

RESOURCE MOBILIZATION POLICY

THE KENYA SCOUTS ASSOCIATION

2019

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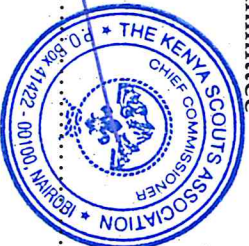
VALIDATION OF POLICY

Validation signed on..... 29th Sept 2019

Signed by.....
Mr. Moses O Danda
National Executive Commissioner, KSA

Signed by.....
Ms. Lydia Kiburu
Chairperson, Executive Committee

Signed by.....
Mr. Victor Radido
Chief Commissioner, KSA



KSA VISION

Creating a better world.

KSA MISSION

Educating young people to play a constructive role in the society.

This is achieved by: -

Involving the youth throughout their formative years in a non-formal educational process.

Using a specific method that makes each individual the principle agent in one's development as a self-reliant, supportive, responsible and committed person.

Assisting them to establish value system based upon spiritual, social, and personal principles as expressed in the scout's law and promise.

KSA CORE VALUES

1. Professionalism
2. Transparency and Accountability
3. Integrity
4. Selflessness
5. God-Fearing

PREFACE

The Kenya Scouts Association is the national Scouting association of Kenya. Scouting was founded in British East Africa in 1910, and became a member of the World Organization of the Scout Movement in 1964. The Kenya Scouts Association (KSA) is the leading Scouting presence in Africa and the largest youth movement in Kenya where it was established in 1910. As part of the World Organization of the Scout Movement, KSA aspires to create a better World through provision of a value-based and skills-oriented education for young people. Scouting contributes to young people's education and development by providing a safe environment where young people can learn and grow by making decisions, doing and discovering for themselves, while experiencing fun, adventure and challenge. The Scouts' value system is based on three principles: Duty to God, Duty to others and Duty to self. Scouts values are expressed in the promise and law, a voluntary personal commitment to do one's best to adhere to an ethical code of behavior.

Resource mobilization refers to the collection and utilization of resources to produce results according to needs and the given system of governance. For any organization to effectively and efficiently execute its mandate resources (both human and financial) play a crucial role. It by this reason that KSA will endeavor to mobilize resources from partners, donors, friends of scouts and both National and County governments to achieve its vision and mission. I encourage all Counties' Scouts leadership to embrace resource mobilization as a critical activity to ensure institutional sustainability of KSA. Let's take advantage of devolution to maximize on what our County governments and other constituents therein can offer to support Scouting. Let us also use all resources, however meagre, with ultimate accountability and transparency to maintain the good will of our supporters.

We welcome all partners of good will to support us in mobilizing resources in order propel KSA into a World Class Organization of first choice in the 21st century.

It is expected that full commitment and compliance in the implementation of this Resource Mobilization Policy will prevail. I therefore assure you of my unreserved support in its implementation. Thank you to all who worked hard to realize the development of this policy.

Victor Radido
CHIEF COMMISSIONER, KENYA SCOUTS ASSOCIATION

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ABBREVIATIONS/ACRONYMS

CSC	County Scouts Commissioner
INGOs	International Non-Governmental Organizations
KSA	Kenya Scouts Association
MEAL	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
UN	United Nations
WOSM	World Organization of the Scouts Movement

DEFINITION OF TERMS

Resource mobilization: Refers to the collection and utilization of resources to produce results according to needs and the given system of governance

Gender: The female and male characteristics that are culturally and socially assigned, in contrast to sex which is biologically determined

PART ONE: BACKGROUND & INTRODUCTION

1.0 INTRODUCTION

Resource mobilization refers to the collection and utilization of resources to produce results according to needs and the given system of governance. Based on a flow concept in which the inflow and outflow of resources is the concern of who gets what and how much from whom.

Basically the flow of resources is the concern of fiscal issue of the Association which focuses on how revenues are generated and measured in monetary units to meet levels of expenditure incurred to provide services for the benefits of the Association. The critical issues of governance in the context of local resource mobilization are: - who controls decisions and resource collection and distribution.

Kenya Scouts Association (KSA) needs to streamline the process of granting autonomy to the Sub County and County Scouts Associations as a bottom up planning approach with the aim of strengthening local participation in mobilizing resources.

The policy articulates the vision, mission and objectives of the resources mobilization department, the revenue streams of KSA as well the functions of the committee, its term of office, implementation and amendment and termination of the policy.

1.1 BACKGROUND: THE KENYA SCOUTS ASSOCIATION EDUCATIONAL PROPOSAL

Kenya Scouts Association (KSA) is a registered member of the World Organization of the Scouts Movement (WOSM). It is a voluntary, non-political and educational Movement for young people open to all without distinction of origin, race, gender, creed or ethnic/tribal background in accordance with the purpose, principles and method as conceived by the founders as stated below;

a) Purpose

To contribute to the development of young people in achieving their full physical, intellectual, emotional, spiritual, social, and character potentials as individuals, as responsible citizens and as members of their local, national, regional and international communities.

b) Principles

Duty to God

Adherence to spiritual principles. Loyalty to the religion that expresses them and acceptance of duties resulting there from.

