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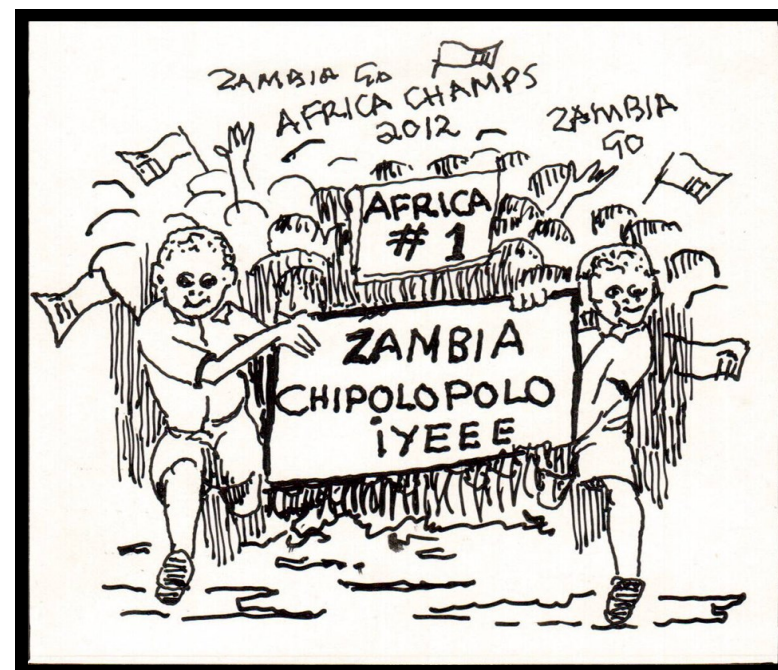
**The Norwegian Olympic and Paralympic Committee  
and Confederation of Sports (NIF)**



**Community self-help Education Series no 15**

## **From Team to Inclusive Sport Club**

Inclusion of children, youth and people living with  
disabilities in community sport



## **Manual of Rules and Procedures**

Declaration on the rights of the child:  
“The child shall have opportunity for play and recreation”

**By Arnfinn Solli  
A Response Network Publication  
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### Acknowledgements

*The writer taught the office bearer course first time when a student to youth leaders in Akershus County in Norway in 1960's. The teaching that time was based on Einar Gerhardsen's book "The Office Bearer" and I am indebted to what I learned from his book. My mentor and teacher, Mr Jan Molberg, was a great inspiration for me when teaching democracy to the youth leaders. Later I taught the office bearer course to rural youth leaders in Norway in 1970's and the leaders of the organisations of people living with disability in Zambia in 1980's and lastly leaders of sports organisations in Livingstone in 2011. My students taught me about common malpractices in organisations due to ignorance about the rules or some leaders plainly being power hungry or manipulative. Lately, internet has also been a great source of information about good democratic practices for me. I am grateful to Makazo Mwangala for updating and editing the last edition.*

### Introduction

This manual is written for the use of concerned community members and leaders that are looking for information about democratic practices in sports clubs. It is a text book for leaders that wish to develop opportunities in the community for safe sport and recreation for children and youth as well as for people living with disabilities. Unfortunately, this inclusion is rare to find in too many communities. Sports clubs run by leaders observing democratic practices will make athletes and community members work very well together to provide sport and

### The Universal Declaration of Human Rights

The UN declaration was adopted by the United Nations. Zambia has signed the declaration. The following is a selection of some of the articles (shortened) of the human rights:

- *All human beings are born free and equal in dignity and rights. (1)*
- *Everyone has the right to life, liberty and security as a person. (3)*
- *No one shall be held in slavery or servitude. (4)*
- *No one shall be subjected to torture, or inhumane or degrading treatment or punishment. (5)*
- *No one shall be subject to arbitrary arrest, detention or exile. (9)*
- *Marriage shall be entered into only with the free and full consent of the intending spouses. (16.2)*
- *Everyone has the right to freedom of opinion and expression (19)*
- *Everyone has the right to freedom of peaceful assembly and association. (20.1)*
- *Everyone has the right to equal access to public service in his country (21.2)*
- *Everyone has the right to rest and leisure, including reasonable limitations of working hours and periodic holidays with pay. (24)*
- *Everyone has the right to a standard of living adequate for the health and well being of himself and his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or lack of livelihood in circumstances beyond his control. (25.1)*
- *Everyone has the right to education. (26.1)*
- *Everyone has duties to the community in which alone the free and full development of his personality is possible. (29.1)*

## Example of an invitation letter for training

We have the pleasure to invite candidates from your club to apply to attend a training workshop in rules and regulations for sport club members.

The objective of the workshop is to train all members in rules and regulations for sports club members. The participants that complete the workshop will be expected to demonstrate competency in the skills taught in the course within their club and assist other office bearers in the sports clubs. The recruited members must sign and agree to be engaged actively in the development of the club.

The workshop will be taught as a 'learning by doing' experience where all participants will be engaged actively in all the duties of a well-functioning sports club.

The workshop has no fee to be paid by the participant, however the participant must find a way to pay for transport to and from the venue and water and snacks must be brought to the workshop from home.

It is very important that the participants are on time. Each session starts at 0830 and ends at 1230 hrs. Participants must bring water and food from home.

## References

International Paralympic Committee: Paralympic Administration Manual.

web site [www.cdaeg.com.au/comm\\_dev/cd](http://www.cdaeg.com.au/comm_dev/cd) this website has plenty examples of good practices for organisations. The manual has used information from that site about the Chairperson and some information about the treasurer's duties from this site.

The Registrar - Incorporations & Associations  
Consumer & Business Affairs Victoria  
452 Flinders Street  
Melbourne 3000 Australia

recreation to all.

The team structure dominates the organising of sport in Zambian communities. For reasons explained below, the team organisation is not inclusive. Sometimes the team is democratically organised but in other instances it is a dictatorship with a coach or owner ruling the organisation. Knowledge of the rules and procedures of democracy are found in books, articles and on the internet and some people have learned them from organisations that practice the rules and procedures in the true democratic spirit. As a result they run transparent and accountable organisations. Sometimes we find office bearers that are ignorant, they were elected but they were never taught the rules and procedures, so they interpret their role the best way they can and as a result the organisation may serve the interest of individuals rather than members as a whole.

This manual is written to help communities avoid confusion, dictatorships and division in their communities when organising an inclusive sports club.

This manual is there for office bearers to study, use as reference and as a course manual every time new office bearers are elected. Hold a course after every Annual General Meeting (AGM) and teach new office bearers the rules and procedures. Also invite members to attend this course as they might be elected office bearers later on. Anyway the knowledge will be useful for them and for the club as knowledge strengthens the transparency when many members know the rules and procedures.

## The team

The sports team is the most common community sport structure in Zambia and it consists of young players that love sport and a coach. In many cases the coach is a respected player who has no training and is what the players say: "a natural coach". In other cases the coach has been fortunate and given a chance to attend coaching training, but such opportunities are rare in rural areas. Other coaches watch football on TV and pick up rules and practices from the rulings of the referee's that is seen on TV.

