



THE KENYA SCOUTS ASSOCIATION

EXTERNAL RELATIONS POLICY JULY 2016

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External Relations Policy

1.0 BACKGROUND:

1.1 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 ones decision, set aims and identify the necessary steps to achieve ones full potentiality.

c) Method

It 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:-

- i. Law and promise.
- ii. Learning by doing.
- iii. 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.
- iv. 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.

- v. 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.
- vi. 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.
- vii. 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 KSA VISION

Creating a better world.

1.3 KSA MISSION

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

This is achieved by:-

- i. Involving the youth throughout their formative years in a non-formal educational process.
- ii. Using a specific method that makes each individual the principle agent in ones development as a self-reliant, supportive, responsible and committed person.
- iii. Assisting them to establish value system based upon spiritual, social, and personal principles as expressed in the scouts law and promise.

1.4 INTRODUCTION

With an ever increasing number of local, national and international stakeholders and partners, the KSA wishes to build and maintain effective external relationships to help meet its objectives as set out in the Strategic Plan. The association considers it important to manage external relations in a coherent and collaborative manner in order to grasp opportunities that will contribute to both the association's profile and reputation.

This External Relations Policy looks to lay out principles and provide guidance to KSA in managing external relations with the wide range of association stakeholders. With the mapping of existing processes at the Kenya Scouts Association, this policy provides a framework for a coordinated and strategic association-wide approach to managing external relationships. The policy is designed to encourage a partnership approach to securing the best possible outcomes from such relationships.

1.5 SCOPE OF THE POLICY

This policy relates to engagement with all external stakeholders of the Association; including Institutions, National Scout Organizations (NSOs), donors, media, funding/statutory/governing/professional bodies, international partners, business & industry, supply chain, local community, and with groups or individual members of the public. It does not relate to internal stakeholder engagement, i.e. with Scouts and KSA staff.

All staff, Volunteers involved in managing external relationships for the Association should comply with this policy.

1.6 PRINCIPLES

The following principles underpin this policy:

1. A strategic approach to Association-level external relations to be implemented across the entire Association and relationships with supporters and external partners to be appropriately managed for the long term.
2. External relations activities to be conducted in a highly ethical and collaborative spirit - in line with the Association's values of integrity, credibility, openness and success- and conflicting or inappropriate approaches to external parties to be avoided.
3. Kenya Scouts Association staff or volunteers engaged in external relations activities to conduct themselves as ambassadors for the entire Association and not to bring the Association into disrepute.
4. Contact details for institution-led communications to be maintained on Raiser's Edge, or CRM in relation to Applicant Relations Management, and used in line with Data Protection and Privacy and Electronic Communications Regulations.
5. Careful consideration to be given to the external sharing of information about the Association to ensure that such information is appropriate, accurate and is not shared where it is commercially sensitive or in breach of data protection legislation. *(If in doubt, advice should be sought. For instance, requests for supply of financial information should be routed through Head of Finance for verification and, in other instances, the Communications Commissioner shall provide advice on the appropriateness of information sharing).*

2.0 REFERENCE GUIDE

Kenya Scouts Association staff and volunteers, should make themselves aware of the following processes and procedures, and are encouraged to liaise with relevant areas of the Association when engaging in external relations activities:

2.1 External Relationship Management Processes at Kenya Scouts Association

Public Relations Management

Chief Scout/ Chief Commissioner /National Executive Commissioner	<p>The National Executive Commissioner's Office, working closely with the Chief Scout and the Chief Commissioners Office, leads the Association's Public Affairs Strategy and the activities involved in managing the Association's performance against the plans for implementing strategy, including Key Performance Indicators & measurement mechanism and review.</p> <p>The Communications Office has capacity to deal with all eventualities, including crisis communications. These range from negative stories in the press, scout issues, problems with external bodies and individuals to more extreme situations involving threat to life or Association property. An established mechanism exists that links up the relevant departments, units and individuals depending on the particular nature of the issue. The Communications Office will work with the Chief Commissioner's Office, NEC, Management Committee, County Commissioners Forum, National Executive Commissioners Office, Special Programmes and Security office and others to implement a fast response and determine a short to medium term strategy that both addresses the immediate issue but also ensures growth and limits any potential reputational damage.</p>
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Media Relations Management

These are activities involved in developing, establishing and implementing the Association's media relations strategy.

