



**THE KENYA SCOUTS ASSOCIATION**

**PROJECTS AND PARTNERSHIPS POLICY  
FRAMEWORK**

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**ABBREVIATION/ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
ASRH	Adolescent Sexual Reproductive Health
CRS	Catholic Relief Services
HIV	Human Immune Deficiency Virus
INGO	International Non Governmental Organization
KSA	Kenya Scouts Association
MNCH	Maternal, Neonatal Child Health
NGO	Non Governmental Organization
P & P	Projects & Partnerships department
PATH	Programme for Appropriate Technology in Health
SIDA	Swedish International Development Aid
TB	Tuberculosis
UNDP	United Nations Development Programme
UNFPA	United Nations Development Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States International Development Agency
WOSM	World Scouting Movement

## **1.0 PREAMBLE**

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. Kenya Scouts Association derives its support for projects in the KSA thematic areas of leadership, citizenship, capacity building, peer education, environment , peace building, technology, physical development, agriculture, training and community service. This support for projects has been and still comes from donors/partners from within the country and outside as well as various stakeholders in the public and private sectors. KSA also undertakes independent income generation activities according to WOSM guidelines like running the Scout shops in several counties in the country.

Since its inception, KSA has been implementing projects in partnerships with many partners both government bodies, UN agencies, NGOs/INGOs as well as private sector. Partnership is an integral component in ensuring availability of resources and successful implementation of projects in any organization. This policy framework will be instrumental in informing and guiding the KSA P&P Department to develop project proposals, plan and coordinate implementation of projects and to increase and retain partners who support the various projects in KSA. Partners bring to KSA legitimacy, visibility, credibility, new resources, and new competencies.

### **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, on-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 the one's self; realization of one's 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

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:

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 programme 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.

### **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 ones 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 scouts law and promise.

## **1.2 INTRODUCTION**

In this policy framework, partnership is anchored on several qualities of effective and good partnerships such as: clear expectations; mutual responsibility; ample recognition, thanks and praise; inspiration and celebration; strategic thinking; clear decision making process; persistence; regular flow of information; personal and regular contact; swift attention to problems; shared power and focused goal setting.

## **2.0 POLICY JUSTIFICATION: PROJECTS and PARTNERSHIPS IN KSA**

KSA has for years been implementing various projects in different thematic areas in health, environment, youth programmes, leadership, citizenship, capacity building, peer education, peace building, technology, physical development, agriculture, training and community service. Most of the projects in these thematic areas were donor funded from other scouting movements including World Scouting Bureau, government, multi-lateral and bilateral partners like USAID, SIDA etc and INGOs-like PATH, PSI, and CRS among others.

This policy framework will be instrumental in informing and guiding the KSA Projects & Partnerships Department to develop project proposals, plan and coordinate implementation of projects and to increase and retain partners who support the various projects in KSA.

### **3.0 BACKGROUND OF SCOUTING AND PARTNERSHIP**

Partnership is an integral component in ensuring availability of resources and successful implementation of projects in any organization. As the adage goes, “An organization does not live in a world of its own”. Partners work with the KSA bilaterally for a particular project or multilaterally for the projects undertaken with several partners.

#### **3.1 IMPORTANCE OF PARTNERS**

a) **Legitimacy**-Partners give scouting a legitimacy that it may not otherwise have in public opinion when it comes to working on themes for which the movement is little known e.g, fighting Drug Abuse, HIV/AIDS, among others with partners who are already known in this field.

b) **Visibility**-They offer the opportunity to increase Scouting’s visibility through the media and the partners’ own regular audiences. In terms of public awareness, greater visibility is experienced in the context of a jointly organized event.

c) **Credibility**- Partnership lend credibility to Scouting’s work either because the partners publicly supports Scouting action or because the partner involves Scouts in its own campaigns e.g. UN inviting Scouts in their national Peace programme; UNICEF, Ministry of Youth Affairs/Children Department, World Vision or Save the Children, involving Scouts in their programmes that deal with rights of children and young people etc.

d) **New Competencies** -Partnership enables the Scout Movement to work in specialized fields through gaining competencies e.g. fighting HIV/AIDS, Drug Abuse etc.

d) **New Resources** -Partnership generate new resources for projects.