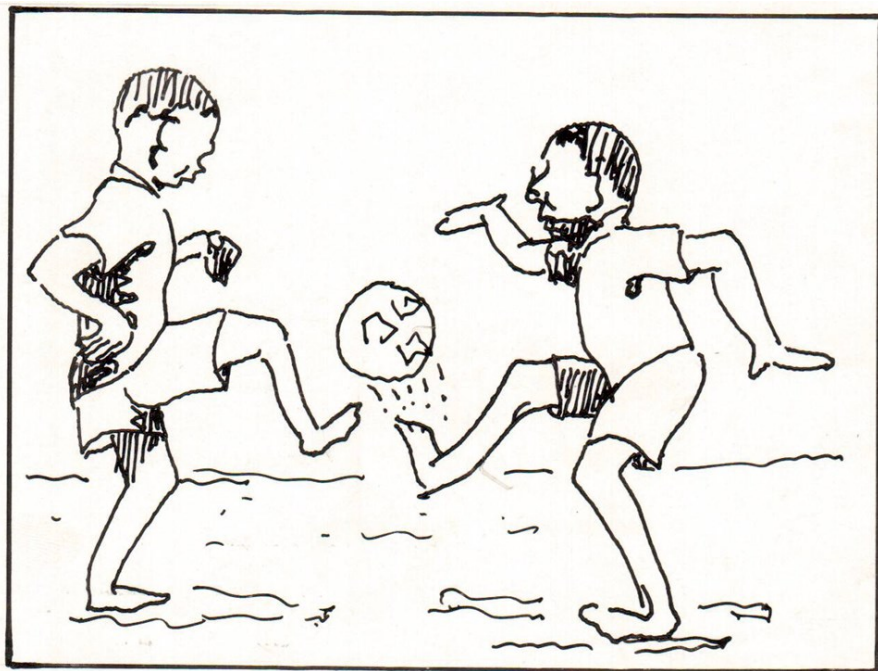
The football sport is mentioned because it is the dominant sport in Zambia. However, the topic of the manual is cross cutting so it can be used in developing the administration of any sport or any organisation such as political, religious, civic, humanitarian etc. They all need to learn rules and procedures in order to run a democratic organisation and reach their goals and serve their communities better.

The sports teams are happy with what they are doing, they are organised, disciplined and goal oriented. They have fun and build friendships, they make great team work. One example of achievement is the Zambia National team that in 2012 played so well that Zambia won the Africa cup of Nations. Most of these excellent players had their very first experience and joy of playing football from a team in their community!

Maybe then there is no need for this manual because the community sport team is serving the community well?

The answer is yes and no. The answer is yes because a team is made of people with a common interest and anybody wanting more teams is free to establish another team. The team raise their own funds from piece work or the coach buys the balls from his own earnings. Furthermore, the teams are totally self reliant and sustainable as they depend on nobody but themselves and their own resources. The team therefore serve the members and the coach interest. When the individuals keep their motivation going and the coach is happy with the team performance, the team succeeds. Such teams train in view of improving fitness and skills in order to do better and win in the next tournament.

Some teams for instance in sport of the visually impaired, meet and train only before there is a competition coming up soon where there will be prizes to win. They will rest after the tournament until another time when they prepare for a tournament again. This is also a type of team structure looking after their members' interest. The aspect of sport as a way to improve health and keep fit is not



the reason for engaging in sport but rather the thrill of competition and friendship and prizes are motivating factors.

The answer is no because it is a very fragile sport structure. If the coach for various reasons leaves and he/she was the initiator to the team, the team stops being a team the moment the coach leaves. Then it may take long till another coach comes and form another team. This lack of continuity, typical to the team structure of community sports, causes sport development to depend on chance instead of good planning that take into account the real community needs. The typical team consists of youth and adults because it is those age groups that a



You are free to make copies and share the information with anybody that wishes to know more about democratic practices. However, we appreciate that you tell where you found the information.

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## Example of contract with participants

It happens quite often that participants to workshops and courses are "certificate collectors" and have no intention to share their new found knowledge with club members. Therefore the contract might be useful so the club and participant both understand and agree that the learner is bound by contract to contribute his/her knowledge to developing the club. Failing to do so will have consequence for invitation to other courses later on.

**The participant understands and agrees to come to every session of the workshop arriving either before 0830 or at 0830 exactly. Failure to meet on time will cause you to be expelled from the workshop. I understand that I have to complete my home assignment before next session and failing to do so will cause participants not being awarded a certificate as only 100% attendance and completed assignments will be awarded a certificate.**

*I also understand that I cannot leave the workshop during sessions. If I happen to do so for whatever reason, a certificate will not be issued.*

*When I have completed the course, I am willing to assist my club by using my skills and mentoring others as a volunteer without any pay; - I will assist other office bearers in all sports clubs in my community as needed.*

Signed by learner ..... Date: .....

Name in print.....







### Community Self-help Education Series Empowering Communities

You have in the hand one of the following manuals in the “Community Self Help Education series” which are published by Response Network. There are 16 self-help education manuals for use by community members and leaders:

1. “Let’s start our own community school”.
2. “Let’s start our own community sports club”.
3. “Let’s start our own community literacy class”.
4. “Let’s start our own community skills training”.
5. “Let’s start our own women’s group”
6. “Organic Vegetable Growing”
7. “Let’s start our own community HIV/Aids support group”
8. “Let’s start our own community health and nutrition club”
9. “Let’s start our own community ‘Know your rights club”
10. “Let’s start our own community alcohol awareness and support group”.
11. ‘Let’s start our own community mental health club’
12. ‘Let’s start our own community participation (governance) club’
13. ‘All included’ Let’s start our own community support group for children with special needs.
- ‘Let’s start our own Community Women’s Rights Club – Stop the Violence’.
15. “From team to Inclusive Sports Club.”
16. “The Gender Equality in Governance Club”

The manuals supplement each other so you will benefit from combining the resources from two or more manuals to increase the quality of your education project.

For instance “Let’s start our own community sports club” and “From Team to Inclusive Sports Club” are like brother and sister because they cover different issues concerning the community sports club. Look at other titles above and you may find more manuals that can help the sports club develop.