Communications Office	<p>The Communications Office leads the Association’s strategy and the activities involved in managing the Association’s performance against the plans for implementing strategy, including KPIs & measurement mechanism and review.</p> <p>The office is in charge of organizing briefs, media interviews, writing and issuing press releases and handling media enquiries. More information can be found at http://kenyascouts.org/mediarelations/ Assistance for journalists is available via media@kenyascouts.org</p> <p>The Media Relations Office can offer advice and support to staff in dealing with the media – including print, broadcast, online and social. Guidance can be found at http://kenyascouts.org/wp-content/uploads/2016/08/KSA-Communications-Policy-2016.pdf</p>
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Public Communication Management

These are activities involved in managing the Association’s communications with groups or individual members of the public

Communications Office	<p>The overarching approach to public communication is managed by the Communications Office, who supports the provision of accurate, timely, public information.</p> <p>The main delivery of public information from the Association is through the Association website and increasingly through social media, which includes Twitter and Facebook, and also new channels such as Instagram and increasingly LinkedIn, as appropriate. More information about Publishing can be found later in this document.</p>
NEC's Office	<p>The NEC's Office is often viewed as a first point of contact for enquiries, whether about scouting, scouting events, staff or public issues.</p>
Association's Office	<p>In addition to the Association's Switchboard (+254 (020)2020819) +254733 919 333, Association's Offices also receive enquiries from the public and these are responded to as appropriate.</p>
Associations Information Office	<p>To assist the public, enquiries are directed as directed on this webpage http://kenyascouts.org/contact-us/</p> <p>In particular, the Communications & Information Department takes enquiries for Weddings, and manage enquiries about using the Associations grounds as a venue.</p>
Visitor Attractions (Baden Powel Information Centre, Baden Powel Mausoleum)	<p>Our historic campsite, with many attractions, is popular with visitors from all over the world. Find out more at http://kenyascouts.org/camps/</p> <p>The Association's Welcome Point at the reception of the KSA Headquarters Building, is also a key source of information and help for visitors.</p> <p>Leisure and Educational tours of the Baden Powel Information Centre, Baden Powel Mausoleum, Rowallan Campsite or any other KSA establishment are organized on behalf of the Association by the Communications Department Public Relations Unit. Tours are led by trained scout guides. They are scheduled for every Thursday, Friday, Saturday and Sunday. Find out more at http://www.kenyascouts.org/about/visit/tour/</p>
Online Library	<p>We are pleased to offer members of the public access to our online Library to consult our collections. Visitors passes are issued for one day only. Find out more at: http://kenyascouts.org/resources/ksa-library/</p>
Archive Services	<p>Everyone is welcome to visit and use the Association's Archive collections. Find out more at http://kenyascouts.org/resources/kenya-archives-ksa/</p>
Sport & Recreation Facilities &	<p>Scouts, Volunteers and Staff of the Kenya Scouts Association are entitled to full access membership of Sport & Recreation at the Association grounds. We also have a variety of additional membership packages for our external community which includes partners, family and friends. Find out more at</p>

