

### Duties of Sub-Treasurers.

The Sub-Treasurer should be the Sub Chief's right-hand man and may be called upon by the S-Ch. to assist in any matter connected with the administration of the sub-chiefdom. To this extent his duties depend on what the S-Ch. tells him to do. Apart from this however he has many specific duties for which he is personally responsible.

#### Administrative.

1. To open and file all incoming letters and bring them to the attention of the S-Ch.
2. The S-Ch. will decide if the matter is to be dealt with by himself or the S-T.
3. The S-T- will ensure that all mail is answered and/or acted upon.
4. Assist S-Ch. in supervision of Junior staff.
5. To carry out all instructions of the Sub-chief; N.A. Secretary and N.A. Treasurer.

#### Financial.

To run the Sub-Treasury.

1. To keep the S-T. accounts and maintain them as required by LGN 8 and in accordance with such instructions as may be issued from time to time. In particular responsible for:-
  - a/ Maintaining vote books up to date and advising the S-Ch administratively, and chairmen of the Div. Council during meetings of any increases in the rates of expenditure, and must advise them if funds are being used so rapidly that there is danger of overexpenditure. He should not make any payment which results in overexpenditure, but must first seek approval from the Central Treasury and ask for supplementary expenditure and give reasons for it. Neglect of this duty may result in both S-T and S-Ch. being surcharged.
  - b/ Payment of labour and staff as approved in the Estimates and according to funds sub-allocated.
  - c/ Safe custody of all cash and compliance with instructions regarding the custody of cash.

#### Council business.

The Sub Treasurer is Secretary of the Sub Chiefdom Council.

In this capacity he must:

- a/ Prepare the agenda of meetings.
- b/ Record minutes of meetings.
- c/ Draw the attention of the Council to any financial problems which to do a particular job with funds allocated to them the S-T. must tell them the balance of money left in the vote.
- d/ Act upon all decisions of the Council. This involves:-
  - i. sending copies of minutes to the N.A. Secretary and D.C. ~~Kabingo~~, with covering letters asking for action and reply on the matters discussed depending on whether it is a Govt. or N.A. matter.
  - ii. following up these correspondences until the matter is finally settled by a definite answer or placed on the agenda of a higher council.
  - iii. reporting monthly to the Div. Council the progress of any correspondence under ii above and continuing to report monthly until the matter is closed.

## Duties of Sub-Chiefs

During 1960, Sub-Chiefs being no longer concerned with Judicial matters, there appears to have been some uncertainty what their precise duties are. Despite the change of status their functions remain numerous, and Sub-chiefs will or should continue to be fully occupied with their administrative work in the foreseeable future.

In detail the work of the Sub-Chiefs is as follows:-

1. Maintenance of Law and Order
  - a. Supervising and ensuring the efficient working of the establishment of "rugaruga" under their control. This involves following in detail instructions already laid down but which appear not to be heeded at present.
  - b. Constant supervision of and contact with village headman in the prevention and detection of all crime, drunkenness etc.
  - c. Execution of court warrants when required by the courts, arrest of offenders etc.
2. Other duties on behalf of Central Govt.
  - a. Arrest of persons on behalf of the District Court, and courts in other districts.
  - b. Execution of court warrants from other districts.
  - c. Personal attention to personal shauris<sup>\*</sup> originating in the District Office as requested by the D.C. and in other districts.
  - d. Collection of Personal Tax. This duty remains at present, although the position may change in future.
3. Duties on behalf of the N.A.
  - a. Attention to and investigation of any traditional matters as may be instructed by the Chief and/or the Olukare\* e.g. the calling of barazas, interviewing of witnesses in recording local law etc. (\* Tribal Council).
4. Duties on behalf of the District Council.

These are most numerous. In the first place the Sub-Chief is the Executive Officer of Divisional Council.

