carried on in a glass bowl in a sense that questions may be asked and answers obtained about all his activities. Indeed, the public servant works continually a higher degree of consistency in his actions. The public servant works continually for, with and under the direction of politicians.

“Management is the process of utilizing material and human resources in order to accomplish designated objectives. It involves the organization, direction, coordination and evaluation of people to achieve these goals “ (D.S.Beach) but M.P. Follett says that “management is the art of getting things done through other people”. Finally, J.A.F. Stoner tells us that “Management is the process of planning, leading, organizing and controlling the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals. The four main functions of management are, planning, leading, organizing and controlling (PLOC) and the six additional tasks are, decision-making, Communication, Motivation, co-ordination, delegation and the maintenance of discipline in the organization.

In management, meeting the stated goals with alacrity is of paramount importance whereas in public administration consistency in decision-making and keeping all activities within the law are of salient import

## **Summary**

The unit has categorically discussed the concept of administration, the difference between management and administration and Chiefdom administration. In showing the characteristics of chiefdom administration, it has made comparisons between the History of Traditional Rulers in Zambia and Native Authorities 1924-1964. This way a picture of how chiefdoms were being managed has been given. And in conclusion, qualities of a good chiefdom administration have also been discussed.

# UNIT 2: Office Management and Organisation

## Introduction

Welcome to the concept of Office Management and Organization. It is a first year course. It introduces you to the concept of office practices and procedures, office etiquettes, postal and telecommunication services, filing systems, reprographics and travel arrangements. The course is meant to prepare you for advanced courses in chiefdom management. Hope you will enjoy the course. Management as it were is the process of Planning, Leading, Organising, Motivating, Coordinating and controlling the organisations resources such as materials, capital and humans. Management is now regarded as a professional and management training and must be placed on the development of individuals in an organization like the Chiefdom.

## Objectives

When you have mastered the information provided in this unit you should be able to:

Explain the meaning of Office Management and Organisation.

Explain the meaning of an Office.

State the functions of an office.

Demonstrate acceptable office etiquette.

Differentiate Virtual, Open Plan and Closed Plan Offices.

Identify job opportunities available.

## **2.3. IDENTIFICATION OF THE TYPES OF OFFICES**

Identification of Types of Office Organizations, Office Organization Structures and Human Resources are key. The resources that are owned by a business include Financial Resources, Material Resources and the most important Human Resources, the business will not achieve its organisational goals without management to lead the organisation and direct the various activities. Most of the organizations that fail, its due to their bad management of their resources.

### Concept of Office

You may have visited an office, what is an office? An Office is a place where various clerical duties are done and business records are kept, an office could be a room or set of rooms within a building or factory, the term office is derived from a Latin word *officium* that means Service, Duty, Function or Business. An office is therefore a nerve centre of the business that controls several business activities in that organisation.

In an organization offices are organized according to Departments, recognizing the many functions to be performed by each department does not mean that a department is necessary for each specialty, management can combine some functions, the number and type of departments in an organization vary from each industry from another, the office organization identifies the various departments for which different employees work.

There are basically three types of Offices, namely

Open Plan Office.

Closed plan Office.

Virtual Office.

### 2.3.1 Open Plan Office

This type is office layouts that include desks, tables and work benches as well as other structures like filling cabinets, computer tables and equipment. Employees are in one area instead of individual offices. In this type of office many employees work in one room at different workstations e.g. The Staff room, or Bank hall.

2.3.2 Closed Plan Office

This type of an office is enclosed where an individual operates works in a separate room from other offices, this type is usually used by senior members of staff because of confidential information and cash eg Head teachers office, Managers Officer, Human Resource Office, Accounts office only one or two people work in this type of an office.

As you can see that this office could refer to a;

Physical Location

Particular Address

Building

Function

There are offices that are found in different locations of a company and have different responsibilities for example;

Head Office Accounts Office Division Offices Regional Offices Departmental Offices Administration Offices

2.3.3 Virtual Office

This is any place where an office worker has access to the internet to work. eg Wi-Fi, Hotspots, Café.

NOTE: Location of the Office in an Organisation must be well located.

The Reception or enquiries is usually located at the entrance where callers coming can easily identify the office. Offices need to be situated in an area within which the job is going to be done or performed.

2.4. CLERICAL FUNCTIONS OF AN OFFICE

As you walk into an office some of the main functions of an office that you will find may include the following activities:

Computing

Storage and retrieval of information

Recording and processing of information

Supervision, *etc.*

Computing

Many offices today use computers, this means to do those very involving works such as calculating the wages and salaries and many more using a computer.

Analysing Data

It is the duty of the clerk or an officer to ensure that any data that arrives in the company is carefully studied. This enables management to suitably know what should be done on it.

Storing Data

The data which might be useful to the company should be stored safely so that it can be referred to at a later stage. Storing data could be by using computer or filing cabinets. CDs, flash drives.

Planning

An organization is simply a composition of several activities and planning, so that all these activities are consolidated.

2.5. OFFICE ORGANIZATION

Certain management principles need to be considered in organizing the firm;

The Principle of Specialization

The Principle of Departmentalization

The Span of Control Principle

The Unit of Command Principle

2.5.1 Specialisation

Modern organizations are built on the concept of specialization; more and better work is performed at less cost when it is done by specialists than it is done by employees who shift

from one job to another job and who continually improvise. Training and Experience improve the quality and quantity of the work. Specialization is the concentration on a narrow or particular task of work in an organization.

2.5.2 Departmentalisation

Management will probably find that it can group jobs into classes of each demanding a certain combination of skills for good performance. The departments gazette in secondary schools, for example, is;

Business Studies Department (Commercial Subjects)

Mathematic Department (Mathematics and ICT)

Expressive Arts Department (Music, Art and Physical Education)

Languages Department (Literature and Languages)

Social Sciences Department ( Geography, Civic, RE, History)

Natural Sciences Department (Sciences and Agriculture)

Practical Subjects Department ( Design and Technology and Home Economics)

2.5.3 Span of Control

The Span of Control addresses the question of how many subordinates should report to a particular supervisor. Generally a supervisor’s span of control should be small because an individual can work effectively with only a limited number of people at one time. The span of control depends on factors such as;

The Competence of the Supervisor.

The Competence of the Subordinates.

The similarity of functions to be performed.

The Physical Location of people.

2.5.4 Unit of Command

This embraces a series of superior and subordinate relationship; it states that no person should be under direct control of more than one supervisor in performing job tasks. Hence employees should receive decision making power from and report to only one supervisor. An unbroken chain of command should exist from top to bottom.

Otherwise this can cause;

Frustration.

Confusion.

2.5.5. Office Organisation Structure and Human Resources

The office organization chart shows the hierarchy of who should report to whom in an organization. The Manager is in charge of each department, assisted by senior officers, officers and clerks.

THE HUMAN RESOUIRCES DEPARTMENT

(Manpower Psychological Services Department)

Human Resources Director

Assistant Director

Human Resources Manager

Chief Human Resources Officer

Senior Human Resources Officer

Human Resources Officer

Clerk

2.5.6. The Organization - Company Structure

An organization chart is a plan that shows the structure of an organization and it groups activities into departments and sections, this diagram shows how a business is organized and the relationship between the personnel or departments. The organization chart depends on the on the nature of the business.

Board of Directors

Managing Director

General Manager

Human Accounts Purchasing Sales Advertising Maintenance Production Stores Transport

NOTE: The staff in an office can include the Receptionist, Secretaries, Telephonists, Typists, Filling Clerks, Accountants and Office Managers.

Summary

Offices are found in every business organisation performing their various functions, regardless of the physical structure, all organisations need to have an office whether it provides a service, distribution or manufacturing were different clerical duties are going to be performed.

SELF TESTING:

1. An Organization Chart is a diagram that shows how a business is organised. Draw an organization Chart of your Chiefdom, showing the functions and duties of every staff shown in the chart.

2. Define the term office?

3. Give three advantages of open plan offices

4. List down any two disadvantages of open plan offices.

5. The Chief’s office is one example of a closed plan office mention three advantages and two disadvantages of a closed plan office.

6. Write the other name for each of the following Departments.

Maintenance Department

Transport Department

Personnel Department

Finance Department

Marketing Department

Administration Department

7. Who is the Manager in charge of each of these Departments?

Maintenance Department

Transport Department

Personnel Department

Finance Department

Marketing Department

Administration Department

2.6. Reception Office

2.6.1 Introduction

The public image of an organisation must be created at the reception; a reception is the front office usually at the entrance.

2.6.2. Objectives

When you have mastered the information provided in this unit you should be able to:

Explain the duties of as reception office.

State the other names for reception.

Identify the various types of callers.

Definition of Reception

A reception is the central place in an organisation where people are received; this is the most important place because it gives the first impression about the organisation.

Identification of the Location of the Reception Office

The front office of any organisation should clearly be indicated where visitors to the organisation should report with a sign saying;

2.6.3. Reception, Front Office or Enquiries.

Duties of a Receptionist

The duties of the receptionist is to receive callers and record all names of visitors in the callers register so as to keep track of all outside people who enters the premises and when they leave, this helps to trace people.

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| TOMMY PROPERTIES LIMITED  CALLERS REGISTER   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | DATE | CALLERS NANE | FIRM | REFERED TO AND DEPARTMENT | TIME OF ARRIVAL | TIME OF DEPARTURE | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |

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Qualities of a Receptionist

Be Polite to Callers.

Have a Pleasant Voice.

Have thorough Organisations’ Knowledge.

Must be Assertive and act Tactful.

Know the Official Language.

Identification and Explanation of the Types of Callers

Important Callers;

These are Business Partners, Clientele, Staff, Debtors, Creditors and Customers.

Complainers;

These are those visitors who come to lodge in their complaints.

Casual Callers;

These include those people who just passer-by or once off canvassers for instance job seekers or salesmen looking for orders.

Service Callers;

These come to do some services such as Cleaning and Maintenance.

Regular Callers;

These regularly visit the company and there particulars are known.

Various kinds of callers visit the company with various businesses some once, others with complaints with or without an appointment. The receptionists usually ladies must have those qualities to handle callers effectively

Self Testing Questions

List and describe different types of callers.

Every business receives visitors, explain in detail the functions of the reception.

Discuss the qualities of the receptionist to be employed in your organisation.

What do we call the person who visits the company?

a call

a caller

a visitor

a friend

Callers who are not regular to the company are supposed to come with their……,

friend

visiting card

friends and relatives

2.7. Office Etiquette

2.7.1. Introduction

In your day today living we interact with other people of different colours, religion profession and age and as such we are expected to behave and conduct ourselves in a socially acceptable manner. Leadership in business determines how to behave under a code of ethics.

2.7.2. Objectives

When you have mastered the information provided in this unit you should be able to:

Explain the meaning of etiquette.

Observe Punctuality

Work with efficiency

Dress appropriate

5. Demonstrate acceptable attitude towards work.

2.7.3. Definition of Etiquette

These are acceptable code of professional conduct of behaviours in an office, the way to conduct yourself respectfully and courteously in the office or workplace. Etiquette is the proper way in which an office worker should behave in an office, these are good manners which are socially acceptable way of doing things in a business environment, poor office etiquettes makes the work place uncomfortable and unproductive, while good manners make good business sense, they include principles like;

Personal appearance neat appearance and good grooming be neat and presentable to give a positive image of the organisation; some offices have a dress code.

Be punctual and regular to attend to matters.

Be honest and loyal to the employer.

Well-disciplined reliable and courteous while dealing with fellow staff and even clients.

Be tactful and use diplomacy in dealing with clients.

Have an initiative and common sense.

Behave in a polite and respectable way to fellow office employees and visitors.

Give due respect to the employer and senior members.

2.7.4. Examples of Personal Attributes

Ethics of an employee are the moral principles relating to the job that one will be bound by.

Courtesy Punctuality Reliability Responsibility Appearance Confidentiality Honesty Loyalty Cooperation Flexibility Multi Skilling: Be three in one. Bribery Self Motivation : Working under minimum supervision.

SUMMARY

Business or office etiquette is the proper way in which to behave at an office based on some basic principles, the behaviour of workers in an office creates an impression of what the business is like to others.

Self Testing Questions

Late coming is not a one of the acceptable office etiquette expected from a worker. TRUE/FALSE

Jonas received a labour day award for being the most obedient and faithful employee. Which office etiquette best describe him?

The acceptable behaviour in an office that demands that workers should work with minimum supervision and should have proper knowledge of the work they do is?

2.8. Mail Handling

2.8.1. Introduction

The business term ‘mail’ simply means a letter. Big companies employ a Mail Runner or Post Clerk who works in a separate office that deals with letters only and his office is called the mailroom.

2.8.2. Objectives

When you have mastered the information provided in this unit you should be able to:

Identify Post Office Services

Handle Incoming and Outgoing Mail.

Deal with electronic mail

2.8.3. Dealing with Incoming Mail

Procedure

Opening

Mails are opened using a letter opener referred to as paper knife. After opening the envelopes should not be thrown away immediately, in case you throw them together with enclosures.

Personal Mail

These are mails that must not be opened in the mailroom but simply delivered to the said officer because they are marked *Personal* or *Confidential* or simply *Attention.*

Contents

Care should be taken when opening letters to avoid damaging their enclosure’s such as credentials.

Enclosures

Some letters are posted together with enclosures such as Postal Orders, Cheques, Certificates or even Cash.

Return Address

The postmark will always show the place where the letter came from-origin, in case the sender fails to give a possible address the postmark can be used to trace the origin.

Procedure – Dealing with Outgoing Mail.

Sorting

When mail is received priority is given to sort out urgent mails.

Classification

Mail is classified into;

Local (Within Town and those outside the town but within the Country)

Foreign or International (Sorted according to Continents)

Airmail, Express mail Registered or Surface mail

Electronic letter.

Stamping

Mails should be stamped before they are dispatched to their various destinations.

Weighing

Letters and parcels should be weighed to determine the cost of postage stamped to fix.

Franking

A franking machine is used by big companies to print postal impressions instead of affixing stamps.

Identification and Explanation of Equipment and Record Books

The following are equipment used in the mailroom.

Scale

Franking Machine

Letter Opener

Pigeon Hole.

The record books used in the mailroom are;

Remittances Book.