Grounds	rowallan@kenyascouts.org embucenter@kenyascouts.org kilificenter@kenyascouts.org nyericenter@kenyascouts.org
Central Services	<p>Visitors to the Association premises may be offered support by janitorial, Campsite attendant, security staff at the Gatehouse or across the campsite. Central Services is committed to the development of a disciplined and reliable service which ensures the safety and security of all people, buildings, property and equipment in line with the Association's Security Policy http://kenyascouts.org/wp-content/uploads/2016/08/Security-Policy-KSA-2016.pdf</p> <p>Find out more about Emergency Response guidance, parking information, gate opening and closing times, threat and risk assessment of Association events and Disabled Evacuation Guidelines at http://kenyascouts.org/wp-content/uploads/2015/08/Emergency-Evacuation-Guidelines.pdf</p>
IT Services	<p>Details of IT Services for visitors can be found here: http://kenyascouts.org/wp-content/uploads/2016/08/KSA-IT-Policy-2016.pdf</p>
Complaints Office	<p>The Association has a Complaints Procedure which allows complainants to raise matters of concern without fear of disadvantage and in the knowledge that privacy and confidentiality will be respected. We value complaints and use information from them to help us improve our services. More information can be found at complaints@kenyascouts.org</p>

Applicant Relations Management

Rapid Recruitment Initiative Office	<p>The majority of Scout registration is managed centrally through the Recruitment Initiative Office (RIO) and in line with the 'robust, transparent and fair' approach to registration defined in the Association's Recruitment & Retention Strategy.</p> <p>The Scout Recruitment Team within RIO is responsible for recruiting scouts countrywide. The Team is also responsible for organising the Scout Ambassador Scheme at the Counties (http://www.kentascouts.org/services/rio/scoutambassadorscheme .</p> <p>The Scout Recruitment team within RIO develop, implement, co-ordinate and monitor initiatives which aim to increase recruitment of</p>
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	scouts from areas and groups where there is low participation. Find out more at http://www.kenyascouts.org/about/wideningparticipation/
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Public Events Management

The activities involved in organizing public events and co-coordinating the Association’s input, to or participation in, events organized by others to enhance its public profile.

All staff/Volunteers/ Scout Leader	Any staff/Volunteer/Scout leader organising an event on KSA premises or any other premise in a view to practice scouting should adhere to the organization set rules and standards. <u>Photography and filming consent</u> News and current affairs programme makers should contact Media Relations on media@kenyascouts.org Taking wedding photos on Association grounds is permitted where the person has a connection with the Association, however any booked wedding will take priority. Photographs of scouts who are the focus of a shot are considered personal data and are therefore subject to the Data Protection Act. Written consent must be obtained. You can download a Media ConsentForm (http://kenyascouts.org/wp-content/uploads/2016/08/Photograph-and-Vedio-Authorization-form.pdf) from the Association’s Communications Toolkit.
Communication’s Office	For all planned visits, the Communications Office should be contacted as early as possible. Staff/Volunteers/Scout Leaders can submit an event using the event listing request form at http://kenyascouts.org/eventform/ The Communications Office has large and small graphic displays that can be used to brand any Association event. These stands are limited and, although there is no hire charge, we would advise booking them as soon as you are aware of the date. To reserve a display stand please refer to the online booking form at http://kenyascouts.org/request-for-branding-materials/
Conference and visitor services	The Association supports organising of conferences & events with the Association as a venue in line with the Association’s Room Hire Policy. Find out more at http://www.kenyascouts.org/services/cvso/ .
Communications Advocacy (Scout Service Experience Office) Customer	The Scout Service Experience (SSE) organise, and provide support for organising, alumni events. The events team within SSE organise certain corporate events, VIP visits, fund-raising events and overseas flagship events.
	The Scout Service Experience Office also organise Open Days, Parents

	Information Events, Campsite Tours, events for stakeholders such as Stakeholders, Donors, Partners, Head Teachers .
Scout Service Experience Office	Scout Service Experience Office
Recreation Office	Sporting activities and events, like Health & Wellbeing Week, Hikes, Nature Trails, Team Building are organized by the Recreation Office. Find out more at http://www.kenyascouts.org/services/sport/ .