#### **3.2 AN OVERVIEW OF PAST AND PRESENT PARTNERS**

Kenya Scouts Association partners with various Government Ministries and Departments such as Ministry of Education, Ministry of Youth and Ministry of

Environment, International Organizations such as PATH (Programme for Appropriate Technology in Health), Population Services International (PSI), Catholic Relief Services (CRS), Save the Children Canada and Scouts and Guides, Ukweli Video Productions; Equity Bank, National Bank of Kenya; Organizations such as Danish Scouts Council, Norwegian Scouts and Guides, Boy Scouts of America, Italian Scouts, Canadian Scouts, European Scouts, Australia Scouts, Germany Scouts, British Scouts. We also have joint activities with Eastern Africa Zonal countries- Uganda, Tanzania, Burundi and Rwanda, and Africa Region Scouts through The World Scouts Bureau - Africa Regional Office among many other partners.

At the local level the scouts are closest to Action. It is at this level that it initiates interesting new partnerships and develops the three qualities i.e, Legitimacy, visibility and credibility. In most cases, local partners are usually organizations that are implementing projects in the Counties, districts, Religious leaders, youth clubs, Men and Women groups etc

Partnerships denote choices made to position the movement and affirm the social fields in which it is involved. Scouting is a dynamic movement that expands its horizon by increasing its partners. Strategic resource mobilization leads to creativity and flexibility to gain support for KSA. Multiple sources of funding can increase KSA independence and flexibility to implement programs and reduce on external (or foreign) funding. With increased competition for scarce grant resources, diverse, and multiple funding streams will help KSA to manage its programs.

#### **4.0 FRAMEWORK FOR PARTNERSHIP ENGAGEMENT**

The framework for partnership engagement shall be built on strategic partnership and alliance building. The Kenya Scouts Association (KSA) Projects and Partnership Department envisages engaging partners within a framework of mutual shared qualities of effective and good partnership. These are:

1. **Clear Expectations:** That KSA P&P department and Partners know what to expect from each other in order to avoid misunderstandings.
2. **Mutual Responsibility:** That KSA and Partners share responsibility to participate in and contribute to activities and to stay accountable to one another.
3. **Ample recognition, thanks and praise:** That KSA and Partners encourage and motivate each other through praise, affirmation, and gratitude for each other's contributions.



4. **Inspiration and celebration:** That KSA and Partners celebrate victories, large and small, to stay energized when projects implementing work is demanding and change may seem slow.
5. **Strategic thinking:** Strategic thinking is an important part of building partnerships and charting activities. Thinking and working together strategically saves resources. KSA P&P department and Partners endeavor to adopt this.
6. **Clear decision-making process:** That KSA P&P department and Partners will ensure that the decision-making process is transparent and mutually understood which minimizes confusion or conflicts.
7. **Persistence:** Project implementation work can be slow and requires sustained effort. Partners to appreciate and see the value of hard work of KSA to achieve the desired outcomes, outputs and goals.
8. **Regular flow of information:** KSA P&P department will easily share and receive information regularly with partners.
9. **Personal and regular contact:** KSA P&P department and partners' relationships will be strengthened through regular contact via phone calls, e-mails, group meetings or teleconferencing.
10. **Swift attention to problems:** KSA P&P department and Partners should deal with any issues promptly. Differences are solved to the benefit of all partners.
11. **Shared power:** Partners share power as equally as possible and are involved in decision making.
12. **Focused Goal Setting:** KSA P&P department and partners to forge strong partnerships centered on clear and achievable goals and stick to them.

#### **5.0 PROCEDURES FOR EVALUATING EXTERNAL PARTNERS FUNDRAISING FOR KSA ACTIVITIES**

1. KSA affirms that all external partners wishing to conduct fundraising activities should adhere to KSA core values as enshrined in the KSA constitution and principles of Marrakech Charter on partnerships.
2. In particular, KSA will desist from working with partners who raise funds for activities contrary to KSA vision, mission and values, and especially from forbidden markets or entities like that deal with drugs trafficking, human rights abuse, child trafficking child labour and radicalization and child labor.

3. Any local and foreign partners engaging with KSA are required to respect children's rights as envisaged in the Children's Act Cap 586 of the Laws of Kenya. Failure to comply will result to discontinuation of the partnership and legal action by KSA.
4. KSA will ascertain the source of funds that an external partner fundraising for KSA projects to make sure they are from entities who subscribe to Scout principles, promise, law and values. To this effect, KSA will develop an Organizational Assessment Tool (OAT) for any external fundraising partner to fill for evaluation purposes.
5. Further to this organizational evaluation, such partners will sign a partnership deed affirming that they will desist fundraising from sources deemed in contrary with Scouting principles.
6. KSA reserves the right to refuse or to accept funds and/or work with partners whose objectives and activities are in contradiction with Scouting principles.