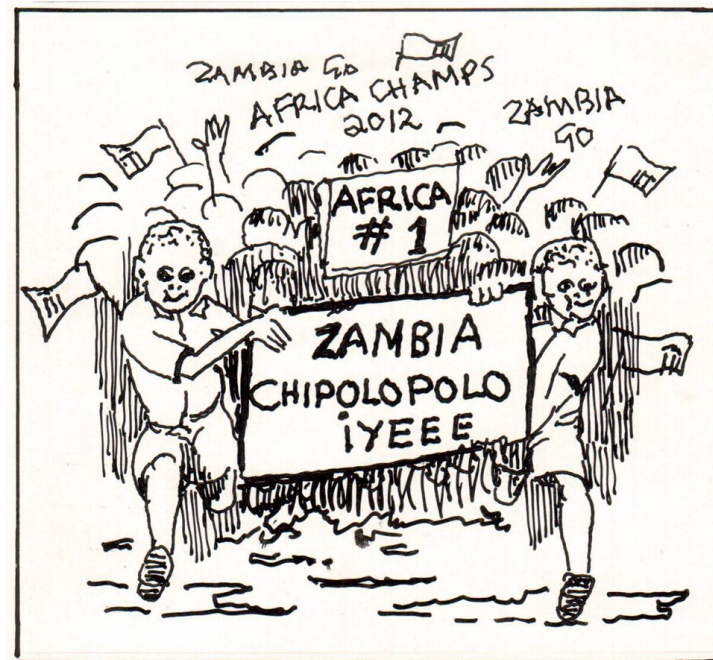
**The manuals can be sourced at no cost from Response Network office on Nkumbi Road, Plot 936, near the ZAWA offices and the Railway museum. Tel (260) 213 32 04 91, Fax: (260) 213 32 36 34, E-mail: [mail@responsenetwork.org](mailto:mail@responsenetwork.org) or [frayor@responsenetwork.org](mailto:frayor@responsenetwork.org)**



coach likes to work with in order to satisfy his/her ambition of bringing a team to become a winner in the leagues.

Of course there are also teenage teams but they hardly attract the attention of a better coach because they are too young to be winners in the serious leagues. However these teams have to settle for coaching from one of their own peers – “a natural coach”! These young teams are like weeds pushing through the tarmac where no other plant can survive. They are the winners among the sur-

vival of the fittest because they love playing football and are determined to go ahead despite all odds! To make their survival even more difficult, property development keep infringing into public spaces in the peri-urban and urban areas so it becomes harder every year to find spaces to play.



### The inclusive community sports club

There is a huge youth population in Zambia in need of organised and safe sport!

The current team structure, common in community sport, is not conducive for meeting the huge hidden demand for sport in the communities around the country. Especially children, youth, girls and the people living with disabilities are left out from organised community sport.

There is a need to include the teams in a community sports club structure in order to improve the long term stability of the team and to involve community members of all walks of life to contribute their knowledge to develop sport that facilitate inclusion of all that like to participate in sport.

The community inclusive and multi-sports club must have a wider perspective on sport than the team structure has. The community want the club to help

make community life better. The community want to create an environment of caring by responsible people working together in the community sports club. Sport prevents crime among youth, sport promotes good health and fitness. Sport is team work, learning ethics and fair play, good manners, sport skills, having fun, respect for others, good leadership and much more that the team is able to do.

## Children and youth

The largest group of participants in need of inclusion in sport are the children and they are many! Boys and girls full of energy and desire to play and have fun, they need help from the parents and the community sports club to have teams organised for them in a safe environment. There are needs for teams catering for the specific needs of each age group. These teams are not going to be made to win the leagues but for playing and competing locally and for children to enjoy friendship in sport, to learn team work, ethics, skills and most of all have fun. The parents wish to protect their children so they may be reluctant to let them participate. Therefore the community sports club must work closely with the parents when organising sport for children.

The next big group to be included is the youth. They have more responsibility at home. The community club need to facilitate their participation through close co-operation with the parents and guardians.

## Threats

Paedophilias are adults that are sexually attracted to children, they abuse children and youth. They are known to seek access to schools, churches, sports clubs and other places where children are found without parent's supervision. The sports club should therefore put in place methods to keep them away from the club. The club must stop paedophilias from abusing children so parents trust the club so much that they give permission and encourage children and youth to participate when the sports club arrange training and competitions. Parents should be included in the governance of the sport club in committees and as office bearers.

## Sexual abuse

The other threat to particularly girl's safety but also boy's is adult leaders that sexually abuse children and youth, mostly the girls. This is well known problem so parents want to keep girls at home rather than allow them to participate in sport where parents are not present to supervise. Some homosexual men are known to abuse boys just like some men are known to abuse girls in sport. These abuse problems are known in sport but largely ignored by sports leaders so far. This threat is one major reason for low participation of girls and women in sport. When the sports club is aware of the threat and want to increase girls' participation, they start putting in place safety measures around girls sport. For instance by having girls sport solely run by female leaders and mothers so par-

- 9 **Appendices.** Add pictures, maps, auditor's reports that can make the donor understand that your club is serious.
- 10 **Letter of endorsement.** A recommendation letter from the Town Clerk, the Bishop or other honorable people will add value to your application.
- 11 **Front page.** The front page must have a title that reflects the intent of the project. The name and address of your organization. What are you requesting i.e. a volunteer, or funds; then the amount requested. The name and address of the one who will direct the project (manager). The date of the submission.
- 12 **Summary.** The summary you write last and put it immediately after the front page. This is a short version of your application that must be less than one page long. Do not worry that you repeat yourself; some receivers/donors only read the summary.
- 13 **Cover letter.** This is a short letter, less than one page, addressed to the agency that is receiving your application. Mention the name of the executive if you know it. Use a headed letter if you have one. Introduce your issue; describe the project and its objectives briefly. State the total value of the project and the amount you are requesting from the agency. Say you will make a contact soon to see if additional information is needed.
- 14 **Follow up visit is a must do!!!!**
- 15 **Congratulations!** If you have followed all the steps above, you will have a very good chance to be successful and have the project funded.

## Suggestions for home work

Identify a suitable donor and write an application proposal for a certain project that is needed to develop your club. Give the proposal to the board of your organisation and if they agree to the proposal, give it to the donor and make follow up visits. A report about this home work is to be delivered at the graduation ceremony in six month's time.

## Fundraising

When writing a project proposal follow the steps explained below and without jumping any point and the application from the club may be successful.

1. Know where you intend to send your application. **Know what development issues that agency/business house/organization is specialising in or concerned about.** You do not send an application about leveling or draining a sports ground to an agency that only supports village water projects!!! The agency needs to see in your application the phrases they use about their work. For instance “OVC Orphans and Vulnerable Children”, “girl child”, “poverty reduction”, “children’s rights”, “sport prevent crime”. Your application must **describe how you address “their issues”** as well as your club’s issues. If you do not address this challenge creatively, do not bother to write an application as your effort will be like buying a “pick a lot” ticket!!!! Your chance of winning is Zero.
2. The application is to be “tailor made” **to the needs/ purpose of the sponsor agency** and of course the need of your club when your activities happen to co-inside or match perfectly with the issues the agency is concerned about.  
**Introduction.** Write about the situation in your club and your community’s needs that you like to address in your application. Cite facts and statistics and describe relevant accomplishments and staff/office bearer’s qualifications.
- 3 **Problem statement.** What need are you trying to meet? What is the reason for that need? What effect does this problem have on the people? Why is it important to do something about it?
- 4 **Goals and objectives.** State the purpose of the project (goal). State also the specific changes to result from the project (out put) Examples Goal: Improve participation in sport. Out put 1: Train 30 peer coaches. Out put 2: Engage 500 children in sport in Livingstone Maramba.
- 5 **Plan of action.** The plan of action is the “how” to reach the goal and achieve that out put! State what to do, where, who will do it and when. **Explain** why you have chosen those actions.
- 6 **Budget.** Your budget is two lists of figures; one list of the actual and anticipated income; also income from other sources than the donor this application is addressed to, the other is a list of all the expenses you expect in order to carry out the activities you are asking for funds to implement. The total income must be equal to the total expenses for the project you apply for money to carry out.
- 7 **Sustainability.** Is your project of the type that “teaches to fish” or are you “dishing out fish” and making your participants and activities dependant of external support? Is your project promoting self-help? Only if your plan is sustainable and enhancing self reliance should you apply!!!!!!
- 8 **Evaluation.** How are you going to evaluate the project when implemented? Explain! Write how you will carry out the evaluation.

ents are assured that girls’ participation is absolutely safe. The Catholic Church ignored these issues too long and is now being sued around the world for knowing about the abuses and protecting the perpetrators. Sports leaders should learn from that experience and see sexual abuse as it really is; criminal offences, breach of sports ethics and violation of children’s human rights.