Community Relations Management

The function of establishing, maintaining and fostering the Association's relationship with its local community covers local government, charities, businesses and other organizations.

All Staff	The Association maintains relationships with funding, statutory and governing bodies at all levels across the Association. The Association has a number of flagship outreach centres that maintain strong relationships with government agencies, including National Authority for Campaign against Alcohol and Drug Abuse, Kenya Forest Service, National Cohesion and Integration Commission .
Chief Commissioner	The Chief Commissioner maintains relationships with National & Local government in line with the Association's Public Affairs Strategy.
Communications/ Partnerships Office	The Communications Office is the lead for the Association's relationship with external partners. The Partnerships Office is the main contact with external partners in relation to scout funding and is the lead in sustainable development.
NEC's Office	The NEC Office is the lead for the Association's relationship with the Quality Assurance Agency.
Finance & Procurement Office	The Finance & Procurement Office has strong links with KRA for filing accounts and tax returns, and with External Audit

International Relations Management

Internationalization at KSA	The Association's internationalization strategy was approved in 2016 and it articulates our international priorities spanning six cross-cutting themes: the scout experience, research and knowledge transfer, partnerships, alumni, staff and local
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	<p>engagement.</p> <p>Internationalization at KSA is led by the Chief Commissioner and is supported by the Communications Office. Global Regional activity is coordinated by the Chief Commissioner who leads the development of our strategy and action plan for each of their regions.</p> <p>Find out more at http://kenyascouts.org/internationalization/</p>
Networks	<p>We are proud to be members of WOSM : World Organization of the Scouting Movement (WOSM). These networks allow us to follow youth development projects larger than any other youth organisations could manage alone and offer a framework for international collaborations between members.</p>
Partners	<p>Information about our global partners can be found at http://kenyascouts.org/wp-content/uploads/2016/08/Partners-and-Donors.pdf</p> <p>The Communications Office through the Office of the Chief Commissioner works with like-minded partners for the betterment of the youth of this Nation.</p> <p><u>Tours Abroad & Exchange Programs</u></p> <p>The Kenya Scouts Association has exchange agreements with around 50 NSOs throughout the world. We welcome scouts from these partner NSOs to experience scouting the Kenyan way as well as exchange ideas. Find out more at http://kenyascouts.org/abroadexchange/</p>
Scout Service Experience	<p>In order to achieve the Association's aims set out in the Internationalization Strategy, the Association sets out to grow or establish our presence in key regions and develop long-term partnerships. Achieving this requires KSA to partner with well-established, well-respected institutions that demonstrate high standards and quality. The selection of partner allows, through due diligence, systematic assurance of the ability for the partner to meet the high expectations the Association has in these respects.</p> <p>Scout Service Experience Officers assist with hosting incoming delegations.</p>

Business & Industry Community Relations Management

The function of establishing, maintaining and fostering the Association's relationship with the business and industry community.

All Staff	<p>Sharing our expertise is a priority. As a large research intensive Association our academics undertake research across a broad range of disciplines generating new innovations relevant for companies and economies worldwide.</p> <p>Partnering with both public and private organizations to realize the impact of these innovations for society and the economy is core to our mission. Find out more at http://www.kenyascouts.org/businessandinnovation/</p>
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Supply Chains Relations Management

The function of establishing, maintain and fostering the Association’s relationship with its Supply Chain