Postage Book.

Inward Correspondences Book.

Routing or Circulating Slip.

Electronic Mail e-mail.

It is service that has many facilities such as the internet and allows the use of computers via telephone circuit or a satellite link to dial up and connect, it is very quick. The subscriber has an email address and uses secret password to maintain information. Businesses can use it to rapidly exchange printed communication using telecommunication links. Its greatest advantage over the post and fax is that it is faster and more flexible and the message can be as short or as long as you like. You can send Files, Spread sheets, Graphics, Database, and even Audio and Video files via E-mail.

Summary

Mail is very important to every organisation because it makes them to get in touch and opens a platform with its workers, branches, existing and potential clients. The post office brings about all incoming and outgoing correspondence. Promptly dealing with mail is pivotal to role efficiency and effectiveness.

Self Testing Questions

Draw the following books used in the mailroom of your Chiefdom and indicate the features.

1. Remittances Book.

2. Postage Book.

3. Inward Correspondences Book.

4. Routing or Circulating Slip.

Filing System

2.9.1. Introduction

In today’s business world be it big firms or small firms a lot of documents are generated and those that are useful need to be stored in some special room or area where they can be retrieved without unnecessary delay when needed for reference.

2.9.2. Objectives

Identify the different types of filing.

Describe the different types of filing.

Explain the use of filing and indexing equipment.

Maintain a good filing and indexing system.

Definition of Filing

Filing is preservation and methodical arrangement of files for safety and easy retrieval; it is a systematic way of storing documents and correspondence.

The Purpose of Filing

The importance of filing business documents is;

Protection

For further reference

For security reasons

Quik Retrieval

Easy accessibility

Neatness and tidiness

Confidentiality

For easy accessibility

Filing makes it easy to dispose of useless documents.

There are two main systems of filing that are used;

Centralized filling System.

Departmental filling System.

Centralized filing (Registry) A centralized filing system is one in which the records for several people are stored in one central place.

Departmental (Decentralized) Filing is when each department or section keeps their files.

. Essentials of a Good Filing System

As we know that filing is the storing of important documents, this then needs a good filing system. The essentials of a good filing system are that

It should be capable of expansion.

It should classify all documents.

It should be adaptable to changes.

It should be able to use suitable equipment.

It should enable a speedy retrieval of documents.

It should house documents together.

2.9.4. Types of Files

Box File: These boxes can be used to keep some small files or to isolate very bulky correspondence. It is used to keep all related documents together. It is usually an ordinary box with a lid to keep loose documents to keep them safe and clean.

Flat File:These are horizontal filing cabinets with a wide and shallow drawers used to keep documents that should not be not be folded such as Building Plans, Maps or Art Works.

Dead File:These are files that are no longer in active use, they are Dormant, Out, Retired or absent files.

Spike File:These are files that look like a very large drawing pin where some small documents are attached by pushing them over a spike to secure them before they are put in files. This is used to hold documents such as telephone messages or petty cash vouchers. These are spikes very cheap and easy to use.

Vertical File: A vertical filing cabinet files are stored in drawers in order from front to back, is tall and narrow.

Lateral File: These are lateral filling cabinets that take up little space although they are wider. These files are suitable for centralized filing system. Files are stored side by side like books on a bookshelf.

Micro Film: This is the photographing of documents onto micro film to reduce storage space.

Classification of Filing

Filing is classified into central or departmental.

Methods of Filing

There are five main methods of filing; files are classified in in different ways this depends on the type, size of the organisation, the number of people using the file and the number of files.

Alphabetical Filing : It is filing according to letters of the alphabet (usually names).

Numerical Filing : It is filing according to Numbers.

Geographical Filing : It is filing according to Places.

Chronological Filing: This is filing according to Time and Dates.

Subject Filing : This is filing according to Topics.

Hydrid Filing

Alpha-Numerical Filing : It is filing that Combines Alphabet and Numbers.

Indexing

An index card contains information listed in alphabetical order to show where a file is stored. Indexing is used when there is only a limited amount of information needed.

The indexing equipment includes;

Rotary

Strip

Index Card

Cross Referencing

If some file is known by one name a cross reference or carbon copy should be indexed and filed under such persons to get in touch, I cross reference card should be made out.

Filing Equipment

The different types of equipment used in filing promote efficiency to the system because they are designed to meet the different needs of organisations. The type of equipment depends on;

Filing system

Storage requirements

Size of documents

Quantity of documents

The different types of filing equipment include;

Spikes

Index Cards

Filing Cabinets

Boxes

Rotary wheel

Strip

Microfilms

Computers

Ring Binders

Manila

Maintenance of Stock

2.10.1. Introduction

Stock is simply the quantity of goods available for sale. Labour is the human effort that is put into production, the reward for labour is wages.

2.10.2. Objectives

When you have mastered the information provided in this unit you should be able to:

Explain the maintenance of stock

State the documents used to manage stock

Discuss wages and salaries

Explain the time card

Calculate the Gross and Net pay

Explain deductions

2.10.3. Maintenance of Stock

Inventory of goods and materials must always be available to avoid shutdown, a reorder level is vital, a good stock level creates a smooth working process. Stock control is the management of the level of stock held by the firm. It is the system used to make sure that stock are ordered and delivered and kept in the right quantities, the stock control system or records should;

Keep a record of the date of all deliveries of goods received and of when goods are taken out of stock.

Make sure that stock is used in the right order, usually the oldest out.

Include a method of making sure new stock is ordered before stock runs out.

BIN CARD This is the stock control card and it is kept for each item giving a records of receipts/bought and issues together with the maximum and minimum (Re-Order Level)

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| BIN CARD  MAXIMUM STOCK LEVEL :  MINIMUM STOCK LEVEL (Re-Order):   |  |  |  |  |  | | --- | --- | --- | --- | --- | | DATE | DETAILS | IN | OUT | BALANCE | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |

Maximum Stock Level:

This is the largest quantity of stock which should be held at any one time to avoid over stocking and that capital is not locked or tied up and even that valuable bulk storeroom space is not used unnecessarily.

Minimum Stock Level: This is the smallest quantity that must be maintained to prevent stocks from running out and in order to allow the buyer time to replenish the stock before the balance in the quartermaster is used up.

Re-order Level: This is given to replenish the stock, it is to remind the buyer to place a further order of the item, it is the level at which stock should be re-ordered.

Inventory Sheet: This is the record of Fixed Assets (non consumables/non current assets) found in the company for audit purposes.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | INVENTORY | SHEET |  |  |
| SERIAL | DESCRIPTION | LOCATION | DATE RECEIVED | CONDITION |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| CHECKED By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

Calculation Methods:

The stable maintenance of stock is done through various methods such as;

LIFO - last in first out

FIFO - first in first out

AVCO - average cost

Stock Requisition

This is the document used to request the stores or warehouse to release and give out the stated items and quantities.

|  |  |  |
| --- | --- | --- |
|  | STOCK REQUISITION |  |
| SERIAL | DESCRIPTION | QUANTITY |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| Sign: | Authorised by  Stores Officer: |  |

2.10.4. Wages and Salaries

Wages: A wage is a payment to an employee based on the work done, it is a monetary reward for unskilled labour. Unskilled Workers are workers who have not undertaken any course or training in a particular field. A wage is calculated on a Wage Sheet where information is obtained from the Time Card maintained for each worker.

Salary: A salary is monetary reward for skilled labour, this is as fixed payment paid to an employee monthly, it is given to persons who have undergone formal training in their area of performance at work, it is displayed on a Pay Slip. A salary before any costs or deductions is called Gross Salary and a salary after deductions is a Net Salary which nothing more needs to or can be taken away sometimes known as the take home pay. This amount is stated in the contract of employment and it is not normally paid in cash but through a bank.

The payment of Wages and Salaries are affected by the following factors:

a) General Trade Conditions in the country

b) Conditions in the trade or Profession

c) Ability, knowledge and Job requirements

2.10.5. The Time Card

The time card is used for recording man hours worked. The time when workers report for work as well as when they go for lunch are recorded the time card and transferred to the wages sheet at the end of the month to come up with the total pay for each worker.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NAME:  EMPLOYEE # |  | TIME | CARD | WEEK ENDING : |  |
| DAY | MORNING |  | AFTERNOON |  | TOTAL |
|  | TIME  IN | TIME OUT | TIME IN | TIME OUT | HOURS |
| MONDAY |  |  |  |  |  |
| TUESDAY |  |  |  |  |  |
| WEDNESDAY |  |  |  |  |  |
| THURSDAY |  |  |  |  |  |
| FRIDAY |  |  |  |  |  |
| SATUDAY |  |  |  |  |  |
| SUNDAY |  |  |  |  |  |
|  |  | TOTAL | HOURS | WORKED |  |

Rate of Pay

There are many rates of pay and a company only chooses the one that will give high incentives to the employees. There are however, four common ones that will be discussed below:

Time or Hourly Rates: According to this method, workers are paid according to the number of hours spent working. This is commonly practiced in Factories in Construction, Catering, Bakery and other trade environments

The requirements for this hourly rate system are:

a) An agreed rate per hour

b) An agreed number of hours per week at the same rate.

c) An agreement on payment for work done overtime

Piece Rate

This is paying a worker according to the job he/she has done on the site. The worker gets paid soon after the job has been performed. In a piece work scheme, wages are calculated by multiplying the rate of pay in producing one unit and the number of units produced, as the output increases the wages also increases. Some employers do guarantee a minimum wage so that workers do not suffer a loss of their earnings.

Flat Rate

This is paying an employee a fixed salary over a fixed period of time despite how many hours one might spend or work on the premises.

Commission Rate

Commission may be paid to some workers or an Agent based on the value of something. It is common practice to pay commission to agents of an organisation. This rate may be calculated as a percentage on the sales made or on the profit generated.

Bonus Rate

This is an extra payment made to an employee as a reward for results achieved. Bonus is intended to motivate employees to work hard and to reach or exceed some target. Eg Christmas bonus.

Overtime Pay

The payment made for done in excess of an employee’s hours worked above the basic, it is a payment given to employee for working over and above the normal working hours. When a worker works for an additional number of hours, this time is called overtime. A workers contract of employment will stipulate overtime arrangements and these differ between industries, the law limits workers to a maximum amount of overtime per week.

UNIT 3: CHIEFDOM ORGANISATION AND MANAGEMENT

3.1. Introduction

This unit introduces you to chiefdom organization structures, staffing, staff development, delegation and remunerations. The general operations of the chiefdom have also been discussed.

The organizational structure of models of Traditional Authorities in Zambia cannot make sense if they are discussed in a vacuum. It is, therefore, imperative to high light the historical perspectives of the models and thereafter democratizing or modernization trends on the African Continent.

3.2. Chiefdom Organisation Structures

Zambia is endowed with a variety of ethnic groupings that depict its unique, indigenous and rich cultural diversity vested in its people. In order to create peace and harmony amongst the ethnic groupings, traditional leadership must prevail. And this traditional leadership is hierarchically organized. There are 4 paramount chiefs controlling vast areas and people. Below them are about 56 chiefs/ chieftains' controlling a fair size of land and power? Under them are sub- chiefs/ chieftains' which have smaller areas of land. These traditional organizations set their own goals which are achieved through a process. And because turnover is the bottom line in Traditional Leadership, the following procedure of goal realization is followed: Goal identification, Communication, Specialization, Meetings, and Performance Evaluation.

A gap between Traditional Leadership and the Government was identified and in order to bridge this gap, the Ministry of Chiefs and Traditional Affairs was set up in 2011. Its main purpose is to administer and promote chief’s affairs, traditional governance systems, conservation and preservation of Zambia’s heritage, culture and arts. The Ministry has a vision to conserve Zambia’s heritage and preserve the cultural diversity of the country’s chiefdoms, national heritage sites and arts in unison with the Royal Highnesses.

3.3. What is Traditional Leadership?

[[](javascript:void(0))](javascript:void(0))

[Image: saflii.org](http://www.saflii.org/za/journals/PER/2009/19.html)

Traditional leadership is defined as a style where power is given to the leader based on traditions of the past. Current examples would be kings, dictators and many of today's business leaders. In the past, almost all leaders were considered traditional and their power was tied to their past leaders. Traditional authority (also known as traditional domination) is a form of leadership in which the authority of an organization or a ruling regime is largely tied to tradition or custom. The main reason for the given state of affairs is that it "has always been that way".

The characteristics specific to the traditional style include: Leaders are viewed as having control and power because those holding the position before them had control and power. Leaders are followed because of personal loyalty to the position.

Traditional Leadership Theories

Traditional leadership theories include: (1) trait approaches, such as the 'great man theory', which emphasizes personal characteristics of the leader; (2) leadership style approaches, such as, the Ohio and Michigan State studies in the 1960s, which emphasizes leader behaviors; and, (3) contingency approaches, such as 'Least Preferred Coworker'

Before we could tackle the complexities of traditional and contemporary leadership we should first answer the fundamental question as to what is leadership. A text book definition of leadership is the ability to influence a group towards the achievement of a vision or a set of goals.

3.4. Traditional Leadership Style

Looking at what has traditionally worked in the past, Jack Welch, a respected business leader and writer, proposes a few fundamental leadership principles that can help a leader successfully pin-point their roles; Welch's Fundamental Leadership Principles. There is only one way - the straightway. It sets the tone of the organization. This means that there is no biting about the bush in as far as leadership is concerned. A traditional leader must plainly communicate the information that he/she wants to put across to the subjects without any prejudice, hesitation, fear or favour.

3.5. The Paramount Chiefs

The chiefdoms are managed by the supreme powers of the traditional leaders called the paramount chiefs. These are assisted by the senior chiefs and ordinally chiefs respectively. The eight paramount chiefs in Zambia are Chitimukulu, Mpezeni, Undi,and while the Litunga of western province is a King. The total number of paramount chiefs is four.

A paramount chief is the English-term meaning the highest-level of traditional leadership. This term is used occasionally in anthropological and archaeological theory to refer to the rulers of multiple chiefdoms or the rulers of exceptionally powerful chiefdoms that have ever existed on the land.

The Paramount Chief Mpezeni, for instance, is a chieftainship of the Ngoni people of Zambia's Eastern Province and Malawi's Mchinji district. The chieftainship was founded by Zwangendaba, a former general of King Shaka of the Zulu, who fled the mfecane.