## Inclusive participation

The last but not least important group of community members to be included in sport are the people living with disabilities.

People living with disabilities are largely ignored, hidden away and neglected. This group in need of inclusion in sport are very diverse. It is diverse because disabilities may give the individual so many different challenges. Therefore the sports club must also involve the parents and relatives of the disabled to facilitate participation. Do not look at disability from perspective of having a problem. We know that the visually impaired or the physically disabled cannot manage certain things like able bodied people easily can manage. The club must take a positive perspective and look at what any person CAN DO despite having challenges. Ask your community members living with disabilities and their families what they would like to do in sport and recreation. Sport of the disabled can be a sub group under the community club and the disabled and their relatives will organise themselves after the club has facilitated the dialogue that establishes the sport of the disabled sports group.

For example two sports disciplines are inclusive as it allows both players who are people living with disability and able bodied to play together on the same team. One sport is sitting volleyball. This sport can be played by everybody and sitting volleyball is an excellent sport to bring all club members playing together having fun and playing a good sport! Similarly is goal ball a sport that everybody can play together. The sport is adapted for the visually impaired and can easily include anybody else on the team by blindfolding all participants. Like volleyball this sport is also played when all players are seated and moving to catch the ball that has bells inside, and players know where the ball is from the sound of the bells.

## GETTING SUPPORT FOR THE INCLUSIVE SPORTS CLUB

Support can range from individuals, Non-Governmental Organizations, private companies, and the Government itself.

1. First of all, the sports club should endeavour to get as much information as possible on how to sustain the inclusive sports club. For example, from the Television, internet, books, and from other established clubs.
2. The land where to establish the structure for the club for meeting can be obtained from the village headman or the Chief in the village set up, while in urban areas it can be obtained from the council through the help of the area councillor.
3. The District Social Welfare Department renders help in terms of available

Government funds to established clubs in communities and they can direct the club to Non-Governmental Organizations in the District as well.

#### 4. **National Sports Council of Zambia (NSCZ)**

This is a combination of voluntary and state body for sports development in the country. Ask the District Sports Officer or the Provincial Sports Officer to connect the club to NSCZ. Complex (NASDEC), P.O. Box 33474, Lusaka. Tel. 0211 250 321, Fax. 0211 250 321. Email: nscz@zamtel.zm

#### 5. **Ministry of Youth, Sports and Child Development**

It is the overall body for sports development in the country. The office is in the Government building on Independence Avenue almost opposite Hindu Hall. Tel. 0211 253 982/253 871/231 879/232 433.

### **Get the inclusive club started**

Get interested people together who would like to take part in the formation of the community sports club. Of course the existing teams must be invited as they have lots of experience with the challenges of doing sport in the community.

The club will need an interim board to carry the process forward towards the formation of a proper democratic sports club that intends to follow internationally approved procedures of operation. This interim board will prepare a draft constitution to be presented to the constitutional membership meeting. This meeting will be called when the draft is ready to be presented for adaptation after discussions and amendments adapted by that meeting. This process resembles the constitution making process of the Zambian constitution. It is only different in the sense that the sports club need of constitution is small scale and much more limited and that the Zambian laws and constitution is also governing the sports club!

After the constitution is adopted, the club is given a name and a board is elected. Then time has come to train the office bearers in particular and the interested members in general. They need training about the rules and procedures that make a club democratic, transparent, inclusive and accountable.

A leadership and membership knowledgeable about the democratic rules means less confusion and more respect for other views. The club will have few-



AGM is chaired by the Chairperson of the Board till the reports and plans for next year are adopted, then the chair is handed over to the chair of the AGM who is elected by the AGM to complete the proceedings of the AGM which are the issues on the agenda; proposals and elections. Some participants may have seen the common practice of the Chairperson of the board chairing the entire AGM? The rule that the AGM elects among its members a chair for the AGM is a measure to secure IMPARTIALITY of the AGM proceedings. The AGM will also elect a secretary to write the minutes.

The election committee will distribute preferably before the AGM or in the beginning of the AGM the committee's proposal detailing posts open for election and names proposed for each vacant post and the committee has asked if each one is willing to stand for election to that post.

Additionally, any member has the right to propose other candidates for election; however, then another member must second the proposal for the candidate to contest. Of course nobody will propose themselves because we all know of other members that could serve the interest of the club better than I can so I must propose or vote for that person. Good manners are not to vote for myself.

Office bearers shall be elected by show of hands or secret ballot at an Annual General Meeting AGM or Special General Meeting. If one member demands secret ballot, SO IT MUST BE. This is to secure that nobody will be intimidated after the election for not voting for his friend, for instance. Elections are supervised by an individual elected by the AGM membership. Each member shall have one vote and the Chairperson shall cast the deciding vote in case of a tie. The terms of office bearers shall be 1 or 2 years depending on the club constitution.

### ***By-laws, operational guidelines and code of conduct***

As the club grows bigger there will be need to add the following documents to the governing instruments of the club;

By-laws explain procedures of handling and managing resources and finances that belongs to the club, how financial records should be kept and presented to the membership. A member or the board may in advance propose by-laws for adoption at the AGM.

Operational Guidelines are rules that explain the roles of the different committees and office bearers that may be adopted by the AGM.

Code of conduct is guiding members' behaviour and giving rules about good manners and particularly what is not accepted and behaviour that will cause disciplinary action from the club.



to have exclusive right to sell drink and snacks at club tournaments and she shall pay zmw ... for this right at each event

- Write in detail a proposal received from a member who proposes that only ChiTonga speakers shall qualify to be a member so it is easier to communicate on the field.
- Write a detailed proposal from a member that the AGM should adopt a membership fee of zmw... per month. Those who fail to pay can instead work at the club ground for two hours to level the ground, pick stones and rubbish and demarcate the playing field. Failing either to pay or work 2 hours on the field, they will be excluded from the club.
- Write in detail a proposal received from a member challenging the election committee as she proposes for election candidates that are prominent women in the community, she writes that they have agreed and are



willing, however they are not yet members.