Duty to others

Loyalty to our country in harmony with the promotion of local, national, regional and international peace, understanding and co-operation/integration.

Participation in the development of society with recognition and respect for the dignity of one's fellow man and for the integrity of nature.

Duty to self

Responsibility of oneself; realization of ones right to develop, learn and grow, learning to assert oneself, make one's decision, set aims and identify the necessary steps to achieve one's full potentiality.

c) Method

Is a system of progressive self-education that should be applied to all sections, taking into account the socio-cultural environment of the young people.

The Scout method is applied in the following ways:

Law and promise.

Learning by doing.

Membership of small groups (patrol system) requiring adult guidance, progressive discovery and acceptance of responsibility and training towards self-governance directed towards the development of competence, self-reliance, honesty and leadership skill objectives.

Progressive and stimulating programs (progressive scheme) consisting of varied activities based on one's own interest including games, useful skills and service to community, all taking place largely in an outdoor setting.

Symbolic framework or symbolic background where the scouts relate to their socio-cultural background in order to have a programmed that has a national touch.

Relationship between adults and young people where leaders have the responsibility to keep an eye on the young ones especially the Sungura, as they are delicate majority.

Life in nature, it is not just animals, trees, rivers etc for scouts. Nature is a club where one can enjoy themselves, a laboratory where one feels closer to God and can worship Him in one's own way.

1.2 POLICY JUSTIFICATION

KSA requires resources to meet its objectives, hence the need to identify requirements and sources of income for sustainability.

Developing a plan or strategy for resource mobilization shall lead to innovative resourcing to achieve KSA goals. With increased competition for scarce grant resources, diverse, and multiple funding streams, KSA shall put in place a dedicated strategy to manage its programs.

2.0 POLICY STATEMENT

Kenya Scouts Association is not a profit making organization. The spirit of volunteerism is an overarching principle of KSA. The Association derives its support from internal sources as well as from various stakeholders in the public and private sectors and also undertakes independent income generation according to WOSM guidelines. The Association needs resources to enable it cater for its ever increasing needs. In most cases KSA projects have been funded and maintained by external donors with resources mobilized and managed by external intermediary organizations.

3.0 AUTHORITY/LLEGAL FRAMEWORK

This Policy Framework is subject to The Kenya Scouts Association Revised Constitution of December 2016 and the KSA Act cap 219. In mobilizing resources for KSA this will also be guided by the Projects and Partnerships Policy.

The KSA Revised Financial Guidelines shall also apply where deemed necessary.

4.0 OBJECTIVES

1. To list all the revenue streams within KSA
2. To review the tariffs applicable within KSA
3. To recommend the necessary development within KSA and create more revenue streams
4. To diversify on Scout Shop merchandise and distribution methods to reach more people
5. To recommend communication strategies for resource mobilization
6. To improve internally control systems for resource mobilization
7. To ensure there is feedback and appraisal system in resource mobilization

5.0 SCOPE

This Policy applies to all KSA partners and donors (includes Local, international Associations, Bilateral and Unilateral donors, INGOs etc) who are committed to mobilizing resources for KSA. It also applies to KSA volunteers, staff, Scouts, parents of scouts and friends of scouts who in any way will be at one time involved in mobilizing resources for KSA.

6.0 GENERAL/GUIDING PRINCIPLES

1. Professionalism
2. Integrity
3. Shared Goals
4. Accountability
5. Equity and Fairness
6. Commitment
7. Consistency

7.0 PART TWO: POLICY GUIDELINES/PROCEDURES

7.1 GUIDELINES FOR RESOURCE MOBILIZATION

Some of the key elements include:-

1. Clear sense and commitment to the Vision and Mission of the Association.
2. A viable outcome based strategy for youth programme.
3. Evidence of past accomplishments.
4. Effective management and leadership by the National Scout Board Members and staff who will ensure the accountability and transparent systems that will safeguard the resources raised, including adequate financial controls that demonstrate good management and build trust.
5. Solid reputation, credibility and positive image.
6. Mutual respect and knowledge sharing between the Association and the community it benefits, as well as other stakeholders, donors and partners.
7. The ability of KSA to attract, create, and sustain new resources, especially based in the internal initiatives.
8. Resource Mobilization shall be properly planned and executed to ensure transparency and accountability of funds and other resources.
9. Mobilization of funds and resources for the Association will be conducted in a structured and formal manner
10. Due diligence shall be exercised in regard to the manner in which KSA mobilizes and delivers its programs.
11. Resources will be mobilized only through partners whose objectives do not contradict those of the Scout Movement and fit into the overall National Development agenda of KSA. Such sponsors or Activities must have credible reputation so that the image of the Association is adequately protected. Mobilization of resources must fit into the overall National development of KSA
12. Kenya Scouts Association is not a profit making organization. The spirit of the Association is that Scouts should earn and not beg for money.