[](https://www.bing.com/images/search?q=paramount+chiefs+in+zambia&id=D3D159D146ED4B5EEAA19D69FF60734846D4C2D9&FORM=IQFRBA)

The paramount chief during the N’cwala traditional ceremony at Mtenguleni in Chipata.

The paramount chief Gawa Undi is a chieftainship of the Chewa people of Zambia’s Eastern Province, Malawi and Mozambique.

[](https://www.bing.com/images/search?q=paramount+chiefs+in+zambia&id=8E44A738A839780DAF7919D0C0C8BD455829F2D0&FORM=IQFRBA)

The paramount chief during the Kulamba traditional ceremony in Katete. Eastern Province.

The paramount chief Chitimukulu of the bemba speaking people of Northern Zambia

[](https://www.bing.com/images/search?q=paramount+chiefs+in+zambia&id=8D9DD5817A23A5EF787091A2412FADFCE6FDBDD8&FORM=IQFRBA)

The paramount chief chitimukulu in the middle

The other paramount chief is the king Litunga of the Lozi speaking people of Mongu in Western Province of Zambia

[](https://www.bing.com/images/search?q=paramount+chiefs+in+zambia&id=763CDDE931FC439281C9D514F8BCBF272B425F8C&FORM=IQFRBA)

The paramount chief Litunga during the Kuomboka traditional ceremony

The bottom line is that in Zambia, we have traditional Leaders, called as chiefs. And there cannot be chiefs if there are no people or subjects. In order to advance the affairs for their subjects, the Royal Highnesses have got to play their roles most effectively as not doing so would disadvantage their subjects. And one would ask, what are the roles for the traditional leaders?

Test Yourself Questions

Describe the following terms with examples given:

Traditional leader

Traditional leadership style

Characteristics of traditional leadership

Traditional leadership theory

Traditional management style

3.6. Roles that the Royal Highnesses play in the Chiefdoms

Roles of Traditional Leaders in Communities Prior to the 1940’s

Ownership of Natural Resources in Zambia

As mentioned, natural resources include all animals, plants, insects, birds, soils,

Minerals and fish. In order to better define the natural resources available for

Communities to use, an inventory of available natural resources and their use

Across chiefdoms is presented in Table 1. It depicts both Land and water-based resources that have both current and potential use.

Combined Natural Resources

Natural Resource, Use Category, Game (Wild animals)

Food/meat; selling meat to generate income; tourism (consumptive and non-consumptive)

Trees Timber for furniture; re-forestation; building houses; shelter;

Firewood; charcoal (where allowed); selling to raise income; natural beauty

Grass Thatching houses; selling to raise income; basketry; natural beauty

Minerals currently not legally exploited in most chiefdoms, but legal under

the permit system in a few others

Water Drinking; cooking; washing clothes; bathing;

Rivers Provide water for drinking, washing, cooking, and fish farming

for food and selling to raise income

Waterfalls Not well developed but could be used as tourist attractions and

Hydro-power if developed

Fish Food; selling to raise income

Birds Food; tourism

Roles of Traditional Leaders in Zambia

Land Agriculture

Soils Building; bricks; selling to raise income

Caterpillars Food; selling to raise income

Bees Honey for food and selling to raise income

For the purpose of this module, the natural resources currently available will be divided

Under three broad categories, namely wildlife, which includes all animals except fish?

Forestry, which includes all plants, and fisheries, which includes all fish.

The discussion excludes water, land, minerals and soils, as it is believed that these are either a basic human need or is currently unavailable for community exploitation e.g. minerals. The ownership of wildlife, forestry and fisheries are discussed below.

Wildlife

The Zambia Wildlife Act, Act No. 12 of 1998 vests the absolute ownership of every

wild animal in the President on behalf of the Zambian people. Only those animals that

are lawfully captured or killed by licensees or are found resident on any land and the

Minister gives, on advice of the Zambia Wildlife Authority, the right for those animals

to be harvested can be said to be vested in the licensee or in the owner of such land

respectively.

Forestry

The Lands Act of 1995 vests ownership of land in the hands of the State but

distinguishes its management depending on its classification whether it is State or

Customary Land. State Land – reserve lands, towns, permanent commercial farms and

covering 39% of the country – are managed by the State.

Customary Land –

traditional land, or ‘Open Land’, where traditional Chiefs and their headmen decide on

how the land is used – is under the authority of the traditional Chiefs. Both the Forests

Act, Act No. 39 of 1973 that is still in force and the new Forests Act, Act No. 7 of 1

3.7. General Operations of the Chiefdoms

Traditional leaders roles are to:

Support natural resources conservation campaigns in the chiefdom;

Provide customary guidance to natural resources management;

Provide guidance on indigenous knowledge on cultural aspects regarding

Community-based natural resources management;

Roles of Traditional Leaders and Communities in Zambia are to:

Protect natural resources against illegal harvesting activities;

Support law enforcement in the management of natural resources;

Facilitate the establishment and implementation of land use management plans;

discipline to community members in the wise use and management of natural resources;

Support conservation for tourism purposes and for the benefit of the future generations;

Advise on development needs that have an impact on natural resource conservation;

As custodians of natural resources, to advise on wise resource conservation and utilization;

Maintain peace in the community.

These roles for Traditional Leaders stated above all embrace covering both land and

water-based natural resources, i.e. forestry, fishery and wildlife resources. The

Traditional Leaders are fully cognisant of their roles and responsibilities on natural

resource management. They are also aware, however, that, apart from the Wildlife

Act, Act No. 12 of 1998, which legally identifies them as ‘Patrons’ to the wildlife

Community Resource Boards, they have no current and specific legal roles in fisheries

and forestry management. They would want their roles in these sectors to be

legalised. It is on record, however, that they were consulted during the process that

led to the Forests Act of 1999 and the Draft Fisheries Bill currently under discussion

regarding their participation in the management of these resources.

UNIT 4: MEETING MANAGEMENT

Introduction

This unit brings to light the concept of chairmanship, qualities of a good chairperson, preparation of an agenda and indeed formation of a quorum. It also elaborates on the order of proceedings of a meeting, secretariat and minutes management. Decision making which has been defined as an art is also discussed. it is hoped that you will enjoy the discussions. Many meetings take place in business and an effective meeting is an efficient tool in the communication process. Meetings enable face-to-face contact of a number of people at the same time. They provide useful opportunity for sharing information, making suggestions and proposals, taking decisions and obtaining instant feedback. Active participation of all members of the meeting is usually encouraged. The rules of conduct of formal meetings are laid down in a Company’s Articles of Association and/or Constitution or Standing Orders. With such meetings, a quorum must be present, i.e. the minimum number of people who should be present in order to validate (constitute) a meeting. A formal record of these meetings must be kept, usually by the Company Secretary.

4.2. Objectives

When you have mastered the information provided in this unit you should be able to:

Describe the types of meetings.

Explain the documents used in a meeting.

Identify the terms used in a meeting

TYPES OF MEETINGS

Formal Meetings

A formal meeting will be called by issuing a formal notice, and this will have to be followed by a written agenda, listing the items to be discussed and the order in which they will be debated at the sitting. For formal meetings the date of the meeting is usually decided well in advance, so often at the previous meeting.

Annual General Meetings (AGM)

The company’s act requires a limited company to hold an annual general meeting (which is a meeting of all shareholders) This is a meeting that is held once a year. AGM is a forum to assess the trading of the organization over the year. All the shareholders of the company are invited to attend the AGM but they must be given a 21 days’ notice. Holding an AGM mandatory for a public corporation and it is optional for a private limited company, every year

Purpose:

- Approve the audited accounts presented by the managing directors

- To elect the board of directors (only the ordinary shareholders are allowed to vote)

- Receive the directors’ report

- Discuss the affairs of the business (company)

- Deal with issues that could not settled by the board of directors.

Extraordinary general meetings/Statutory meetings

This type of a meeting is called to discuss special business of concern to the shareholders. For instance the Directors and Shareholders can communicate and consider special reports. Companies are required by law to hold these statutory meetings.

Board meetings

These are held at regular intervals determined by individual companies. They are attended by all Board members and headed by Chairperson of the Board.

Management Meetings

These meetings are attended by a group of managers who may need to discuss a specific matter, report on progress or receive progress reports. These meetings promote effective co-ordination of departments. For example the marketing manager, sales manager, production manager and research and development manager may meet to discuss the launch of a new product being launched soon.

Departmental Meetings

These meetings are called by the head of Department or manager of a certain section. All staff will be invited to attend so that information can be passed on or reports received from some members of staff regarding a specific project. These meetings are usually held to give information to staff or discuss particular departmental issue.

Staff Meetings

These are held between staff involved in a common area of work to discuss a particular issue.

Working Parties Ad hoc

These work for a mandate, they are usually set up to undertake a particular task or event, the members may be from different areas and professions so that each can contribute a different type of skill or expertise for instance by the same rules and regulations as formal meetings. Such meetings may take form of brainstorming or discussion sessions where strict agendas may not be necessary and minutes may not be kept. However, it is usually considered good business practice for an agenda to be issued to all members prior to the meeting so that they can prepare adequately in order to make a valuable contribution. An informal meeting can be called by telephone, by memo or by asking people on a face to face basis. It is usual to confirm the arrangements in writing, however, so that no one forgets to attend. For informal meetings the person calling the meeting will suggest a date on which it can be held.

4.4. Why Hold These Meetings

Meetings in an organisation are held for a variety of purposes, here are some of them:-

To coordinate or arrange activities.

To give information to a group of People

To report on some activities or experience.

To obtain assistance

To put forward ideas

To create involvement grievances for discussion and interest Additional reasons for holding meetings.

To discuss new plans/ideas for the future

To be kept informed of current and new developments

To problem solve

To discuss/make decisions about on-going situation

To organize special events or occasions

Documentation at the Meeting

The four main documents used in a business meeting are;

Notice

Agenda

Minutes

Reports

Chairman’s Report

Secretary’s Executive Report

Treasurers Financial Report

Committee Reports

4.6. Notice of the Meeting

The notice states the place, the day, the date, and the time of the meeting. The success of a meeting depends on a variety of essential preparations. An important one is to ensure that all the documentation is dealt with efficiently. The notice and agenda are usually combined in one document. The portion at the top is known as the notice. This gives details of the type, place, day, date and time of the meeting.

|  |  |
| --- | --- |
| |  | | --- | | CHALIMBANA UNIVERSITY  Notice is hereby given  a meeting of the  LAND DEVELOPMENT COMMITTEE will be held  in the Conference Room  at  MANCHICHI BAY LODGE – Siavonga.  on  Friday 24th January, 2020 at 14.00 hours. | |

Agenda

The agenda is attached to the notice of the meeting; if it is not printed separately it is the middle portion of the notice document. An agenda is the list of topics to be discussed at the meeting.

Parts: The first three and final two items on every agenda are known as ordinary business or fixed items. These are items which will be included on every meeting agenda, these are;

Apologies

Minutes of Previous Meeting

Matters Arising

Any other business – New Business.

Date of the Next Meeting

Parts: After the opening items of ordinary business there will be a list of special business or new business-these are special matters to be discussed at this meeting only.

|  |
| --- |
| ZIYENERA ENTERPRISES LIMITED  AGENDA  1.Appologies  2. Minutes of previous meeting  3. Matters Arising  4. Chairman’s Report  5. Football Results and Matches.  6. New Keep Fit Classes  7. Annual Dinner and Dance.  8. Any other business  9. Date and time of next Meeting |

4.7. Minutes

Minutes are the official record of what took place at formal meetings. They also include a list of everyone who was present. Notes for the minutes are taken by the secretary. A copy is sent to all the people who should have attended – whether they did or not. An accurate written record of meetings is essential not only for all those who attended the meeting but also for those who were unable to attend.

Types of Minutes

Verbatim Minutes

These are used primarily in court reporting where everything needs to be recorded word for word.

Minutes for Resolution

Only the main conclusions which are reached at the meeting are recorded, not a note of the discussions which took place. These are usually used for minutes of AGMs and other statutory meetings. It is important to note the exact wording to any resolutions passed:

Reports

A business needs to have the following reports annually;

Income Statement.

Balance Sheet

Cash flow Statement

Directors Report

Auditors Report

Directors Report

This is a written explanation that will contain any relevant information that does not form part of the treasury and secretarial reports. The directors report can raise also raise issues such as what impact the business has on the environment.

Auditors Report

This is a formal opinion issued by an independent auditor who had undertaken the financial

audits of the company. This report is attached to the business’s Annual Report and add credibility to its financial statements.

4.8. Terms of Meetings

The following are terminologies that are being used at the meeting.

Apologies for Absence:

Delegates or Participants who are the members and those who could not attend should have notified the Secretary or Chairperson with their ‘apologies’ so that time is not wasted waiting for them to appear.

Minutes of the Previous Meetings:

This document should be circulated to members before the meeting to check that the minutes which are the official record of what happened at the last meeting are correct and accurate.

Matters Arising:

These are issues to be clarified from the previous meeting held earlier, if anyone was asked to do anything or check on anything at the last meeting then progress on this is discussed.

Any other Business AOB

At this moment a chance is given to bring in *new business* not on the agenda, if people want to discuss minor items not listed on the agenda now is their chance because all important items should be referred to the Secretary or Chairperson for inclusion on the agenda.

Date and Time of next meeting:

This is agreed at the end of every meeting, whilst everyone is present and a mutually convenient date can be set.For formal meetings the date is usually decided well in advance, so often at the previous meeting. Therefore a committee would decide at one meeting when they would next meet and anyone absent would receive the information when the official notice to attend is issued later. For informal meetings the person calling the meeting will suggest a date on which it can be held. Ideally, especially in an emergency, several alternative dates should be given so that the best date for everyone can be agreed upon.

Ad hoc

This means ‘arranged for this purpose’. An ad hoc sub-committee is appointed for the purpose of carrying out one particular piece of work, such as the arrangements for the visit of a very important person (VIP). These committees are sometimes called special or special-purpose committees.

Addendum

An addition to a motion or the amendment which adds words to motion.

Address the chair

To direct all remarks to the chairperson. All remarks must be addressed to the chair person, and members must not discuss matters between themselves at a meeting.