- **Write other proposals in addition as the learners find fit for the AGM**

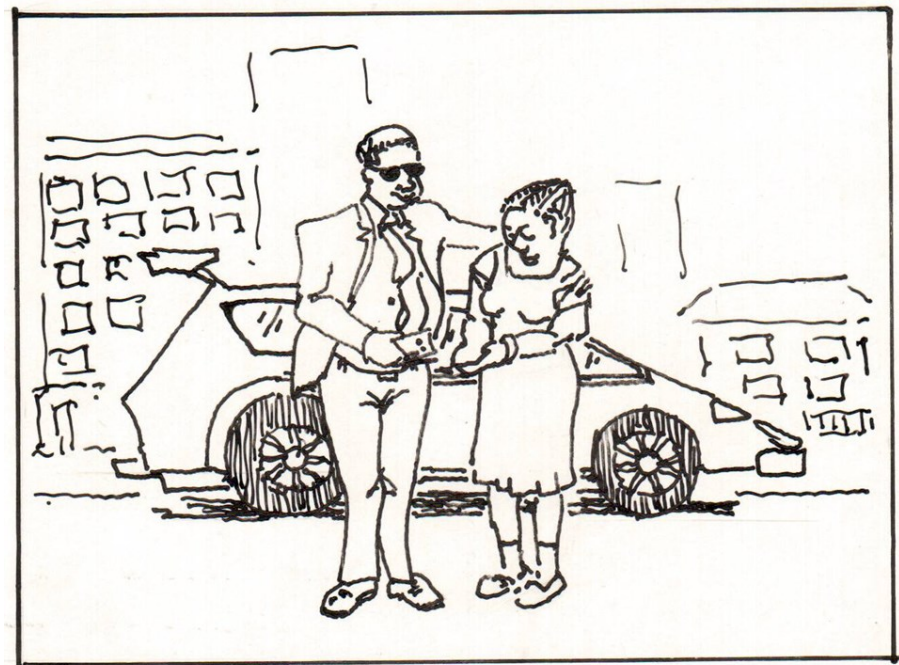
## AGM in session

When the planning for the AGM has been done, the club is ready to make a role play AGM based on those preparations. Here follows some more information about rules and procedures of a democratic AGM.

**Annual General Meeting or Special General Meeting:** AGM is held annually. The agenda is: Annual report, financial report, and budget and activity plan for the next year, proposals to the AGM must be given to the board in advance and the last issue on the agenda is elections. The opening of the

er conflicts so the club can benefit from many members contributing their time to develop the programmes of the it. The club will be stronger and able to serve the needs of children, girls, youth and people living with disability.

Members with some teaching experience will be the ideal candidates to teach the rules and procedures to club elected officers and members.



In this manual you will find facts about rules and procedures that are good manners in co-operating with office bearers, volunteers, players, members and parents. Observing rules and procedures keeps members motivated to help the club prosper. Responsible governance also prevents good people from leaving the club in frustration when conflicts, confusion and gossip are the order of the day in the club because the procedures in this manual are not followed.

When using this manual be aware that the ideas, rules and procedures recommended are for a small scale community sports club that is starting up and in the learning phase of its development. In the start make a small board, simple constitution and be transparent and inclusive. Later on when the club grows bigger, the need for more complex rules and regulations will be needed. Then propose by-laws for adaption at the AGM (Annual General Meeting) to meet the new needs so the constitution can stand and the by-laws will take care of the new challenges the club is facing.

When teaching democracy we want the learners to understand the rules and practices so well that they will be able to be good Chairpersons, secretaries and treasurers. It is not possible to achieve good learning of this subject through teaching from the black board! We do not learn democracy by being taught the rules by the teacher. We can only learn this subject well by each and every learner being allowed to practice the rules themselves in class under the guidance of the teacher\instructor.

The “learning by doing” method is superior, as the teacher talking to class telling about the rules is not effective and very little will be remembered by the learners. Some learners may keep the material given to them in class and use the written information later to look up answers when they experience situations in life.



Elect an election committee to prepare a proposal for the AGM as home work

Elect a disciplinary committee and write a report from the work over the last year

The board writes the development plan for next year

The treasurer writes the budget for next year based on the plan adopted by the board

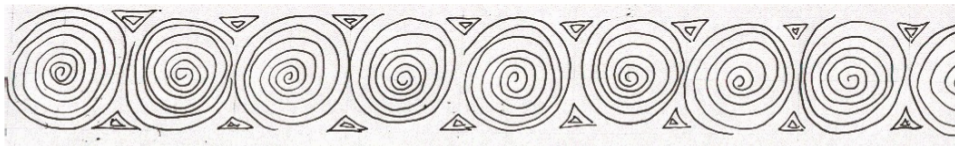
Write agenda for AGM based on the proposal constitution selected to be presented at AGM.

Give the participants the task to write the following proposals to the AGM: *The board has received the following proposals for the AGM before deadline for submission of proposals before AGM: Put name of the proposer on each proposal.*

- Write in detail a proposal received from a member who wants the board only to have players as board members:
- Write in detail a proposal received from a member who wants the board only to have parents and local business people as board members
- Write in detail a proposal received from a member who wants a clause in the constitution that at least one player must be a board member
- Write in detail a proposal received from a member who wants his mother







ners who happen to give financial support to the sports club. All the funds shall be applied in carrying out the objectives of the sports club.

#### **Article 12: Dissolution of the sports club:**

The sports club can be dissolved when the Maramba sports club decides to do so, reasons either being that no funds are available for the sports club or that funds available have not been spent according to the sports club's policies.

Notice to members about dissolution should be 6 months.

#### **Article 13: Amendments**

This constitution may be amended by a two-thirds (2/3) majority of the delegates present. Motion for the amendment of the constitution shall be submitted in writing at least one month before the meeting.

#### **Article 14: Disposal of assets**

Assets will be donated to a social institution in Livingstone with similar objectives and remaining funds will be returned to the donors or donated to another social institution after consultation with the donor(s).

### **Suggestions for home work**

Write a constitution the board can agree on, based on examples of constitution brought from different organisations or example given in class or ideas board members have from their own experience. Base the constitution on the need of a small sports club that have three teams, football and netball and sport of people living with disabilities. Give reasons for the choices the board makes of clauses in the constitution, the advantages and disadvantages of the chosen clauses for a small club that makes its first constitution.

or

Write a new proposal constitution for your organisation that you believe will serve the development of the club better than the old one.

### **AGM planning**

#### **Plan AGM in board meetings**

A participant to chair the board meeting, A participant to take the minutes and be secretary of the board, A participant is treasurer.

Select any constitution or the model constitution and adopt as a board.

Do not get tempted to teach this subject by telling the class about the rules in a course over two days! The learning output is not going to benefit the office bearers and the sports club. It is better to teach the subject slowly and participatory over for instance six months meeting half day once every week. Then there is plenty time for role play where every learner gets a chance to practice new skills, many discussions, home work where learners can struggle to actively understand the subject and so get answers and better understanding through the class discussions.

When learning democratic rules and practices through "learning by doing" you will see that the learners are enjoying themselves being actively involved in a real democratic process which is both the topic of learning and the method of learning and the discussions are all about conflicts and solutions when running a sports club.