The Procurement Office	<p>With the Mission Statement, "To create an environment in which the Association obtains the best possible value for all non-pay expenditure", the Procurement Office has put in place guidance for suppliers and for staff which can be accessed here http://kenyascouts.org/wp-content/uploads/2016/08/KSA-Procurement-Policy-2016.pdf</p>
Camps and Centres	<p>Camps & Centres has developed a bespoke Consultants Framework to manage the appointment of professional consultant services and a Contractors Framework, which mainly focuses on minor works, refurbishments and some elements of maintenance works.</p>
Communications Office, Procurement Office	<p>The Association has undertaken a comprehensive and robust tender process to appoint a range of suppliers’ framework. Through a process of pre-qualification and detailed questions and presentations, each supplier has been shown to be professional and proficient in the delivery of these services. They have also demonstrated a keen understanding of the Association’s brand and visual identity which is of course of critical importance.</p> <p>Additionally, the Association is proactively managing the agreement with each supplier. Following each project you commission, the supplier will email you a feedback form. This and other supporting information will be used to understand the performance of the contract including opportunities for improvement.</p> <p>It is therefore critical that the appointed suppliers are used for intended services. Find out more at http://kenyascouts.org/wp-content/uploads/2016/08/KSA-Procurement-Policy-2016.pdf</p>

Honorary Award Management

Honorary Awards Office	Honorary Awards Office co-ordinates the award of honorary awards; liaises with the recipients of honorary awards and organizes honorary award ceremonies. Find out more at http://kenyascouts.org/wp-content/uploads/2016/08/Ethics-Standards-Quality-Assurance-Awards-Policy-2016.pdf
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Donation Management

The activities involved in managing:-

- The Association’s relationship with donors of money, property or other items to the Association (other than in response to fundraising campaigns)
- The process of donating money, property or other items to third parties (other than in response to fundraising campaigns) and the Association’s ongoing relationship with the organizations or individuals concerned
- The process of donating money or other items to third parties in response to fundraising campaigns

KSA Trustees	The Kenya Scouts Association Trust is the main vehicle for philanthropic donations to the University and disburses funds for the benefit of the University. Find out more at http://www.Kenyascouts.org/services/developmentandalumnioffice/ksatrustees/
Archives	Information about donating to the Association’s collections can be found at http://kenyascouts.org/resources/kenya-archives-ksa/
Library	The Kenya Scout Association Library welcomes donations and bequests of material which support and develop existing collections. It will however not normally accept donations which do not match its collection development strategy. The Communications Office will advise on whether any donation matches this strategy. More information can be found at http://kenyascouts.org/resources/ksa-library/
NEC’s Office	The NEC’s Office is engaged in most activities relating to donations and The NEC receives gifts on behalf of the Association and passes these on.
All staff/ Volunteers	Staff/Volunteers should note the Association’s policies in relation to hospitality, entertainment, restaurants & gifts described in this doc: http://kenyascouts.org/wp-content/uploads/2016/08/gift-acceptance-Policy.pdf

Sponsorship Management

All Staff/ NEC’s	The Association shall not sponsor public events. However, there are exceptions where it is judged to be of value to the Association’s profile,
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Office	<p>reputation or ongoing external relationships to sponsor certain public events and in these instances; staff should make the NEC's Office aware of this commitment.</p> <p>Note that sponsorship might be financial, but might also be giving time or hosting an event (<i>ensuring the latter is in line with the Association's Room Hire Policy if unsure</i>).</p>
Scout's Fund	<p>If you are a member of Kenya Scouts Association staff, Local Association or a scout unit and you have a project which is in need of funding and is in keeping with the aims of the Scout's Fund, we would be delighted to hear from you. To submit an application, simply download and complete an application form found at http://www.kenyascouts.org/about/givingtoksa/scoutsfund/howtoapplytothefund/</p>

Corporate Identity and Brand Management

Communications Office	<p>The Communications Office leads the institution's brand strategy and the activities involved in designing the institution's brand elements, compiling and ensuring use of corporate style guidelines.</p> <p>The Association has developed a new Brand & Reputation Messaging Framework, which will be rolled out shortly and guidance will be made available alongside the Brand & Visual Identity Guidelines on the Association's Communications Toolkit at http://www.Kenyascouts.org/staff/communicationstoolkit/visualidentityandbranding/.</p> <p>Sub-identities (Sub-IDs) of the Association marque are restricted. Local Associations, have their own sub-identities. Occasionally, special permission may be given for the identity of a unit, local Association or other county unit of the Association – where the unit is significantly externally-facing and the use of a separate sub-identity would be of clear benefit to the audience and the Association. Requests should be made by submitting the appropriate form to the Communications Commissioner.</p>
The Scout Shop	<p>Specific branding has been developed for The Scout Shop. Contact the Communications Office or scoutshop@kenyascouts.org for further information.</p>
Recruitment	<p>The Recruitment & International Office manage styles and templates</p>