Adjournment

Subject to the articles, rules or constitution of an organisation, the chairperson, with the consent of the members of the meeting, may adjourn it in order to postpone further discussion, or because of the shortage of time. Adequate notice of an adjourned meeting must be given.

Adopt

To accept

Agenda

A list of items to be discussed at a meeting.

Amendment

An alteration to a motion or proposal to alter a motion by adding or deleting words. It must be proposed, seconded and put to meeting in the customary way.

Attendance Record

The secretary, whose duty is to record the minutes of the meeting, must also record the names of the present. If a large number of people are present, it is a good idea to pass a sheet of paper around the table for signature.

Any Other Business

The opportunity at the conclusion of a meeting to raise items not specified on the agenda.

Apologies

Appologies for absence from the reading of the names of members who have indicated that they cannot attend the meeting.

Articles

Articles of Association – the rules governing the conduct of a company.

Ballot

A secret written vote

Casting a vote

A second exercised by the chairperson to resolve a deadlock. A casting vote is used only when there is an equal number of votes for and against a motion.

Chairperson’s Agenda

An elaborated version of the agenda for the Chairperson’s use.

Constitution

The rules for governing the running of an organization.

Convene

To call a meeting.

Co-opt

To invite someone to serve on a committee for a limited period, usually on account of specialized knowledge. The power given to a committee to allow others to serve on it. A co-option must be a result of a majority vote of the existing members of the organization.

Dropped motion

A motion that has to be dropped either because there is no seconder or because the meeting wishes it to be abandoned.

En bloc

The voting of, say a committee en bloc, that is, electing or re-electing all members of a committee by passing of one resolution.

Ex-officio

By virtue of an office – the right to attend a meeting because of another office held. A person may be a member of a committee by reason of his office.

In abeyance

A matter is left is left until it can be dealt with on a later occasion.

In Camera

A meeting which is not open to the public.

In attendance

A person not elected but present at a meeting, usually in a professional capacity.

Intra vires

Within the power of the person or body concerned.

Kangaroo Closures

The Chairperson of a committee is empowered to jump from one amendment to another omitting those which he considers to be less important or repetitive.

Lay on The Table (lie on the table)

A matter is presented to a meeting but no action is taken on it. A letter or document is said to ‘lie on the table’ when it is decided at a meeting to take no action upon the business contained in it.

Majority

Articles and rules of the organization will define the majority of votes required to carry a motion

Memorandum and Articles of Association

These are regulations drawn up by a company setting out the objectives for which the company is formed and defining the manner in which its business shall be conducted.

Motion

A motion must normally be written and handed to the chairperson or secretary before the meeting. The mover of the motion speaks on it and had the right of reply at the close of the discussion. The seconder may then speak to the motion only once. If there is no seconder, a motion is dropped and cannot be introduced again. When put to a meeting, the motion becomes the ‘question’ and when it is passed it is called the ‘resolution’. A motion a matter which has not included on the agenda can be moved only if ‘leave of urgency’ has been agreed by the meeting or it has been under the customary item ‘any other business’.

Nem Con (neminecontradicente)

This means ‘no one contradicting’ ie. There no votes against the motion, but some members have not voted at all.

No Confidence

When the members of a meeting are aggrieved or at variance with the chairperson they may pass a vote of ‘no confidence’ in the chair. When this happens the chairperson must vacate the chair in favour of his deputy or some other person nominated by the meeting. There must be a substantial majority of members in favour of this decision.

Poll

Is the term given to the method of voting at an election, and in a meeting this usually takes a form of a secret vote by ballot paper. The way in which a poll is to be conducted is generally laid down in the standing orders or the constitution of the organization.

Postponement

The action taken to defer a meeting to a later date.

Proxy

One acting for another or a document authorizing a person to attend a meeting vote on behalf of another person. Someone may be appointed to vote on behalf of absent member, subject to approval.

Quorum

this is the minimum number of persons who must be in attendance to constitute a meeting. The quorum is laid down in the constitution of rules of the organization.

Resolution

A formal decision carried at a meeting. It must be proposed, seconded and put to the meeting in the customary way. A resolution cannot be rescinded at the meeting at which it is adopted.

Rider

A rider is an additional clause or sentence added to a resolution after it has been passed and it differs from an amendment in that it adds to a resolution instead of altering it. A rider has to proposed, seconded and put to the meeting in the same way as a motion.

Right of Reply

The proposer of a resolution has the right of reply when the resolution has been discussed. He is allowed to reply only once; afterwards the motion is put to the meeting.

Sine die

Meaning without and appointed day, or indefinitely.

Standing Orders

These are rules compiled by the organization regulating the manner in which its business is to be conducted. It may also have the title ‘constitution’.

Status quo

Used to refer to a matter in which there is to be no change.

Sub-Committee

A sub-committee may be appointed to deal with some specific branch of its work. The sub-committee must carry out such functions as are delegated to it by the committee periodically.

Teller

This is the title given to the person appointed to count the votes at a meeting.

The Venue

Every meeting must have a venue for the sitting, the arranging for the place is so important and consideration must be made on the number of participants who will be attending that meeting and when will the meeting to be held together with how often these meetings will take place, these factors determine where (venue) it will be held.

Meetings may take place in….,

1. An Office

2. A Special Meeting Room

3. A Committee Room

4. A Special suite or Conference Room

Internal Venues:

Not all organizations have committee rooms, those that do are likely to be council local authorities, health authorities etc, where they are many committees operating, holding frequent meetings. Many organizations have a board room where formal meetings are held, and this may be used if it is free or many people will be attending. A small informal meeting will be most likely take place in someone’s office or in a small, spare room kept for meetings. If the room is used by different people for different meetings it may have to be booked in advance. This can be by, putting a notice on the door to reserve it for date. Contacting whoever is responsible for the room and booking it for that date.

External Venues:

A company may arrange to have their meeting at an external hall. Many hotels have conference facilities which can be hired for a fixed period. They will organize for equipment to be available, if required and all the snacks, meals or light refreshments to be served. if:

1. A large number of people will be attending eg at the Mulungushi International Conference Centre.

2. The meeting will be held out of hours like over weekend or in the evenings.

Meetings may be planned sometime in advance or held at a moment’s notice if an emergency develops. Some are held at regular intervals, other only when the need arises. The participants may vary – depending on the topic being discussed – or stay the same, e.g. A committee given the task of overseeing a certain area e.g. safety. The question of why the meeting is being held usually who will be asked to attend. Who is to attend can often determine when the meeting will take place.

Summary

Meetings are very important to every organisation be it in the corporate world family or civil society to coordinate activities, report on some activity or experiences, to put forward ideas or grievances for discussion. Meetings help to give information to a group of people and obtain assistance meetings also create involvement and interest in company affairs.

Self Testing Questions

How often is the AGM held?

What do the abbreviations AGM stands for?

Which of the mentioned types of meetings do you usually hold in your Chiefdoms?

Define the following terms

Ad hoc

Sine die

In camera

Dropped motion

Casting vote

UNIT 5: STRATEGIC MANAGEMENT

Strategic Planning

Strategic plans help to identify what an organisation is striving to achieve and maps out the necessary steps needed in order to be successful. It used to be that strategic plans would go out for ten years but organisations to day look to 2-3 years down the road – some industries just plan year by year. (Lotich, Patricia, 2019).

Developing a Strategic plan is a multi-step process and one step builds off of the other. To begin the process, the organisation needs to have a passion for what it does and a clear view of what it hopes to achieve. This clarity is what makes development of the strategy possible.

5.2. Step Process for Developing a Strategic Plan

Write a vision statement

A vision statement (2-3 sentences) that gives the reader, and more importantly, the organisation, a mental picture of what the organisation hopes to become or what the organisation hopes to achieve.

It is important to understand where an organisation is going before it can develop a strategic plan for how to get there. The value of a vision statement is that it gives leadership and employees a shared goal.

To Facilitate a Visioning Session

Get the visionaries in a room. Ask them to close their eyes and describe the mental picture they see when the organisation has reached its optimal state. Document thoughts that describe the picture on a flip chart. Come to agreement on all that is described. Take some time to wordsmith or play with the wording until it describes the thoughts accurately.

Example of Vision Statement

“ABC Dry Cleaners will be the Premier professional laundry of the metropolitan area by providing unmatched customer service and cleaning services and cleaning services that exceed the competition”.

5.3. A Mission Statement

A mission statement is an explanation of why an organisation exists and the path it will take to achieve its vision. Mission statements are typically shorter than a vision statement but not always and are organization specific. This is a statement that describes what the organization is passionate about and why is exists.

Facilitating the mission statement Process

You should have the group look at the vision statement and begin the process to brainstorm a mission statement. Go round the room and document their answers on a flip chart. Once everyone has put their ideas down, look for similarities and usually a natural statement will flash itself out. Record and refine the statement until everyone agrees that it reflects the mission of the organization.

Example of mission statement

“We exist to help our customer care for and extend the life of their clothes investment”

Perform a gap Analysis

A gap analysis is a process an organization goes through to identify the gaps between its current state and what it hopes to achieve its vision.

To do a gap analysis, simply look at where an organization is and compare it to where it hopes to be. This process typically involves a step of researching data outside the organization.

Examples of Gaps

Market share

Financials

Internal Process/Systems

Public Relations

Customer satisfaction and quality of products/service. These are considered Critical Success Factors.

Examples of Organization’s Current State

Customer satisfaction scores of 65%

Profit margin 1%

10% of market share

10% return on poor quality cleaning

5.4. Smart Goals

You should write smart goals for 2-3 years out (some organizations choose to go shorter or longer depending on the organization).

Examples of Organizational Goals

By 2020 ABC Dry Cleaner will have a customer satisfaction score of 85.

By 2022 ABC Dry Cleaner will have a profit margin of 5%.

By 2022 ABC Dry Cleaner will have 25% market share.

By 2023 ABC Dry Cleaners will have less than 2% return for poor quality cleanings.

Now this is where the rubber meets the road. Goals are a wonderful thing to have but unless they are implemented, and someone is held accountable through a structure performance management process, they are nothing more than words on a piece of paper.

To goals some teeth, they need to be taken down to the department and ultimately the employee level. This means identifying who will get it done

5.5. Goals Document – strategic implementation of plan

Monitoring Progress under strategic plan evaluations

Goals should be monitored at least on a quarterly basis. This can be as simple as asking the responsible person to give a status update on their grabs for the quarter. It is very important that this is done because all organizations are so busy today that the day-today responsibilities can sometimes gate in the way of completing long-term goals.

Once a year the strategic plan and goals should evaluate or reviewed and updated to reflect current market conditions and changes to ensure that goals are focused on the current state of the organization

Use the good document to keep track of goal completion status. Talk about goals at every staff meeting to ensure that everyone understands its priority. Many organizations do not create a strategic plan because the process intimidates them. However, any size of an organization can map out a plan if they solicit the help of a trained facilitator and commit the time and resources to doing it.

Does your organization have a strategic and a plan? Surprise! Surprise!

UNIT 6: NETWORKING AND COLLABORATION

6.1 Introduction

Now that you have learned the concept of strategic management we then proceed to a very exciting topic networking and collaboration.

6.2. Learning outcomes

After studying this unit, you should be able to;

Define and discuss the concept of networking and collaboration

Explain the ethics in networking and collaboration

Analyse partnerships in development.

6.3. The Concept of Networking and Collaboration

Network is derived from arrangement with intersecting lines and interstices resembling those of a net. The organization that is said to be networking is supposed to be dealing with a complex of organization whose objectives and goals are similar to the organization which has sought to network with such organisations. For example, “the National Union for small scale farmers of Zambia has the following goals and objectives and expected results and benefits.

Programme Goal: - the initiative’s overarching objective is increased incomes and wealth benefits for participating communities and households with increased resilience in a changing climate.

6.4. Specific Objectives

To engage in economical and sustainable production of small-livestock and crops;

To adopt practices that support preservation and sustainable utilization of land and other natural resources

To increase the participation of smallholder public sector and private sector servants in the production of diverse foods and generation of additional incomes;

To create employment opportunities and increase levels of disposable income, benefits across the various value and supply chains.

6.5. Expected Results and Benefits

The expected results and benefits are improved livelihoods, human health and the quality of life for many citizens and increased carbon sink and environmental health.

Strategic Partners

The union has chosen to network with the following strategic partners:-

Ministry of fisheries and livestock

Ministry of Agriculture

Ministry of Chiefs and Traditional Affairs

Ministry of National Development Planning

Ministry of Energy

Ministry of Commerce, Trade and Industry

Ministry of Finance

House of chiefs

Local District Councils

Ministry of Housing and Infrastructure

Chiefdoms (288)

Generated multi-purpose co-operatives societies

The union claims that the partners will co-exist as long as the business process remains active. This co-existence is through networking and collaboration with the thirteen entities.

Factors to Consider when Looking for Partners

You will observe from the above selected partners by the union that they have selected the Ministry of Chiefs and Traditional Affairs, the House of Chiefs and Chiefdoms which are interrelated in dealing with chiefs who are the trustees of customary land where small scale farmers are craving for land to till. The union has selected institutions which provide energy and finance. It has of course included the Ministry of Agriculture and the Ministry of Fisheries and Livestock who are the controlling Ministries in production as well as quality production. The selection of partners by the union is definitely exemplary.

Memorandum of Understanding

A Memorandum of Understanding (MoU) is a document between or among three organisations which states the modus operandi or the relationships between organisations. In our case in point (union), the union might have a Memorandum of Understanding (MoU) with the House of Chiefs consenting to the unions’ request that chiefs consider granting ten (10) hectares to individual small scale farmers for tillage in their chiefdoms.

Chiefs themselves can have memoranda of understanding with the union which would show the relationship between chiefs as individuals and the union. The MoU also helps the institutions involved to know their relationships in writing and their modus operandi.

Ethics in Networking and Collaboration

Ethical question: Why did the chicken cross the road?

Shakespare: To cross or not to cross, that is the question.

Einstein: Whether the chicken crossed the road or the road crossed the chicken depends on your frame of reference.

Darwin: it was the logical next step after coming down from the trees.

Graduate Student: was that regular or extra crispy?