### **The teaching methods**

It is important to teach the rules and procedures to the office bearer learners in an involving manner. Therefore this manual will explain several involving modes of teaching and the methods are explained in detail here and further on in the manual, where they are just referred to with the method name, for instance "brain storming".

#### **Brain storming**

This method starts with dividing the participants into small groups of two or maximum three members. Start counting from one end 1,2,3,1,2,3,1,2,3, or 1,2,1,2,1,2 if you prefer groups of only two each. The advantage of such small groups is that everybody will participate and speak and contribute, unlike in plenary sessions when only a few confident participants speak. The brain storm group only need about 3 minutes discussion to finish and be ready to tell the plenary session about their findings. This method is being used to give excellent opportunity for every member to contribute to discussion and avoid the situation of only a few members dominating the class and the rest get bored and feel left out as the role left to them is to listen only as they are either shy or polite or feel it is unnecessary to keep repeating again points as the frequent talkers often do.

#### **Members chair class discussion**

Make rotation for the members to chair the plenary sessions when groups are explaining their findings from the brain storm groups. Appoint a new member to chair every new plenary session. This will give every member a chance to learn some Chairperson skills and gain confidence addressing a meeting. It is an effective involvement method in teaching democratic skills. Find more information later under "chair person" about the rules of taking minutes.

## Take minutes of plenary sessions and meetings

Make rotation for the members to take minutes from the plenary sessions when groups are explaining their findings from the brain storm groups and writing findings on flip over papers or on the black board. Appoint a new member to take minutes at every new plenary session. This will give every member a chance to learn some secretary skill and gain confidence in making record of the proceeding of a meeting. It is an effective involvement method in teaching democratic skills. To make this exercise even more realistic, let every secretary bring their minutes for approval by the class the following day or session. Find more information later under “secretary” about the rules of taking minutes.

## Role play

When teaching for instance is about the board, let the class be in a board meeting. Start with an election so they all have a role in the board meeting, as chair, treasurer, secretary, various committee members etc. If there are many participants some can be regular members choosing to attend the meeting without the right to vote but just to learn and get to know about the club. This way of organising the class will set a realistic stage for constructive involvement learning that give nobody a chance to slumber and sit back to rest. Getting challenged is forcing the participant to get involved and that is what their future roles as office bearers are all about. This method is a must when teaching Chairperson role and committees, AGM, the board, the board members and planning AGM.

## Discuss experiences

After such a class session where everybody are members of for instance the board, discuss how the members experienced the board meeting. The best way to ensure total involvement will be through “brain storm groups” discussing how they experienced the role play board meeting and then there is a presentation from each group in plenary session. To save time only allow new groups to present points that are not mentioned before. The two last groups might have nothing new to say!

## Home work

Give members home work to find out how other organisations normally sort out the challenges discussed during our training course. Let the members write their findings and present next time the training course meet. Example of home work task; “Interview the Chairperson in another organisation you know and write a report about what you have found out about his/her opinion about the role of the Chairperson”. Example of home work after the fund raising session; “Identify a suitable donor and write an application proposal for a certain project that is needed to develop your club. Give the proposal to the board of your organisation and if they agree to the proposal, send to the donor and make follow up visits”.

ballot, so it must be. Elections are supervised by an individual elected by the AGM membership.

Each member shall have one vote and the Chairperson shall cast the deciding vote in case of a tie.

The terms of office bearers shall be 1 or 2 years depending on the term decided when elected at an Annual General Meeting so continuity of board is secured.

## ***By-laws, code of conduct and operational guidelines***

When need arises the board will propose for adoption of the AGM such documents as code of conduct, by-laws and operational guidelines that will supplement the constitution.

### **Article 8: Discipline**

Disciplinary action will be instigated towards the member who:

- Fails to submit or carry out decisions of the majority that has been arrived at democratically.
- Consistently fail to honour the obligations and conditions of membership
- Fails to attend three consecutive meetings without a valid reason and without reporting
- Persistently shows lack of interest.
- Engage on private fund raising activities and other negotiations with non-members without the authority of the sports club and embezzles funds.

### **Article 9: Dissolution of the board**

The board can be dissolved by the annual general meeting or the special general meeting if:

The board approves of / or should have been aware of practices which are inconsistent with the sports club’s objectives or policy.

### **Article 10: Board meetings.**

- The board shall meet at least two times in a year.
- Extraordinary board meeting can be called in case of urgent business.
- The agenda to be discussed must be submitted to the board members two weeks prior to the meeting.
- At board meetings the minimum of three board members shall form a quorum.
- In the absence of the Chairperson the members present shall choose a member to chair that meeting.

### **Article 11: Finance**

The sports club shall submit progress quarterly and annually report to the part-



## Example of Constitution for Maramba sports club

**Article 1: Name** The name of the club is Maramba sports club.

**Article 2: Postal/Physical Address**

The physical address of the sports club is at Maramba community hall.  
The Postal address is P.O. Box is 60000, Maramba, Livingstone.

**Article 3: Objective**

The sports clubs' objectives are to:

- Organise sport activities for children, youth and people living with disability.
- Keep in contact with the donors to sustain the funding and expand the funding base.
- Provide learning material and courses to the members of the Maramba sports club so they can learn more about sport.

**Article 4: The board.**

The board shall have a membership of 5 members.

- Chairperson
- Treasurer
- Secretary
- 2 board members.

**Article 5: Duties of the board**

Draft yearly work plans and budgets, Draft development plans  
Review 1½ yearly reports of activity, Review activities and formulate policies

**Article 6: Term of office**

Three of the board members at the initial board shall have a two years term and two three years at the first election.  
Maramba Sports club shall retain two board members for continuity every year.

**Article 7: Annual General meeting**

***Annual General Meeting or Special General Meeting:*** AGM is held annually. The agenda is: Annual report, financial report, and budget and activity plan for the next year, proposals to the AGM and elections of office bearers as provided by the constitution. The opening of the AGM is chaired by the Chairperson of the Board till the reports and plans for next year are adopted, then the chair is handed over to the chair of the AGM who is elected by the AGM to complete the proceedings of the AGM. The AGM will also elect a secretary to write the minutes of the AGM.

Office bearers shall be elected by show of hands or secret ballot at an Annual General Meeting or Special General Meeting. If one member demands secret

## The Board

The board needs a leader called chair person. Before it was called chairman but now clubs prefers to be gender sensitive and use chair person so the chair may be a woman or a man. Other members are the secretary, a treasurer and board members and sometimes chair persons from committees are board members. Some organizations like to have vice-chair, vice-secretary, vice-treasurer. Only chose as many elected office bearers as the club needs and in the start up phase probably vice positions are not needed because the work load of the club is small. It is probably better to have few board members and put other committed members on committees that are needed to bring the club forward.

The board must lead the club with the constitution and the club by-laws as guidelines.

The Chairperson, the secretary and the treasurer have duties explained in others chapters. The other board members may be given duties about club issues the board believes each of them will be good at. Do not force duties on members! Remember members are coming voluntarily to participate and they will be doing a better job when they are choosing themselves what to do to support the club. In other cases some may represent a committee or working group in the club and be spokesperson for that group in the board meetings. The office bearers of the board do share the responsibility to carry out the duties the board have decided to do.