Initiative Office	dedicated for recruitment campaigns.
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Publishing

This is the function of producing publications for distribution internally or externally. Publications include materials published in any medium or format.

Communication Office	<p>Communications Office leads the institution’s strategy and the activities involved in managing the institution’s performance against the plans for implementing strategy, including MPIs & measurement mechanism and review. The Office takes forward the activities involved in developing and establishing the institution’s publishing policies and procedures.</p> <p>The Association also contributes information to external publications, reference publications and databases.</p> <p><u>Print & Digital Publishing</u> The Publications & Graphics Team takes forward activities involved in managing the design, production and distribution of individual publications in the Association’s core suite. Activities include: designing publications; commissioning, writing and editing content for publications; ensuring compliance with institutional, industry and legal requirements for publications; liaising with specialist staff on the production of publications; liaising with specialist staff on the marketing of publications; distributing publications; authorising disposal of surplus or redundant stocks of publications.</p> <p>For procurement of external services for the design or production of publications, please refer to the Association communication policy. Core Association publications are available in word/pdf form on request .</p> <p><u>Web Publishing</u> The Association website provides multiple functions for</p>
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	<p>various audiences and is structured to direct an external audience to pages determined for their purpose. For example, the Association's homepage points to key functions of scouting, and explores the scouting experience.</p> <p><u>Social Media Publishing</u> The Kenya Scouts Association actively supports and encourages the use of social media presences such as Facebook, Twitter, blogging etc.</p> <p><u>Producing & Distributing Digital Content</u> Guidance for anyone who wishes to produce and/or distribute audio or video material on the Association's website or the Association's site on iTunes/youtube can be found at http://kenyascouts.org/wp-content/uploads/2016/08/KSA - Communications - Policy - 2016.pdf</p> <p><u>Internal Communications</u> Effective internal communications ensure that staff, volunteers are kept informed and engaged with the Association. This is a two-way process, keeping you up-to-date with the latest news and decisions in the Association, and offering a chance for you to make your opinions known through feedback. We use a series of communication channels to achieve this, including the Information for Staff web pages, e-Newsletters, and Chief Commissioner's Memo. Find out more at http://kenyascouts.org/resources/media-centre/press-release/ To submit your news email us on communications@kenyascouts.org</p> <p><u>E-mail Newsletters</u> The association uses E-Mail News letters to communicate with its audience on key events or information</p>
Communication Office	Communication Office produces recruitment materials for potential scouts and for specific markets. You should also contact the Communications office about any programme or course advertising.
Human Resource	The Human Resources Service Recruitment Team manages the internal and external advertising of all vacancies.
The National Executive	The National Executive Committee is responsible for making

<p>Committee</p>	<p>public information concerning scouting quality. The National Executive Committee oversees policy, strategy and regulations on a range of topics. Recently approved policies are 'announced' and accessible here by topic http://kenyascouts.org/policies/</p> <p>Agendas, minutes and reports of National Executive Committee and committees are published here http://www.kenyascouts.org/services/nec/necandcommittees/</p>
<p>Ethics & Quality Assurance Committee</p>	<p>The Association may receive external requests for personal information about its scouts, volunteers and staff. These requests can be directed to any member of KSA staff and can include enquiries from parents, the police and external organizations. The Association does not disclose or share any personal data with third parties unless the individual has provided their written consent.</p> <p>Please contact the Ethics Office if you require further advice:</p>