Definition of Ethics

Ethics is a method, procedure or perspective for deciding how to act and for analyzing complex problems and issues. It is a branch of philosophy that investigates ideals in living (a good life) and morally correct conduct (right actions).

But practical ethics covers a wide area. We can find ethical ramifications in most of our choices, if we look hard enough. We must regard an ethical issue as relevant if it is one that any thinking person must face. Some of the issues we discuss confront us daily: what are our personal responsibilities towards the poor or small scale farmers? Are we justified in treating animals as nothing more than machines producing flesh for us to eat? Why should we bother about acting in accordance with moral principles anyway? Other problems like abortion and euthanasia fortunately are not everyday decisions for most of us; but they are issues which can arise sometimes in our lives. There are also issues of current concern about which any active participant in our society’s decision-making process needs to reflect.

The extent to which an issue can usefully be discussed philosophically depends on the kind of issue it is. Some issues are controversial largely because there are facts in dispute. For example, whether experiments in genetic engineering using recombinant DNA ought to go ahead seems to hang largely on whether they pose a serious risk to public health through the escape of new bacteria to which we have no resistance. Philosophers lack the expertise to tackle this question.

In other cases, however, the facts are clear and accepted by both sides; it is conflicting ethical views that give rise to disagreement over what to do. Then, the kind of reasoning and analysis that philosophers practice really can make a difference. The issues discussed in books of ethics are ones in which ethical, rather than factual, disagreement plays a major role. The potential contribution of philosophers to discussions of these issues is therefore considerable.

Ethics in networking and collaboration are very important if good relationships are to prevail. The partners in networking ought to be on the same wave length in looking at what the objective and goals as well as what the expected outputs and benefits will be and in our case for the small scale farmers in chiefdoms. There are morals involved in the setting up of small scale farmers in chiefdoms. Equally, equality of treatment to these farmers by the union is expected as well as gender sensitivity in the selection of small scale farmers for the chiefdoms ought be ethically considered even in collaboration with other partners networking with them.

6.6. Partnerships and Development

6.6.1. Introduction

All chiefs want development in their chiefdoms. However, in order to develop their chiefdoms they need finances, skilled manpower, strategic plans, and customary land for agriculture which is abundant in rural areas and so on. In addition, to all this, chiefs in their chiefdoms need partnerships with other bodies such as Non-governmental organisations, the private sector and so on in order to share knowledge in the production of commodities and in the provision of services to local communities.

Mukuni Development Trust

In our study for a chiefdom trust, the Mukuni Development Trust in Kazungula District is a very good example. The constitution of the Mukuni Development Trust has very interesting headings on development which can attract partners in its development enterprise and I quote:

Education and Skills Training

To promote or upgrade regional schools in the Mukuni chiefdom;

To scout for scholarship for disadvantaged, orphaned and disabled children;

To promote adult literacy programmes;

To promote diversified craft production skills;

To encourage girl-child education and crafts production.

Agriculture

To develop tourism related agriculture base;

To establish a business link between Mukuni vegetables/fruit growers and the Livingstone hotel and tour operators;

To solicit for improved water situation in the chiefdom through conservation of dams, sinking boreholes and improved irrigation systems;

To promote improved land use practices.

Economic

To engage in economic activities for the sustenance of the Trust’s activities and objectives;

To seek partnership with Government, NGOs, Donor community, international foundations and the private sector in business and projects development;

To promote local entrepreneurship.

You will note from 1-3 vide supra; the Mukuni Development Trust has a lot of options for bringing in partners in their development endeavours. They have mentioned some of their expected partners such as Government, NGOs, the Livingstone Hotel, and Tour Operators. The Mukuni Development Trust seems to be doing very well in so far as it is following its constitution very closely.

6.7. The Chipuna Development Model-A Partnership

Introduction

What is the Chipuna model of partnership? This serves as an introduction to Chipuna Conservancy Development for Customary land and protected areas in Zambia of Longacres in Lusaka. The proposals they have put forward are worth looking at by chiefs and traditional leaders. The Chipuna model is a traditional Zambian chair (chipuna) which has three or four legs, providing strength, stability and comfort. Development in a chiefdom or the management of protected areas in order for it to be sustainable needs to be carried out by a chipuna partnership. Its support is made up by traditional leadership and Government, investors and local and international NGOs. It is a sustainable business partnership of equals who share a common goal of integrating community development with that of biodiversity conservation. It is not donor driven or funded and it does not take away the land.

A Chipuna must be registered as a trust company limited by guarantee in full compliance with the companies Act (non-profit) having as its trustees the chief (chairman of the headmen), the investor, a representative of the main partner NGO, the community Resource Board (dealing with wildlife interests and Game Management areas), the District council (or a government organization in the case of protected areas for example ZAWA and the Forestry department in which the programme is being conducted and other key stakeholders.

Chiefdoms: Why do they need Chipuna Development?

The chiefdoms cover more than ninety three (93%) percent of the land in Zambia and contain vast wealth of natural resources. Development has not come to these areas and the opportunities for attaining food security and the raising of living standards are few in places where villages are scattered, lie far from government services and from markets and where crops are preyed upon by wildlife. The Government does not have money or the capacity to deliver full development and donor support; it merely ensures controlled dependency on aid. The way forward is to encourage investment but investment which comes in as a partner of communities that supports the traditional structures and that does not take away the land.

A Chipuna: How can it assist in the Development of chiefdom?

Chiefs are empowered under the lands Act No. 29 of 1995 to dispose of land up to ninety-nine (99) years on leasehold tenure-provided Government agree. Driven by a need to generate income, chiefs have sometimes sold off land removing it many years from the community. The Chipuna model ensures that land remains in the chiefdom's control except perhaps for small areas need for buildings.Chiefdoms also do not own the wildlife of their areas, this resource being held by government and given out as yearly hunting quotas. In support of Government’s policy of decentralization and devolution, the wildlife Act of 1988 offers an opportunity for the community to obtain more powers over its own wildlife resources-one of its main objective, “to facilitate the active participation of local communities in the management of the wildlife estate”. This act also allows for the recognition of Community Resource Boards (CRBs) which representing the Zambia Wildlife Authority (ZAWA) may obtain and make use of game quotas and responsible for the protection of wildlife and of people from wildlife depredation. However, CRBs are only empowered under the wildlife Act making the formation of Trusts with responsibility for all natural resources essential. Chipuna makes use of these two (2) acts as well as the proposed Forest Act of 1999 and the National Biodiversity Strategy and Action Plan (NBSAP) to lay the groundwork for the future development of chiefdoms so as to conserve the biodiversity and at the same time to stimulate much needed rural development (chiefdoms).

Chipuna Partners: What is their role in development?

The customary Authority-the Chief

The customary authority, the chief and his headmen is along with the investor, the co-director of the trust responsible for the development of the chiefdom, lend to it his traditional powers and those enshrined in him under the Lands Act ensuring that secure access to and use of the land is possible and that the community benefit.

The Investor-Manager

The role of the investor-the manager is to provide the seed money to start the project and to recruit other investors. For this to happen there has to be an incentive to do so, as well as the necessary protection and security of tenure for the investors. The manager will also have the crucial role of managing a conservation area (a conservancy), one containing scattered communities and possibly endangered species and protected areas. This is a holistic development requiring experience in wildlife management, biodiversity protection, tourism development, small business development and so on.

The Non-Government Organisations

The NGOs act umpires between managers and investors, the customary authority, the Community Based Organisations (CBOs) and Government. They assist the scheme to grow and lay the groundwork for long-term sustainability. They are crucially empowered to carry out community development, identifying projects through participatory rapid rural appraisal, developing project proposals, drawing on money built up in a trust fund as well as accessing donor funds for micro and level development.

Conservancy Development: What will Chipuna do on Conservancy Development?

The Chipuna Conservancy Development will create a business partnership between the chiefdom, Government and an investor expressed in the form of a trust company (limited by guarantee) in which the chiefdom, the investor-manager, NGOs, CBOs and the District Councils are subscribers. It will allow “use and occupancy” (usufruct) of land from which it will derive rentals to benefit the community and the biodiversity on which it depends. It will help to empower the CBOs so that they are more able to conserve the natural resources of the chiefdom for the benefit of all concerned. It will provide sustainable agricultural and natural resource development. Livelihoods would be improved and it will provide food security. It will provide a framework for sustainable donor development and provide a model and framework for the delivery of true rural development particularly in resource rich areas. Finally, it will not alienate land.

Test Yourself Questions

(i)What do the concepts of networking and collaboration denote?

Using examples explain the advantages and disadvantages of partnerships in development

Summary

This unit discussed networking and collaboration. It detailed the ethics in networking and collaboration. It further introduced you to the factors to consider when looking for partners. Examples of partnerships in development have also been given.

UNIT 7: LAND GOVERNANCE IN TRADITIONAL LEADERSHIP

7.1 Introduction

Welcome to yet another interesting unit; the above topic will enlighten you on governance regarding land in traditional leadership.

Learning Outcomes

After studying this unit, you should be able to;

State the Lands Act.

Describe the traditional leadership land committees and structures.

Explain the aspects of land governance.

Compare and Contrast Land and development.

Time Frame

In this unit you are expected to spend approximately

• 1hour 30 minutes’ study time

• 2 hours in class

7.2 The Land Act

The Lands Act CAP 184 provides for the continuation of leaseholds and leasehold tenure; for the continued vesting of land in the president and alienation of land by the president for the statutory recognition and continuation of customary tenure; and for the conversion of customary tenure into leasehold tenure and also provides for the establishment of the Lands Tribunal and Lands Development Fund.

CAP 184 Section III provides for vesting and alienation of land in the Head of state. The president can alienate land to any Zambian or non-Zambian. A non-Zambian can be granted land if the person is a permanent resident, company with 75 percent of shareholders being Zambian, a charitable organization or a registered commercial bank. However, the president cannot alienate any land held under customary tenure without consulting the responsible chief, affected person or if the applicant has not obtained prior approval of the chief and the local authority. All state land in Zambia is subject to this Act but no land can be alienated under this Act for a term longer than 99 years.

Among the contentious clauses regarding the Lands Act is the vestment of land in the president. Another clause is that to do with granting of land to a person with a permanent resident. Furthermore, the Lands Act has a number of inadequacies. The Act does not provide for the establishment, the office of the Commissioner of Lands and its functions. In spite of putting in place the 1995 Lands Act which spells out the mode of land alienation, the Ministry has continued with Administrative circular of 1985. The Act specifies the conditions at the moment of first registration by companies but is silent on the need for notification should the proportions of shareholders between Zambians and non-Zambians change.

The Lands Act Section 7 provides for constitution of customary tenure to be recognized. Every piece of land in a customary area held under customary tenure immediately before the commencement of the Act has continued to be so held and recognized. The recognition of customary tenure, however, does not bring about the registration of ownership rights. It is just meant for the protection of use and occupancy rights.

Section 13 of the Lands Act provides for the right of re-entry. Every condition or right of re-entry contained in the lease remains attached to the land regardless of how the lease was severed. Further, where a lessee breaches a term or condition of covenant, the president may notify the lessee within three months of his intention to cause a certificate of re-entry to be entered in the register for the Land in question. The certificate of re-entry may be registered if the lessee fails to justify his cause for the breach.

Section 9 of the Lands Act prohibits illegal occupation of vacant land, whether state or customary without lawful authority and any person so occupying is liable to eviction. However, the law does not provide for appropriate machinery for enforcing this regulation. For customary land this authority may be a chief’s permission since the chief is a recognized institution by constitution. CAP 184, Section 4 provides for the president to set ground rent which each lessee should pay. If the rent is not paid on the date it is due, the lessee is liable to pay a penalty of twenty-five percent of the rent due. The rent is paid annually and the initial amount per year is indicated in the lease document

The Act created a Lands Tribunal, a land disputes handling mechanism whose jurisdiction is limited to the decisions of the minister. The Commissioner of Lands and the Chief Registrar of Lands and Deeds. This mechanism does not apply to disputes under the customary tenure or unplanned settlements. Furthermore, the Tribunal falls under the same institution that is party to the dispute

Section 16 provides for the establishment of Land Development Fund to assist councils in opening up new areas for development through the provision of infrastructure such as roads, electricity, water, sanitation etc.

Challenges

The problems arising from the Lands Act are as follows:

Contentions relating to vestments of land in the president;

Lack of clarity in role of chiefs as custodians of customary land;

Lack of provision for formal registration of customary tenure;

Lack of jurisdiction for dispute resolution involving land rights originating from customary tenure;

Lack of restrictions or limitations to foreigner ownership of land;

Lack of provisions on the functions of commissioner of land by the lands Act;

Lack of guidelines on procedures for sale of land

7.3 Traditional Leadership, Land committees and Structures

Traditional institutions and leaders; village headmen and chiefs derive their authority in land from the people they lead. Their authority in land matters varies across the different cultures and localities of the country. Chiefs have control over customary land. It is believed that Government will not endeavor to formulate a policy or approaches of general validity to different cultural sitting as each one of them has unique humankind and land relationship.

Government recognizes that chiefs and other traditional leaders perform a number of roles that are tied to land, chiefs represent cultural value and practices embodying the fertility and spirituality of the land; social and cultural incentives of the people; the duty to work for materials progress in the country, the maintenance of peace and unity within and between neighborhood communities. In recognition of these functions, the traditional land committees will continue to:

Allocate land to families for their use and for onward grant to family members in line with hand use and development plan;

Superintend the use and allocation of rights to communal land;

Assign and resolve overlapping and competing uses and provide social and economic safeguards for community resources;

Communicate community interests to government and other land administration institutions

Oversee protection and use of land resources; forests, fisheries, wildlife and other natural resources for the benefit of the people in the chiefdoms;

Negotiate or represent community interests in inter-communal disputes and

Provide a para-legal feramework for village level land disputes mediation,

In most cases, land committees do not incorporate women as members because it may not be in accord with the tribal custom. It is better for chiefs to be gender sensitive and therefore to include women on land committee.

7.4 Land Governance

The role of Chiefs in Land Governance

Chiefs are traditional rulers of their tribes from time immemorial. They are repositories of the tribes’ customs and traditions and above all, hold customary land in trust of their subjects.