7.2 SOURCES OF RESOURCE MOBILIZATION AND KENYA SCOUTS INCOME STREAMS

The Association shall raise its funds from membership fees for scouts and adult leaders; individual contributions, public appeals, grants or such other methods as shall time to time be determined by the National Executive Committee or National Scouts Board.

KSA requires resources at different levels: National, County, Sub County, and Scout Group level.

Groups or Units may appeal for funds subject to approval of Scouts Hqs. with recommendations from CSC in exceptional circumstances.

Other possible sources of income may include, but not limited to:-

1. Government
 - i. Land and buildings
 - ii. Support in kind
 - iii. Monetary grants
 - iv. Privileges (tax exemptions)
2. Donations / sponsorships
 - i. Commercial enterprises
 - ii. Individuals
 - iii. Local authorities
3. Partnerships/project
 - i. Other Scout organization.
 - ii. Others NGOs
 - iii. UN/Bilateral and Multilateral donors
4. Own (KSA) Resources
 - i. Hire of facilities
 - ii. Membership fees
 - iii. Income generation activities
 - iv. Investments (Foundations)
 - v. Income from KSA camp sites and training centres
- Income from trainings - Introductory Trainings Courses, Preliminary Training Courses, Advanced Leader Trainings, Leader Trainings, Wood badge courses, specialized trainings etc.
5. Scout Shops

- i. Sale of Scout Uniform and Badges
- ii. Sale of reference materials
- iii. Sale of camping equipment
- iv. Sale of unregulated items

6. Rentals

7. Events like-Founderee, Competitions, Social Campfires, Scout Days, Camping, Gala events, Expeditions, Visits and trips, Park Holidays etc.

7.3 MANAGEMENT OF ASSETS ACQUIRED THROUGH RESOURCE MOBILIZATION

1. All assets acquired by KSA through resource mobilization shall be managed in accordance with the KSA asset management procedures and the partnerships MOU/Agreement.
2. Where there is a conflict between the KSA asset management procedures and the partnership MOU/agreement, the MOU/agreement shall prevail.

7.4 LEADERSHIP RESPONSIBILITIES

KSA shall have a resource mobilization function within the secretariat.

Volunteers in KSA will be encouraged to support resource mobilization within the policy guidelines through;

1. Identifying needs
2. Identifying potential partners.
3. Creating linkage with potential partners on behalf of the Association on issues of resource mobilization.

7.4.1 The Executive Committee of the Association shall oversee the Resource Mobilization function of KSA.

7.4.2 The Executive Committee can in consultation with the Scouts Board appoint a sub committee to oversee the Resource Mobilization functions of KSA

8.0 POLICY IMPLEMENTATION

1. For effective implementation of this policy, KSA has the responsibility of Mobilizing Resources.
2. The Executive Committee shall be charged with responsibility of the administration and management of finances and other resources allocated to the department.
3. The National Scouts Board through the National Executive Committee shall be kept updated on the progress of the implementation of this policy.
4. This Policy Framework is subject to The Kenya Scouts Association Revised Constitution of 2016

9.0 MONITORING AND EVALUATION

Monitoring, Evaluation and Learning (MEAL) will be done through regular updates and feedback to the Executive Committee and National Board on Resource Mobilization. There shall be updated checklist on support (material and financial) received from all partners/donors and other stakeholders.

10.0 POLICY REVIEW

1. In order to remain faithful to the principles on which it is based, the Kenya Scouts Association, Resource Mobilization Policy Framework shall be reviewed regularly by the Executive Committee or an ad hoc committee appointed to undertake review task.
2. Final approval shall be sought from the National Board for any amendments made on this policy
3. As need arises, this policy can be amended subject to approval of such a move by the Executive Committee after receiving the suggestions and justification of such a move from the Resource mobilization committee
4. The existence of the Resource Mobilization Policy of Kenya Scouts Association as legal document may be terminated in the event that it is repealed by the National Scouts Board or KSA is dissolved.

11.0 PROPOSED PUNITIVE MEASURES

KSA affirms that any person who violates the guiding principles of this policy will be liable to a disciplinary action by the Association as deemed fit by the National Scouts Board. The Kenya law shall also apply as per case basis.

12.0 ANNEXES

The Marrakech Charter on Partnerships and resource mobilization shall be an annex to this policy.

13.0 POLICY VERSION HISTORY

Version	Date	Description	Approved By
1.0	2/09/2016	Resource Mobilization Policy	National Executive Committee
2.0	29/09/2019	Resource Mobilization Policy	National Scout Board