The board shall prepare and lead meetings. Meetings that have been planned in advance ensure better board meetings and orderly conduct of business during the meeting. Lazy or dictatorial leaders do not prepare an agenda before the meeting. When the agenda is circulated to board members before meetings it is a sign of transparent and democratic leadership.

Modern transparent clubs make board meetings open for all members to attend, but members visiting the meeting may not have the right to speak, which is optional and definitely they will not have the right to vote as only elected members of the board have the right to vote.

These are the common duties depending on the challenges the club is facing:

Provide leadership and prepare for the board meetings

Make the agenda and let all the members know the content.  
Call for meetings.

Make sure that the laws and decisions are respected; that reports and accounts are prepared on time and that letters and questions are answered.

The club treasurer must make sure that the member's fee is paid, and that the

club pays the bills.

The responsible board will take initiatives and handle club money with care and look well after its member's interests in order to reach the club goals.

The chair person calls for and leads the board meetings. The leader should go through all of the letters, documents and questions so he/she knows all of the issues that will make the agenda for the board meeting and arrange the issues on the agenda in an order that members easily can follow, and put first the most important issues in case time runs out and some issues will be carried over to the next meeting. If more information is needed on a certain issue, then the chair person should get it.

When presenting an important issue to the members, the board should tell the members their opinion about that issue. In some cases the board can make a final decision without informing a member meeting. For instance issues which don't involve big spending commitment for the club. Other issues in relation to local politics, elections, and matters affecting the club relations to district council etc, have to be discussed in a members meeting where board members explain how they look at the issues at hand. The board must work together as friends. A board should also see the work in a larger context. Even the smallest club is one among other community civic organizations, with similar purpose and goals.

## Suggestions for role play

**Case 1:** Your board is planning for a tournament, make a role play where one person is chairing the meeting and another one is taking the minutes as the secretary. The rest of the group will contribute as a treasurer and board members.

**Case 2:** Discuss the roles of the different board members and the board's tasks. One person will chair the "meeting" and another one is taking the minutes as the secretary. The rest of the group will work as a treasurer and board members.

Suggestion for homework is to attend a board meeting and present observations in class.

## The Secretary

The secretary is the elected officer that receives and sends letters from the club. The secretary also admits and keeps register of members and organizes meetings and events.

Other duties are maintaining files of documents and papers related to club activities.

The secretary writes the minutes from board meetings and member meetings.

time the club gets more members to share committee work.

However every club should at least have an election committee, a disciplinary committee and an audit committee. The audit committee has a few lay men/women who do not need to be accountants but they should have some understanding of book keeping and finance.

## Audit committees

An audit committee shall investigate the account books, cash box, bank account statements and board meeting minutes and check that money is spent as decided by the AGM and the board. Audit Committee members are drawn from the membership. They are independent of the board and responsible to the AGM.

## Election committee

The Election Committee consults members and proposes candidates for elected posts at elections of new members to the Board at the AGM. At the AGM meeting the election committee will propose members for the election to posts vacant for election. They are free to propose new candidates for a post or propose re-election of a member of the board or a committee if the committee sees that being in the best interest of the club. Nobody has the right to re-election. All candidates proposed for election at AGM have already been consulted or asked if they are willing to stand for election.

## Suggestion for home work

Interview three board members from community organisations individually and find out their view about their role and the impact they think a board member can have on the development of an organisation.

## The Constitution

The constitution is the law that rules the sports club. There is an example constitution below that may be helpful for the interim board when working on the draft constitution to be presented to the AGM. The board should design the constitution to care for the issues important for your particular club, so delete something and add something where needed so you get a workable constitution that will serve the sports club well.

have a copy each of both an income type of receipts and expense receipts. Let class do the book keeping of those receipts themselves individually at their desks and help those who need help to put figures correctly in income or expenditure columns. Do not mention Debit and Credit as most people do not understand those words, - use "in" and "out". That is enough for club use. Then let class make an activity plan first and then a club budget for next year.

## **Suggestion for home work**

Draft a proposal expenditure and income budget for your club for next year as you think it should be to advise the board of your club.

## **Other board members and the committees**

The members of the club board are normally elected members who together govern the activities of the sports club.

The clubs activities are planned by the board and proposed at the (AGM) Annual General Meeting together with the budget. The decision made by the AGM which is the decision made by the members, becomes the goals, duties and responsibilities of the board members.

The board must find sources and ways to get money to pay the club expenses, and make sure the club organizes the activities that were approved by the AGM in the annual plan and the budget.

The board is accountable to the members for the club's performance.

Board members are legally responsible for decisions made by the board. Sports clubs are normally registered under the Registrar of Societies and that law mentions how board members are kept responsible. If for instance the board makes a decision that is contrary to any law of Zambia, the board members making the illegal decision in that board meeting, is answerable for wrong doing.

It is an advantage to have board members from different walks of life; hence the board can easier find solutions to the many challenges facing the club.

## **Committees**

A committee has members that are elected to meet and work on duties important to improve the running of a club. Such issues may be a tournament committee, fund raising committee, disciplinary committee, child sport committee, people living with disability sport committee, girls sport committee and so on depending on what issues the board and the members feel they need a committee to work specifically to develop. This will vary from club to club and also vary with who comes forward willing to help on a certain committee. If it is hard to find volunteers to sit on a committee, it may have to wait until such a

The secretary also writes the draft agenda for board meetings and has it approved by the chair person before sending it to the board members. Other aspects of the agenda is explained under the chapter "Board meeting" and the leader raises the issues for comment and discussion starting from issue number one and so on.

Some agendas are organized as follows:

Opening remarks, apologies of absence received, approval of the agenda, approval of the minutes of previous meeting, matters arising from previous meeting, list of issues to be discussed, list of issues for information, Any Other Business (AOB) allows members to raise point for discussion that are not on the agenda, decide date and time for the next board meeting, close meeting and write time when meeting ended.

The secretary must record in the minute: Place, date, and time when meeting started and the names of members present, members who have sent their apology for absence and members who are absent without any apology. The decisions made about all items on the agenda must be recorded under each issue of the agenda as well as certain comments such as a member taking exception to a decision made by the board, then after the recording the decision, write that member x disagreed and the reason why she/he disagreed. Normally boards discuss until all agree to a decision or the board decide to defer the issue to a later meeting in order to collect more information and phrase the motion in wording so that all can agree. Such decision making procedures must be included in the minutes.

Be aware of secretaries that do not understand their role and become very powerful; some decide not to record in minutes what happened in the meeting but what he/she felt was in his/her own interest to record. Such secretaries make division in the club and must be disciplined by the disciplinary committee or removed at the next AGM. Normally it helps when office bearers become trained as this manual explains so members know correct procedures, then such minutes will be corrected the following board meeting under "approval of minutes".

The minutes from meetings must be filed together in one box file or better written by hand or typed and then printed and glued into the pages of a bound protocol book sold in the stationery shops and organize minutes in date order starting with the first board meeting.

The secretary must file all other documents too that comes into the club and documents and letters that the club sends to others.