Traditional Land Tenure and Governance

A great deal has been written about traditional land tenure. The topic has received so much attention for many years than a bibliography would constitute a considerable volume. For the student to have an insight into the variety of topics on land and land tenure, you may need to make a search on books and publications in libraries and universities in Lusaka and elsewhere. They show among other things the pre-colonial concepts and procedures still in vogue to this day. These concepts have of course been adapted to comply with land laws but the underlying principles still prevail. This is particularly evident from Mvunga’s portrayal on land tenure in his “Land Tenure: Issues of Land Reform, 2003, mimeo.

“The chiefdom comprises a community of people who are united into a single group by their common allegiance to a single independent (traditional leader) whose position is hereditary. The (community) as a group shares a common name, a common territory manages its own affairs and acts as a single unit….The (community) is largely a political unit but acts also as a social unifying group controlling the social life and activities of all its members who share a common feeling of social solidarity”

(Monning the Pedi (1967)243)

In a legal sense communities (chiefdoms) are not figures of private law but entities of public law. Customary land therefore does not fall within the sphere of private law. The powers, functions and duties of the authorities in connection with customary land are those of public law. That is why textbooks on customary land hardly deal with traditional land tenure as such.

Customary land falls under the control and disposal of the chief on behalf of the community. Each chief controls his own community and his own communal areas (chiefdom). The chiefdom consists of:-

Portions for residential purposes;

Portions for cultivation;

The remaining area reserved for grazing and for extending the agricultural and residential portions

As the principal organ of the community, the chief, who is the traditional leader is responsible for the control of the land. He oversees the allocation of land, settles conflicts between subordinate communities, admits or excludes strangers and so on.

Ordinarily his (chief) control will mean that he allocates a certain area usually not sharply defined as communal land for legal communities next in status, for example, “the wards among the tswana”. The lead of the subordinate legal community has control over the communal land allocated to the legal community concerned.

Under certain conditions the traditional leader can deprive a member of the community land allocated to him as residential or arable land, if it is to the advantage of the community or if he himself as organ of the community needs it. Other land must be furnished in its pace. The exact scope of a traditional leaders role will possibly differ in detain from chiefdom to chiefdom or from community to community.

This control exercised by the traditional leader has been taken by many investigators to mean that the land in the chiefdom (or communal land) belongs to the traditional leader. In some publication we meet with the statement that the traditional leader (chief) is the owner of the land and can do with it as he pleases. Ownership is a phenomenon of private law and not of public law. Similar to this point of view is the statement that “vest” and “trust” are terms of English law with a definite legal content and are thus not applicable to customary law. The best way to describe it is that as the organ of the community, the traditional leader has public law control over the land.

The communal land (chiefdom) occupied by or allocated to a particular community is demarcated by various natural objects and (notat any rate usually not) boarder boundary beacons. Rivers, dongas, stones, trees, ant heaps and so on, serve as suitable objects to indicate the limit of chiefdoms. This is actually the case in Zambia. Imprecisely defined boundaries can give rise to disputes.

7.5 Land and Development

The lands Act No. 29 of 1995, section 7(1) (2) state that customary holdings should be recognized and continue to be recognized and I quote:-

“7 (1) Notwithstanding subsection of section thirty-two but subject to section nine, every piece of land in a customary area which immediately before the commencement of this Act was vested in or held by any person under customary tenure shall continue to be so held and recognized and any provision of this act or any other law shall not be construed as to infringe ant customary right enjoyed by that person before the commencement of this act”.

“7 (2) notwithstanding section thirty-two. The rights and privileges of any person to hold land under customary tenure shall be recognized and any such holding under the customary applicable to the area in which a person has settled or intends to settle shall not be construed as an infringement of any provision of this Act on any other law except from a right or obligation which may arise under any other law”

Section 7 (1)(2) are very important to chiefs and their subjects in that customary land is legally recognized and that any land allocated to anybody by a chief is protected by law.

The Lands Act, 1995, section 8 legalizes the conversion of customary tenure into leasehold tenure and i quote:-

8.(1) Notwithstanding section seven after the commencement of this act, any person who holds land under customary tenure may convert it into a leasehold tenure may convert it into a leasehold tenure not exceeding ninety-nine years on application in the manner prescribed by way of:-

A grant of leasehold by the president;

Any other title that the president may grant;

Any other law

(2) The conversion of right from customary tenure to a leasehold tenure shall have effect only after the approval of the chief and the local authorities in whose area the land to be converted is situated and in the case of a game management and the Director of National Parks and Wildlife Service, the land to be converted shall have been identified by a plan showing the exact extent of the land to be converted.

(3) Except for a right which may arise under any other law in Zambia, no title other than a right to the use and occupation of any land under customary tenure claimed by a person shall be valid unless it has been confirmed by the chief and a lease granted by the president.

The Lands Act, 1995, Section 8. (1) Provide for the conversion of customary tenure into leasehold tenure. This section is intended to promote economic development in Zambia because investors from within and from without are eager to invest Zambia in various fields. Chiefs have a lot of land which they can offload to genuine investors for the good of investors as well as the people of Zambia.

The late president, Dr. Levy. P. Mwanawasa, Sc ,in his speech for the official opening of the second session of the Tenth National Assembly on Friday, 11th January, 2008 added a very remarkable statement on land and development in this country. He said that one of the priorities of the government was to improve the land delivery system while the country has plenty of land, he said accessing the resource (land) for development was very cumbersome and that this must come to an end. The new approach in this regard was to provide a clear land policy followed by a new legislative framework. A draft land policy had already been prepared in consultation with all stakeholders and that it would soon be considered for adoption by the cabinet before the appropriate legislation for it could be developed.

In order to ensure that the land delivery system is responsive to the demands to development, government would embark on a process of creativity land banks in various places. The objective, he went on to say was to be proactive so that land for immediate development is available most of the time (if not all the time-my emphasis). This would avoid the old practice of searching for land only after a demand for it has been expressed.

In addition, the late president said, multi-facility Economic zones had been created to promote investment. To this end, land had to be identified in Lusaka and the Copperbelt.

The Economic Zones would include industries for production of goods for both domestic and international markets, warehouses and shopping malls located in strategic areas. This effort was in partnership with the private sector and would generate employment especially among our youth.

The land delivery system which the late president talked about has yet to improve and the land policy which was to be approved by cabinet in 2008 is still under vigorous discussion with stakeholders especially their royal highnesses, the chiefs, the omnipotent of Zambia.

On the issue of the new land policy for Zambia, chiefs who are prominent stakeholders have rejected certain parts of the policy and they stand to be proved according to their royal highnesses. The following are the submissions which were made to Government for information and consideration:-

1. That land converted to state land by government to foreign investors without the chiefs’ consent shall revert to customary land and that;

2. All customary land converted to state land without following legal conversion procedures shall revert to customary land;

3. Customary land legally converted into state land but utilized for eighteen (18) months shall revert to customary land;

4. Over urban land development, chiefdoms should share proceeds from the sale of land by local authorities for urban use, if this land was acquired from customary land. Government should involve chiefs in the design and planning of infrastructure.

5. On housing, chiefs should be consulted and approval granted before the displacement of their people from land identified for allocation for commercial use by land developers-investors and competent adequately.

On compensation, Government intends to enact a law that provides for adequate and prompt compensation as per marker value for both surface and underground rights (resources) for displaced people.

Natural Resources

Chiefs should be involved in the joint management of natural resources (agriculture, forestry, national parks, wildlife and ministry). Priority of issuance of prospecting and mining rights should be given to the locals. Chiefdoms should have preference on timing rights as they are custodians of the wealth which is both on the surface and underground. Mining rights should not be granted by government without the consent of chiefs. Royalties raised should be paid into a chiefdom development trust accounts for the benefit of the people. Chiefs should ensure the establishment of local natural conservation areas to counter the effects of climate change. The government should introduce forest rangers to enforce laws protecting natural resources.

7.6 Security of Tenure on Customary Land in Zambia

When looking at the security of tenure on customary land it is well for us to look at what rights of owners (chiefs) and occupiers (subjects). The rights of owners and occupiers can now be listed. Both the occupier and the owner have the following fundamental rights:-

The right to dignity;

The right to personal freedom and security;

The right to privacy;

The right to freedom of religion, belief, opinion and expression;

The freedom of association and;

The right to freedom of movement.

The six factors are or form a fulcrum of security and in our case the security of tenure we are looking at is on security of customary lands in Zambia. It is commonly held that land allocated to subjects by the chief is highly insecure as opposed to land acquired under section 8 of the Lands Act, 1995. This is a very contentious issue when land is allocated to a subject under section 7 of the Lands Act, 1995 is as secure as that under section 8 of Lands Act, 1995 to a subject living in a chiefdom and without money to obtain a lease for land he is allocated by the chief and is occupied by him for residence, business or agricultural purpose. The real difference between the two types of land is that customary land cannot be used as collateral for a bank loan or any other financial loan from financial lenders.

Chiefs have come up with proposals to government to improve the security of tenure of customary land as we shall see later, vide infra. But the government the come up with the proposal that title deeds for customary land should be issued and facilitated by a simplified government machinery for land delivery. This has been rejected by Traditional Authorities (chiefs). Government has made allegations that chiefs are selling land and in some cases allocating it to developers without consulting communities. Chiefs have responded that this is not true and unfair as traditional leaders follow the laid down procedures. Communities are consulted before land is allocated to developers.

The house of chiefs which is composed of thirty (30) chiefs and represents the two hundred and eighty-eight (288) chiefs of Zambia has made five (5) major recommendations to the government, that:-

Customary title deeds for customary land, where necessary, shall be issued by Traditional Authorities;

Land rights on customary land shall be registered by Traditional Authorities (chiefs);

Government enacts legislation recognizing the customary land certificate issued by chiefs to be a legal document and accepted as collateral by financial institutions;

Traditional Authorities (chiefs) should harmonise settlements in their chiefdoms;

Traditional Authorities (Chiefs) shall enter into planning agreements with governments.

An indaba of all chiefs in Zambia held from the 28th to 29th May, 2018, in Lusaka, Zambia came out with a report which was entitled the “ Report of the first ever Chief Indaba on the Draft National Land Policy”. The indaba had this to say on customary tenure:-

Chiefs should have formalized land registration to document and maintain a land register; which register land rights on customary land and issue customary land certificate. The customary land certificate should carry a notification that land will not be converted into state land.

Government should enact legislation recognizing customary land certificates issued by chiefs to be legal documents which can be accepted as collateral by financial institutions;

Land given to non-Zambian investors should revert to customary land and not be sold off by the investor. This actually means that no investor shall sell land to another investor without the authority of the chief;

Royalties from investors on customary land should be paid directly to chiefdom trust funds;

Chiefs should harmonise settlements in their chiefdoms through land audits;

Government should enter into planning agreements with chiefs on proposed urban-commercial developments and provision of services in their chiefdoms.

You will from what has been discussed on the security of customary land tenure by the house of chiefs and the first ever indaba for chiefs in Zambia come to the same conclusion. Customary land tenure is moving towards a more secure tenure as lands certificates are on the way once legislation is passed to that effect.

Self testing questions

What is the point of convergence and point of departure between land and development

Discuss the security of tenure on Customary land in Zambia

Summary

This unit introduced you to land governance in traditional leadership.It further highlighted the security of tenure on customary land in Zambia.

UNIT 8: INTEGRATED GENDER IN CHIEFDOM ADMINISTRATION

Introduction to Gender

The term gender refers to being male or female. Gender is a fact of being female or male. Under gender there is gender distinction, which is the difference between male and female.

Integrating gender in Chiefdom presupposes the existence of conflicts between men and women. A conflict is a disagreement between two parties. The two parties may be two people, or two groups of people or, indeed between two countries. Most conflicts involve some elements and ingredients of ill-feelings and emotions and this explains why people act or react to situations based on their part experience. Doing things without regard to other people good intentions can easily flare up a conflict or make conflict resolution very difficult. There have been conflicts in Zambia here and there. Some conflicts have been resolved but others have not yet been resolved. The ways and means of resolving the latter are still being sought. One major resolve that is still outstanding is that between man and woman in the development process. How can this be done?

Integrating gender through full participation of women in the development process.

Despite the predominance of female in Zambia’s population, there are gender imbalances which do not favour women. Women have been left behind in Zambia’s social and political spheres. These imbalances have prevented women from effectively contributing to and benefiting from the development process. The Government of Zambia has observed that the differences between men and women are real and must be dealt with if the two are going to integrate and thus avoid conflict between the parties. The Government of Zambia is in to National gender policy has said:-

“The Government has recognized the need for full participation of women in the development process at all level to ensure sustainable development and attainment and equality and equity between the sexes. As such, the Government is determined to redress the existing gender imbalances and provide equal opportunity for women and women to actively participate and contribute to their fullest ability and equitably benefit from national development” (N.G.P. p.1.1-2).

Gender based Inequalities affect all areas of people lives and need to be understood and addressed if the Government through the Chiefdom is to achieve its mission and vision of social justice equitable distribution of resources. If we ignore gender inequalities, we cannot reach our goods. On the other hand, we can achieve our goals if we work towards a more equitable gender balance between men and women.

The quotation from the National gender policy, vide supra, capture the centrality of gender issues to the work of Government and Chiefdoms. It highlights the fact that if the Government and Chiefdoms do not take seriously the eradication of gender inequality, they will never succeed in achieving their objectives. As such, a coherent gender strategy which will routinize, in a proactive way, attention to gender issues in all activities of the Government and Chiefdoms must lie at the heart of these major actions in good governance.

The development of gender strategy can be neither quick nor easy. In order to ensure that the strategy meets actual needs in the network. It must be based on in-depth needs analysis and engagement with the work of the Government, Chiefdoms and network structures. Moreover, as the implementation of the strategy will require the involvement of everyone in the network (Government, Private Sectors and of course, the Chiefdoms).

Gender Roles in the Chiefdom Administration

In Zambia Traditional Councils are creatures of Chiefs, themselves. The Chiefs Act, CAP.287 of the laws of Zambia makes no mention of Traditional Councils. But the Traditional Leadership Bill 2012, which failed to go beyond the second reading, provided for the following functions:-

“7(1) A Traditional Council in accordance with the system of customary law of the Traditional

Community.