This entails ensuring that every function for which the Divisional Council is responsible is properly done, and that all resolutions of the Council are acted upon: this latter takes the form of:-

  - a. Administrative action decided at local level when there is no need for reference to a higher authority.
  - b. Drawing the attention of the Secretary of the District Council to any matter raised locally which is of wider concern. The sub-Treasurer will normally do this, but the Sub-Chief must see that it is done. In general the Sub-Chief is responsible for the efficient administration of his sub-chiefdom. Within this general description the following detailed duties may be mentioned:-
    - a. Administrative
      - i. Supervision of staff. All subordinate N.A. staff working in the Sub-chiefdom are the responsibility of the Sub-Chief. It is up to him to see that they work properly, that they are punctual and well-behaved. Any sub-chief who does not do this is negligent. The Sub Chief must have no hesitation in warning and punishing staff for disciplinary offences, and only by doing so will a high standard of service to the public be secured. The first requisite is that the Sub-Chiefs own conduct should be above criticism.

\* village  
police  
messengers

\* matters  
referred

- Revised*
- ii. Collection of revenue. This is the "damu" of Local Govt. and the Sub-Chief is personally responsible for the proper collection of certain revenue: local rate, collection of fines, beer licenses, arms licenses, etc. Poor collection of revenue is an indication that the Sub-Chief is not doing his job properly. Instructions for the collection of Local Rate are made to be followed.
  - iii. Safe custody of cash. This is normally the function of Sub Treasurers and Tax Clerks: it is however the personal responsibility of the Sub Chief to ensure that proper precautions for safe custody are taken. Any loss or theft through negligence of subordinate staff is also evidence of negligence on the part of the Sub Chief.
  - iv. Administration of funds allocated by the Central Treasury. Specific funds are allocated (a) for the purpose of being used, (b) to keep expenditure within limits. If funds are not used, or if they are overspent, the Sub Chief is not doing his job properly. Again, it is up to the Sub Treasurer to keep the books and draw the attention of the Sub Chief to overexpenditure etc. but the onus is on the Sub Chief to see that the Sub Treasurer does this properly.
  - v. Associated with iv. above is general responsibility for all works allocated to the Sub-Treasury, and for supervision of all I.G. work done in the Sub-Chiefdom. Again any error committed by anyone is a reflection on the Sub-Chief.
  - vi. General administrative matters. Settling all personal shauris brought by the public which are (a) purely administrative matters and (b) which do not require a decision by a more senior officer. The Sub Chief has certain powers and responsibilities: he must use them and not simply be a channel of communication.

Under this heading come:-

Investigation of appeals against tax assessment. In this connexion the Sub Chief must remember that he is responsible primarily to the N.A. and not to court popularity by being lenient: Advising the District Commissioner of suitability of applicants for various types of license; and advising him of the suitability of applicants who seek tax exemption. It is no use simply sending someone on to the boma with a vague request "afikiwiwe": that is self-evident, what is required is definite information as to income, family, character, etc. to enable the D.C. or N.A.S. to reach a sensible decision. Similarly with requests for assistance with school fees, everyone cannot be helped and it is therefore up to the Sub Chiefs to ensure that those who most deserve help get it.

If the Sub Chief is required to supply certain information he must get it: it is no use simply saying "nimesikia" or "inasemekana".

- Let him be considered*
- b. Council work This has already been mentioned in general terms. In addition:-
    - i. The sub chief as executive officer of Local Govt. has a duty to see that L.G. is efficiently performed. He also has a duty to "educate" the public in local govt., and to demonstrate to the public the relations between them and the N.A. This can best be done by carrying out the duties described in the public interest so that the people can see and understand what he is doing and that it is for their benefit; and also by

*- I have heard  
- it is said that*

deliberate publicity, regular tours in his sub chiefdom, regular attendance at village council meetings. In this way, close contact with the public can be maintained and the S. Ch. can answer questions and explain what is going on. It is suggested that timetables be drawn up by which sub-chiefs will attend all gunguli council meetings once every 2 months or so.

- ii. The Sub-Chief is also still a councillor and his duties in this respect are the same as those of an elected councillor, i.e.
  - a. to explain to the public the work and policies of the council.
  - b. to collect from the public items which can profitably be brought to the attention of the various councils for discussion and decision. Nothing could be worse for the Sub Chief than to ignore this aspect of the work and leave all to the elected councillors. In fact, by virtue of his practical experience the Sub-Chief should be the most useful Councillor in the sub-chiefdom.