Some secretaries like to make a filing system that is alphabetical in a box file with partitions from A to Z. Others prefer using a number system from no 1 on the first document and then a new number following for each new document to be taken care of (filed).

Suggestions for home work; write minutes from the proceedings today.



## The Chairperson

The Chairperson is a part of a team made up of a Chairperson (or, at times, another discussion leader), the Secretary, the Treasurer, all the board members. The Chairperson's aim should be to utilise the interests, release the potential energies of all the members, and to see that the board develops a common view of its purposes and shared responsibility for leadership. They should play the role of a stimulator, not a dictator.

### Points in Selecting Chairperson

It might prove helpful in selecting a Chairperson to ask this question: **What do we expect of a Chairperson?**

- has confidence in other members
- wants to release the potential energy of the group and is more interested in the board's job than their own feeling of personal importance.

This list of qualifications point to one way of helping boards improve their performance by selecting the right kind of Chairperson. They suggest that boards can work better if they operate democratically, with democratic leadership and with members really sharing in making decisions and carrying them out.

Interview the Chairperson in a community organisation and write a report about what you have found out about his/her opinion about the role of the Chairperson.

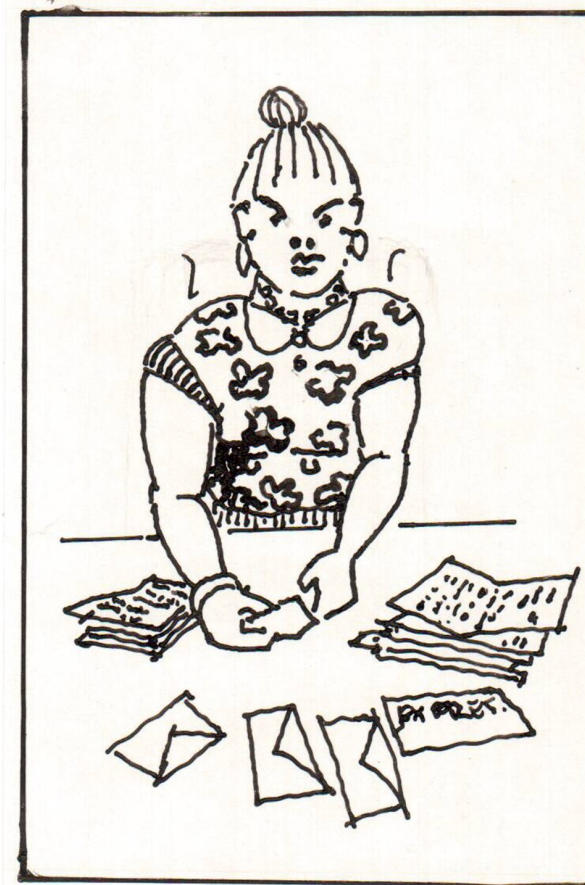
## The Treasurer

The Treasurer is responsible for: the proper handling of the finances of the organisation, but not for the actual raising of money,

- collection of memberships and fees, and issuing receipts for every amount received,
- maintaining a file of accounts and related receipts for record and audit purposes,
- keeping proper books
- keeping a watch on the expenditure,
- presenting details of all payments
- keeping the board regularly informed of the financial position - income, expenditure, comparison with budget,
- preparing a statement for audit at least once a year and for presenting the audited accounts to the Annual General Meeting, preparing (and reviewing) an annual budget.

When the club grows it will be needed to apply to a bank for a bank account in the club name.

As seen above, the treasurer's role is very important so simple principles of book keeping will be very useful knowledge for all office bearers to know. Do not look for an accountant to teach this subject as he/she will be too complicated for people to understand. A member with some book keeping experience will be ideal. Make some receipts that are common for the club activities and let the members





is dealt with and settled before passing on to the next,

- allow free and, if necessary, formal debate,
- give all those wishing to speak an opportunity to do so, to see that their remarks are addressed to the Chair and to allow no private discussion or personal matter to be introduced in a negative way,
- say who is to speak, if two people should speak at the same time - The Chairperson's decision on such points is final,
- make every effort to let any meeting she/he presides understand the reasons for and purpose of his/her rulings, close the meeting when all matters are attended to.

### **The Ethics of a Chairperson:**

Chairpersons should not force their own point of view on the Board but should help it be expressed, discussed and agreed upon or not.

If the Chairperson desires to place some factual information before the organisation in his official capacity, she/he should do so before calling on the mover to initiate the debate.

A Chairperson's reputation for impartiality can be speedily undermined if he or she does from the Chair any of the things that should be done from the floor, such as speaking to motions in a general meeting, or nominating members to some office. If they feel sufficiently strongly about a matter they should vacate the Chair temporarily.

### **Ethics - Leaving the Chair:**

It is not ethical to leave the Chair to participate in a debate which has been progressing for some time. The moment to leave the Chair is before the debate starts, immediately after the mover has spoken. This privilege should not often be availed of, as a Chairperson's too-frequent participation in detailed debate endangers your reputation for impartiality - justice must not only be done, it must also be seen to be done.

This chapter about the chair person was downloaded, shortened and edited from the internet from the registrar of societies in Australia.

### **Suggestion for group work**

Class discuss the chair person styles they have liked and disliked from past experience and conclude which is best for the club development. A learner will chair meeting. The objective is to define the best chair person practice.

### **Suggestion for home work**

## **How can a Chairperson fill these expectations?**

The Chairperson is the public representative of the Board to the community. The Chairperson should be aware of and sign all documents that set out policy or have financial implications for the group.

1. By putting everyone at ease and making sure that all members have a say.
2. By being sensitive to members, encouraging quieter people to express an opinion, and by controlling the over-talkative or aggressive personalities in a friendly and firm way.
3. By making sure that a speaker has a chance to complete what they want to say without being talked down by other members. Overlong speeches need to be closed in a way that respects the speaker's feelings.
4. By discouraging over-emotional language, personal abuse or accusation, while trying to maintain a reasonable, calm and friendly atmosphere.
5. By using formal Board procedure, allow the business of a meeting to be completed, for example, calling for motions to wind up long discussions.
6. By making sure that everyone has a chance to share in the achievements of the group, and actively participate in tasks and projects.

## **General Duties of a Chairperson**

The Chairperson is the public representative of the Board to the community. The Chairperson should be aware of and sign all documents that set out policy or have financial implications for the group.

### **Before a Board or General Meeting:**

- consult beforehand with the Secretary on all the business to be discussed at meetings
  - supervise and to prepare, together with the Secretary, the agenda for the meeting
  - check that all reports etc which should accompany the agenda and minutes are sent out to members in sufficient time before the meeting
  - check the minutes of the previous meeting and sign for accuracy
  - be acquainted with any reports, correspondence, business etc, which is to be presented the meeting
- work with the Secretary to ensure that tasks which were to be completed between meetings are completed.

### **During the meeting**

- open the meeting,
- check for quorum,
- conduct the business of the meeting and according to the order of the agenda paper unless it is altered with the consent of the meeting
- confine discussion to the item actually before the meeting and to see that it