(2) A traditional Council shall, where applicable, comprise such numbers of senior members of

the Traditional Leadership as the traditional authority may determine taking into account the needs of the traditional community.

(3) A traditional Council shall:-

administer the affairs of the traditional community in accordance with the customary law;

determine matters relating to the designation of traditional leadership;

advise the traditional authority and any other relevant authority in matters relating to alienation of customary land

advise and assist traditional leaders in the performance of their functions

support the local authority in the identification of the needs of the traditional community;

facilitate in the involvement of the traditional community in the development or amendment of development plans impacting on the traditional community;

recommend after consultation with the relevant village ward council and the district council of Chiefs, appropriate intervention to Government that will contribute to development and service delivery within the traditional community;

participate directly in development programmes of the local authority and the National Government impact on the traditional community;

promote the ideas of co-operative Governance, integrated development planning, sustainable development and service delivery;

promote indigenous knowledge systems for sustainable development, the management of natural resources and disaster management;

alert the relevant local authority for any hazard or calamity that threatens the traditional community or the well-being of its inhabitants, and contribute to disaster management in general;

share information and co-operate with other traditional councils and traditional communities and

perform the functions conferred by customary law consistent with the constitution and as may be prescribed by legislation.

(4) A traditional council shall, in perming the functions conferred by customary law of this Act, comply with the relevant principles in the Bill of Rights in the constitution by: -

Promoting equality; and seeking progressively advance gender representation in traditional leadership.

You have seen the proposed functions of traditional councils under the traditional leadership Bill of 2012. Unlike the Chiefs Act, CAP. 287 where the functions of Chiefs are not spelled out, the traditional leadership Bill laid down very clearly the functions of Chiefs and Traditional Councils of chiefs were going to be legally recognized if the Bill was passed into law. And in tandem with the latter recognition, Section 7(4)(a)(b) recognized equality between men and women and spoke if gender representation in traditional leadership.

Gender roles in Chiefdoms administration is considered traditional or customary in the sense that men and women already know what they are supposed to do. Women do not expect to sit on traditional councils as a matter of custom. We have already seen that traditional Councils are a creation of Chiefs, themselves and that nominates or appoint traditional Councilors who are related to the royal family, itself. They have nowadays, however, chosen to nominate some educated men in their dynasties to complement traditional councilors. This is in the right direction because the chiefdoms need no less traditional councilors but more educated councilors nominated by chiefs to help in the interpretation of varied laws, rules, administrative circulars, etc.; emanating from the Government and other stakeholders.

The spirit of the traditional leadership Bill discussed above was on the right track since it had made a provision for the representation of both sexes. As a matter of comparison, in South Africa, legislation has been passed to the effect that forty percent (40%) of the members of the traditional councils should be elected and one-third (1/3) of the membership of traditional councils should be women.

The principle role of women when the traditional council is sitting is mainly is to for food for the councilors. This, I might say is no mean task but that women should be appointed to council membership in the absence of election.

Traditional Courts

The traditional leadership Bill, 2012, stated that, and I quote,

8(1) there shall be established in every Chiefdom a traditional court for the purpose of hearing and determining matters in accordance with customary law.

(2) a traditional court shall administer an efficient, effective and fair dispute-resolution system, and a fair system of administration of justice.

We talked of traditional courts earlier and we saw that these traditional courts were very important except that they were not legalized. here was our opportunity missed because the Bill never found its way up after the second reading. Again women do not form part of the tribal courts. If we were to ask why women are not part of the tribal court system. The answer would be that women are not interested in sitting on tribal courts as well as tribal councils. Women must be encouraged to be part of these gatherings; lack of interest is not an answer to our question.

Most of the proposed functions of traditional councils under the tribal leadership Bill are informally performed by men but women do not participate in the majority of these functions.

Women participation in Chiefdoms

Women pray an important role in the production of staple foods in Chiefdoms such as maize, cassava, kaffircorn, beans monkey nuts etc, they also participate in the production of other agricultural products such as oranges, lemon, mangoes etc. Women are very conscience of the importance of food production and food security in their chiefdoms because they have the desire for self-sufficiency particularly when droughts are looming high in the region. They are very keen even in making mini-traditional sales in order to safeguard their families from famine and hunger. The women make greater contribution towards to the food sustainability in Chiefdoms and should highly commended for their commitment to elimination of hunger and famine. Their other major contribution in food production is through co-operatives of all types which are formed by women for the benefits of women and their communities. They have been taught how to run their co-operatives and they have continued to make admirable profits from their adventures, which include the production of maize, cassava beans and so on en-masse.

Since we have advocating equality in all organizations in chiefdoms, women should be given a fixed percentage for their presentation in village development committees and on development committees of the Traditional Councils. One further point should be made here, women in their right should benefit financially from the proceeds of their products.

Strengthening Women and Youths in Chiefdom Administration

These are special out-door meetings which are held in public by the Chief and his traditional councillors. It is at such gathering that the chief and his traditional councillors inform their people about what should be done in the chiefdom in the form of socio-economic development. People are even asked what their contributions are to the public discussion over the chiefdom’s prosperity. Men are mostly the gender that attend such meetings. Women attend meetings, if they do at all attend, in very small numbers. But why may we ask? Women think that such meetings are meant for men only., according to traditions. Again women should be encouraged to attend these public meetings and be able to make their contributions modern times. The voice of a woman is as good as that of a man considering that both sexes go through the same education institutions.

Youths should be encouraged to attend such public meetings as leaders of tomorrow. They should also be encouraged to participate fully in agricultural production and that they should be assisted in the formation of their own co-operatives.

Women and youths should be given an opportunity sometimes to sit in Traditional Councils as observers so that they can understand how the traditional machinery operates. They should be assisted in raising funds for their socio-economic ventures for the benefits of themselves and the local community. Small course on co-operative should be encouraged in chiefdoms. Resource persons for this purpose are available from the Ministry of Agriculture. While food culture should be preserved, chiefs, the repositories of tradition and culture should be catalytical in the discarding bad culture. All said, traditional councils should be pivotal to the development of women and youth in chiefdoms for the good of chiefdoms and the country, at large.

# Unit 9: Administration of Chiefdom

# 9.0. Introduction

In this unit, we shall focus on the administration of Chiefdoms

## 9.1. Learning Outcomes

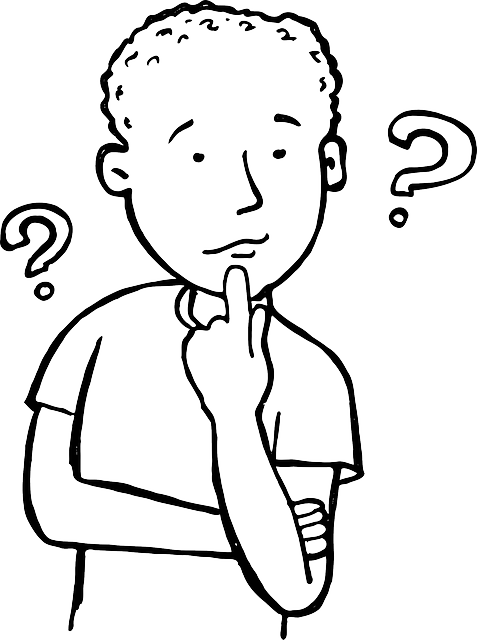
By the end of this Unit, we shall be able to:

* Outline the roles of Chiefs in Chiefdoms.
* Demonstrate understanding of utilisation of natural resources for sustainable development
* Provide a clear linkage between culture and development
* Demonstrate understanding of how traditional/local leaders can be empowered
* Outline issues in traditional governance

# 9.2. The Roles of Chiefs in Chiefdoms

Using the box for Activity 9.1 below, let us start by outline what we know as the roles of chiefs in chiefdom.

Activity 9.1

Outline at least six (6) roles of the chief in the chiefdom you may know of

1.

2.

3.

4.

5.

5

Let us now compare what we know with what is provided for in the Constitution. The roles of chiefs in chiefdoms are spelled out in section 10(1)(2)(3) and section 11(1)(3)(3) of the Chefs Act, CAP. 287 of the laws of Zambia.

More broadly:

1. A chief is obligated to discharge the traditional functions of his office and African Customary Law in so far as the discharges of such functions are not contrary to the constitution or any written law and is not repugnant to natural justice or morality; and such functions as may be conferred or imposed by the Chiefs Act or under any written Law. A chief ensures that area development committees are established and are functioning effectively.
2. It is the chief that promotes the spirit of self-reliance among the people by rendering all possible assistance in the projects relating to higher productivity in agriculture and industry and encourages such projects which may improve the standards of living of the people in the chiefdom. Chiefs encourage educational and economic growth in their chiefdom and assist in the improvement of health and sanitation in the villages. Chiefs and communities initiate and implement development plans so as to enable the government effectively monitor and evaluate the execution of their powers and functions.
3. A chief tours his chiefdom at least twice a year and is accountable to the government for the performance of this duty and any other law. He/she should disseminate information to their people on HIV/AIDS.
4. A Chief is empowered to recommend, for approval, the conversion of rights from customary tenure of land to leasehold tenure and a chief has the power to confirm the right to the use and occupation, by any person, of any land under customary tenure before a lease is granted to such a person by the President. A Chief is empowered to give to give written consent (or not) upon land occupied as a village, to the holder of the licence or permit to exercise any of the rights under the mines and minerals Act or the licence or permit.
5. A Chief, is above all empowered to preserve public peace in the chiefdom and the above functions have to be harmonised with the National Decentralisation Implementation Plan and Structures. We now turn to Kapasus who enforce law and order in support of the chief in chiefdom.

## 9.3. Functions and Powers of Kapasus

The functions of a chief are complemented by those of his traditional council and specifically those of their retainers commonly known as Kapasus. For the good governance of Chiefdoms in Zambia, Kapasus are employed by the government to carry out their functions under section 11 of h Chiefs Act, CAP. 289 of the Laws of Zambia. The following are their roles

1. Kapasus are responsible for the preservation of public peace in the chiefdom under the direction of a chief.
2. Kapasus supervise Village Registration of Subjects as well as immigrants into the villages and they also supervise general village cleanliness. They deliver mail to the people in chiefdoms. They also provide secretarial services for the chief and the chiefdom and finally, and more importantly for the chief’s safety, they provide personal security to the chief and perform any other duties assigned to them by the government.

# 9.4. Utilisation of Natural Resources for sustainable development

It is said that natural resources must be used economically for the sustainability of chiefdoms. The natural resources are composed of forest (flaura), animals (fauna) and land and water.

## Let’s now see each and every resource can be managed for sustainable development.

## 9.4.1. Forest (Trees) (Flaura)

Trees serve man by (a) providing wood and (b) preserving soil and streams.

Activity 9.2

 How else do you think trees are beneficial to human beings? Give practical examples from your local situation.

Based in your points above, you would realise that in the interest of all the people, trees must be preserved from destruction and misuse by individuals in the chiefdom. The ministry responsible for natural resources must undertake land protection aimed at controlling all the forest erosion, particularly hills and areas where streams rise, so that water supplies are conserved. Chiefdom should learn from these exercises by the Ministry responsible for Natural Resources in order to maintain the sustainability of water in their chiefdom as well as avoiding soil erosion in the hills. These areas are known as protected lands Areas under colonial rule, and n these areas, the Governor had power to forbid the cutting of trees, the starting of fires, cultivation, the grazing of stock, and the building of villages..

Certain forest areas are designated for wood supplies. A permanent forest land, under the general control of government is set aside for enough woodland in each Province to supply forest produce for the needs of the people. Areas of this type are known as forest reserves, and in these areas, the cutting of trees, cultivation and so on, is forbidden by law, except under licence from the forestry department. The forest also produces timber. Timber production is aimed at ensuring that Zambia’s industries are supplied with timber they need, and to improve the stock of timber so that they give a regular and increasing supply and timber production.

The conservation of forest resources in very important to society. People intending to explore forest sources should be directed to exploit and use of forests resources on vacant land, unused land and land not under cultivation, encouraging the fullest and most economic use of these resources and preventing their abuse and waste. The chief should be in the forefront in exercising his powers to control abuse and waste of national resources.

It is of salient importance to conduct research into forest information. To achieve this, you need to conduct investigation and organised research in the various branches of forestry, with particular attention to forest utilisation and silviculture. People should be educated in forestry. It is important to foster by education and propaganda an understanding among the people of Zambia of the value of forests to them and to their descendants, and, wherever appropriate, to give opportunities for technical training to those engaged in forest work in traditional councils and village development committees in the chiefdoms. Extension services should be provided to those involved in forestry work, sude supra. This should be aimed at encouraging the practice of sound forestry, even to local authorities and private enterprises, giving active assistance to those who undertake forestry on sound lines.

Land use is aimed at integrating Zambia’s forests in a system of wise land use, and in the development of Zambia’s other natural resources; to co-operate with other land –using interests; and in particular, to make full use of the role of forestry in words of soil conservation, such as the reclamation of deteriorated land.

Fierce bush fires occurring late in the dry season do great damage both to the trees and to the soil. You are, therefore advised to prevent the damage from such fires by controlled early burning, when the fires do little damage, in the protected forest areas, forest reserves and elsewhere. Chiefs and their people should follow this advice for the good of the chiefdom.

Finally, chiefs and their traditional councils should help the country and their people to try and understand the objects of the work, vide supra, and the explaining to them so that their fear and suspicions are removed. They should support and co-operate with forest staff, particularly in early burning. They should establish and control their own forest reserves in chiefdoms through the chief where necessary. They can also establish early burning plots to convince the people of the value of early burning.

## 9.4.2. Game –fauna control and conservation

In many countries, almost all wild animals have been killed by the people. None are left to provide meat for the future and the people have almost forgotten what wild animals look like. The countries have lost one of the most valuable of their natural resources. In Zambia, the ministry responsible for natural resources is responsible for the preservation and control of wild animals.

The ministry responsible for natural resources has three main duties:

1. It makes sure that some animals of every type are protected

* this is done by setting aside certain areas where animals are found as National Parks or Game Reserves. In these areas, no hunting is allowed.
* almost all type of animals are found in protected areas and it is not likely that more land will be needed.
* as well as protecting animals, Game Reserves and National Parks are useful for the following:

1. as the game increases in them, the game begins to spread outside their boundaries, where in may be hunted;
2. people come from other countries to see the animals and to photograph them. This brings money into Zambia.

Chiefs should, therefore, co-operate with the ministry responsible for natural resources in preventing unlawful hunting in these areas. Unlawful hunting may even deprive people in the chiefdom of animals that stray out the boundaries of the Game Reserve as observed earlier.

1. To see that in the rest of the country, game animals are used properly for the good of all the people, to provide meat and hunting and also revenue for the Government and Chiefdoms.

* If the member of the animals killed is greater than the number born every year, the animal will become rearer and scarcer until there are more left. This has happened in some parts of Zambia because:

1. The population has increases
2. People now use guns instead of bows and arrows and spears
3. Bicycles and cars can be used to reach distant places where game is found, and to carry away the meat of game which is killed.

* To make sure that too many animals are not killed.

1. Hunters must pay for game licence. Chiefdoms benefit from the sale of game licences to their own people because chiefs are paid subsidies and grants from the general revenues of the state.
2. The number of animals they may kill on a licence is limited
3. In certain areas, only a small number of people is allowed to hunt. These are called “controlled areas.”

In a first class controlled area, nobody may hunt without a special permit. Most of the permits are given to local people on the chief’s recommendation.

In second class controlled areas, local people may hunt, but people from elsewhere must get permit, and only a few of these are given to the people. Fees paid for these permits go to chiefdoms.

Certain animals which have become very scarce may not be hunted; in the case of other animals, females may not be hunted. If such animals increase when they are protected in this way, it may become possible to hunt them again. These controls over hunting are especially important in these areas, as game is the only meat the people can get in these areas.

If all then game is killed in these areas, one of the most important food supplies of the people will have disappeared and the Government will lose revenue since nobody will buy game licences. Chiefs through their kapasus should, therefore, enforce the law dealing with fauna ana d faura conservation in Zambia.

In some cases, chiefs can increase the revenue of their chiefdom fund by preserving game for wealthy hunters from overseas who pay higher fees to come and hunt or to see the game, for example, nsefu, luambe game camps and Luangwa conducted hunting party scheme.

To prevent wild animals from damaging crops or killing livestock

The ministry has a large staff of elephants control guards and hunters. This killed more than 500 garden raiding elephants a year and 20 percent (20%) of the value of ivory went to the Native Treasury in 1962, in order to compensate the people for the damage done. The government (colonial) kept the rest to pay for the cost of crops, and protection service. The law allows the owner of the crops to kill any animal actually found damaging the crop. It must, however, be killed at the garden.

The meat and other parts of animals killed while damaging gardens is Government trophy (property). The killing must be reported to the chief or District Commissioner for orders as to what should be done with the meat, etc. Usually, most of it is give to the local people. Many people make false reports of damage to crops, in the hope of getting meat. This is an offence, chiefs should inform their subjects that such acts are criminal and the offender may be imprisoned or fined.

All reports of damage should be made quickly otherwise the raiding animals may move away before the Ministry staff can arrive and deal with the case in point.

The ministry deals with elephants and other large animals with damage crop but it is for the people themselves to deal with pigs and baboons. Chiefs should organise drives by large numbers of people where such animals are causing damage. The ministry will always give help when this is done. During colonial rule, the Government used to pay 26Ngwee for baboons tails and about k40 for wild dog tails, in order to people encourage people to kill them. In the Northern Province, about k10 was paid for the bush pigs and 10Ngwee for monkeys. The local Native Treasuries paid half of these rewards.

Chiefdoms benefit a lot from their local mineral resources but with the benefits come some costs which in the form of managing resources with the help of the Government.

Reflection



1. What have you leant in this unit?
2. What challenges do you face in the management of natural in your chiefdoms
3. What suggestions can you make towards management of natural resources for sustainable development in your chiefdom?

## 9.5. Culture and Development

Culture is one of the fundamental dimensions to development. Cultural development constitutes one of the essential elements of general development and improvement of the quality of life. Culture is therefore, defined as “the whole complex of distractive spiritual, material, intellectual and emotional features that characterised society or social group. It includes not only the arts and letters, but value systems, traditions and beliefs” (Mexico City Development on Cultural Policies, UNESCO, 1982). In this regards, culture represents a unique and irreplaceable body of values and its presence in manifested through arts, traditions and other cultural expressions.

The National Cultural Policy is a reflection of Government’s intention to foster the preservation, development and promotion of Zambia’s rich diverse cultural heritage. This in turn gives impetus to the enhancement of the creative Arts and Cultural industries for employment and wealth creation giving rise to the sector’s contribution to the overall development process of Zambia.

The National Cultural Policy is also aimed at bringing together various aspects of culture such as museums, Copyright and intellectual property rights, the arts of lack of culture, cultural industries, National and Cultural heritage in order to support a holistic strategy for the development of the sector. The policy provides guidelines for the safeguarding of heritage while putting in place interventions aimed at promoting investment and building the capacity of cultural constitutions and sector in general for the benefit of the people of Zambia.

Zambia is comprised of 73 ethnic group and some settler communities from Europe, Asia and other African countries. Each of these ethnic groups has its own oral traditions, languages and cultural expression, heritage and identity. Zambia has 73 local language and several dialects which are spoken and reorganised countrywide that gives the nation unity in diversity and national identity. Out of these, seven (7) major local languages are taught in schools, broadcast on radio, television and published in the print media. These languages are Bemba, Kaonde, Lozi, Lunda, Luvale, Chewa (Nyanja) and Tonga while are official languages of Zambia is English 1(5) of the Constitution of Zambia.

Zambia is country a country with a rich diverse cultural heritage that shares historical ties and common borders with neighbouring as well as other nations outside the continent of Africa such Britain, its former colony.

The majority of Zambian people originated from the Banthu Speaking people who migrated from “kola” in modern Democratic Republic of Congo. From archaeological evidence, the Tonga speaking people who are currently found in the Southern part of Zambia are believed to be the earliest settlers in Zambia.

The migration of Europeans, Arabs and other foreign nationals, into African influences the way of life of the indigenous people, Western practices such as Christianity, formal education and health practices largely replaces indigenous knowledge, folklore and other local cultural practices.

By the term of the 19th century, industrialisation, urbanisation and other western cultural influences had brought about the movement of the people from the rural to urban areas to the detriment of our oral traditional, languages and local cultures. The colonial regime introduced the 1959 Witchcraft Act and other pieces of legislation which facilitated the banning of traditional ceremonies, ritual, rites and any other practices which they conceived to be country to European standards of cultural values.

The European Colonial regimes also begin to strip Africa of its resources and this resulted in relics such as the Broken Hill Man discovered in Zambia being taken away by the British Government and today this relic is found in a British museum. Other African countries like Egypt were not exception to this illegal transfer of African artefacts. The removal of such artefacts and the imposition of western values led to the erosion of African culture and negative impacted on the way of life of Zambians and other Africans.

Since independence (in1964) there has been an attempt to revival and preserve the Zambian culture though efforts such as the establishment of the department of cultural affairs; the National Museum Board, the National Heritage Conservation Commission, the National Arts Council of Zambia, the introduction of training programmes in art and music the Evelyn Hone College, the establishment of the Creative Arts Centres as well as the teaching of Zambian languages at the University of Zambia. This has led to an increase in the interest in folk culture and promotion of indigenous knowledge and genetic resource, history and Zambian languages.

There has been great interest in contemporary arts and culture by both urban and rural populations as marked increase number of popular music bands, theatre groups, creative writing groups and visual arts organisation including traditional ceremonies since independence.

In addition, it should be more than over the years Art and Culture have played as significant role in influencing communication and education that impacted positively on the national programmes covering the sensitization campaign HIV/AIDS, poverty alleviation, governance, human rights, and other cross-cutting issues. The revised National Cultural Policy seeks to provide broad guidelines for coordination and strategies for implementation of arts and culture among stakeholders including line ministries, higher institutions of learning, cultural associations, museums, heritage institutions, arts and media institutions.

It is envisages that the revised policy will conform to the Firth National Development (FNDP) and the vision 2030 with a view to establishing a viable cultural sector that support employment and wealth creation.

## Cultural Infrastructure

The cultural sector has continued to face a number of challenges; one among many is the issues of cultural infrastructure which is largely undeveloped. These cultural infrastructural centres, cultural villages, theatres art galleries, cinema halls, museums and cultural sites.

## Cultural Villages

At the inception of the Second Republic, Government planned to have one national cultural centre and Provincial Cultural Village. The status of the National Culture and Provincial Villages is that they are all under construction in line with the FNDP. Kabwata and Malamba Cultural Villages which were built in the early 1950s in Lusaka and Southern Provinces are being rehabilitated and constructed respectively.

## Art Galleries

Currently, Zambia has one National Cultural Museum which is also used as public Art gallery in Lusaka; however, there are a number of privately owned Art Galleries along the line-of-rail while there are no public art galleries. Ideally, each district is supposed to have an art gallery, where visual artists and artisans can exhibit their product.

## Cinema Halls

The current stock of cinema halls which were built in the 1950s is found along the line-of-rail and they are in a state of disrepair with poor and inadequate facilities. However, is should be noted that the Private Public Partnership (PPP), the Government has provided an enabling environment to investors which has led to the construction of a number of cinema halls.

## Museums

In the area of tangible cultural heritage, there are very few public and private museums leaving aside institutional museums. There is also no heritage found to support research on fundamental cultural heritage. This has made it difficult for the country to preserve its diverse cultural heritage.

## Cultural Heritage Sites

The country is endowed with a variety of cultural heritage sites with historical, natural and cultural significance. There are over 3,830 sited cultural and natural heritage sites that are safeguard by the National Heritage and Conservation Commission however; a number of uncited sites are not safeguarded resulting in destruction and misuse. For example, the Tonga-Ila traditional heritage site Mumbwa is sited as heritage site and therefore it is prone to destruction. Without these sites, it is difficult to understand our culture and heritage.

Although a number of studies and research programmes have been undertaken in the area of natural and cultural heritage, the inventory of these heritages excludes threatened sites which furthermore are not profiled. The other area of concern is that there is no specific programme aimed at ensuring the safeguarding and promotion of cultural heritage sites through the print and electronic media.

## Promotion and preservation of Intangible Heritage

The western and global cultural influences have had a negative impacted on our oral traditions, languages and other cultural practices despite the positive advancements in science and technology. Zambia’s way of life has been heavily influenced by western information, education, religion and developmental trends have become a norm to the detrimental of our local positive traditions. During the colonial era, most traditional ceremonies, rituals, rites and other cultural practices were banned by the Colonial Regime which renders them evil, barbaric and bording on witchcraft. In their places, the regime promoted Christianity and cosmopolitan culture. Consequently, this has led to the disappearance of our indigenous knowledge, folklore and the appreciation of our culture such as traditional ceremonies and indigenous medicine.

## Research

Zambia’s society has inadequate information on folklore, intangible and tangible cultural heritage. This has mainly been due to inadequate research in the area of folk culture. In addition, the information available is not effectively disseminated; this has resulted in the loss of valuable information indigenous knowledge that sustained traditional values.

## Indigenous Designs and Cultural Industries

Zambian society has not utilised its indigenous knowledge in the development process. Furthermore, leather work, handicraft, black smith and other traditional skills have not been developed and safeguarded.

## Indigenous knowledge Systems

Currently, there is no policy and legal framework for the protection of indigenous knowledge Generic Resources and Folklore. In the area of education and training, Zambia has not adequately integrated cultural studies in their school curriculum while there are very few cultural institutions providing apprenticeship vocational training in cultural industries. In addition, there are no public resource centres for indigenous knowledge systems. Similarly, there is inadequate investment and other incentives to commercialise indigenous knowledge systems.

## Culture and Food Security

Culture and food security are intertwined. The culture of the national affects the status of its food security in that the pool of indigenous knowledge, technologies and practices can be utilised to produce, preserve and make available food when it is required to be consumed. However, the absence of such knowledge leads to food insecure communities. Historically, the food security situation of the country was adversely affected by the introduction of cash crops and the discouragement of the growing of indigenous crop varieties yet the traditional communities inculcated a positive attitude towards of work culture.

## Culture, Generic Resources and the Environment

The survival and sustainability of any society depends on the prudent use of generic resources found in the environment. The indiscriminate use of flora and fauna through cutting of trees, massive construction projects and mining has depleted these resources which could be better utilised for sustainable development. The introduction of some modern production methods has also negatively impacted on the traditional way of maintaining the environment, resulting in extreme change in the environment and climate.

With regards to access to raw materials from the environment, indigenous knowledge systems utilised some materials to produce cultural goods. Lack of access to land denies the cultural agents’ generic resources that are required for production and livelihood. It should be noted that some modern methods of preserving the environment and its products have denied indigenous people of their livelihood and their ways of survival. This has led to overdependence of people on limited resources giving rise to high poverty levels.

## Culture, Youth and Children

Culture is an essential ingredient in the upbringing of children. Without a good grinding in their culture, children lack appropriate skills and knowledge to effectively deal with their environment. Some western cultural values have impacted negatively on the well-being of children and youth resulting in their alienation from indigenous culture. The country is now facing a situation where the young people have lost their respect for the elders and generally, not adhering to the progressive customs and traditions.

## Culture and Governance

Although Arts and Cultural institutions such as the National Arts Council have been Created, there are limited policy guidelines for the co-ordinated administration of various aspects of Arts and Culture and scattered in various ministries, making it difficult for smooth coordination. This lack of coordination has impacted negatively on the preservation, development and promotion of the cultural sector.

In particular, the current situation of lack of coordination has affected the enhancement of unity in diversity through cultural democracy and cultural rights as enshrined in the constitution of Zambia.

Cultural Industries, Employment and Trade

There is generally lack of appreciation of the economic potential of the cultural sector to create employment, wealth and trade. Moreover, the structures that are supposed to provide an enabling environment for the establishment of a viable creative economy and industries have not been put in place. It should be noted that while other African countries such as Burkina Faso, Nigeria and South Africa have well established film, handcraft, music industries, Zambia does not have such structures. This situation is compounded by the inadequate and dilapidated infrastructure, investment and technical-know-how. Therefore, although the sector has great potential to contribute to the diversification of the economy, this has not been realised because of the challenges, vide supra.