## **6.0 PROPOSED AREAS OF FOCUS FOR PROJECTS**

When developing projects and sourcing for partnership support, KSA P&P department will be guided by the scouting thematic areas as well current emerging issues. These thematic areas are: Leadership, Citizenship, Capacity Building, Peer Education, Peace Building, and Environment, Giving a Hand, Innovation and Technology, Physical Development, Agriculture, Community Service and development.

Some other specific emerging areas of focus for projects and partnerships will be:

1. Health – HIV & AIDS, TB, Malaria and Non-Communicable diseases
2. Maternal and Neonatal Child Health (MNCH)
3. Climate Change
4. Adolescent Sexual Reproductive Health (ASRH)
5. Alcohol and Drugs Abuse
6. Camp sites – sites utilizations and other project activities
7. Youth Empowerment and de-radicalization.

## **7.0 SUSTAINABILITY OF KSA PROJECTS & PARTNERSHIPS**

The KSA P&P Department will ensure sustainability of Partnerships and projects through sourcing support from:

1. Enhancing and strengthening internal resource mobilization through diversification of revenue streams.
2. Integrating project outcomes in the Scout youth programme.
3. Continuous partnership building.
4. Monitoring, Evaluation and Learning (MEAL) will be strengthened to ensure social accountability and timely implementation of projects. This will be through regular field visits, stringent auditing of project funds, project evaluations and impact assessments. Periodic reporting and projects review meetings with partners will be carried out to track projects implementation status.

## **8.0 PROJECT & PARTNERSHIPS COMMITTEE**

1. There shall be a Projects and Partnership Committee appointed by the National Executive Committee of KSA.
2. The Committee shall consist of 5-7 members.
3. The members appointed should be people with specific skills, Knowledge and experience in Project Management, resource mobilization and partnership/alliances management.
4. The National Executive Commissioner and Projects and Partnerships Executive shall be Ex-Officio Members to this Committee.
5. The Chairperson of this committee shall be a member of the National Executive Committee.
6. The Secretary shall be the Projects and Partnerships Executive.

## **8.1 FUNCTIONS OF THE PROJECT AND PARTNERSHIPS COMMITTEE**

The responsibilities of the committee shall include, but not limited to:-

1. Cultivate potential supporters of KSA projects under the various thematic areas.
2. Prepare a Projects and Partnership Strategy for KSA.
3. Supportive supervision and coordination of projects and partnerships activities in KSA.
4. Keep track on changing trends in resource mobilization, projects and partnerships for KSA.
5. Lobbying for increased funding to KSA programmes and projects activities.

6. Participate in arbitration activities between KSA and donors/partners.
7. Vet partnerships between KSA and potential donors/partners to achieve KSA mission.

## **8.2 Term of Office**

The members of the Projects and Partnerships Committee shall be appointed by the Chief Commissioner in consultation with the National Executive Committee for five years.

## **8.3 MEETINGS**

1. The Projects and Partnerships Committee shall meet quarterly. First to review projects progress reports and any upcoming partnerships; and secondly to review end of year donor reports – both narrative and financial.
2. The quorum for meetings shall be a half of the members other than those co-opted.
3. A member failing to attend three consecutive meetings without proper reasons or apologies will be replaced by the National Executive Committee.
4. The Secretary shall be the Projects and Partnerships & Resource Mobilization Executive.

## **9.0 POLICY IMPLEMENTATION AND AMENDMENT**

1. For effective implementation of this policy, KSA has the responsibility of funding the Projects and Partnership Department.
2. The Projects and Partnerships & Resource Mobilization Committee shall be charged with responsibility of the administration and management of finances and other resources allocated to the department.
3. In order to remain faithful to the principles on which it is based, the Kenya Scouts Association, Projects and Partnerships Policy Framework shall be reviewed regularly by the Projects and Partnerships Committee.
4. Final approval shall be sought from the National Executive Committee for any amendments made on this policy.
5. The National Executive Committee shall be kept updated on the progress of the implementation of this policy.
6. This Policy Framework is subject to The Kenya Scouts Association Constitution of 2012.
7. As need arises, this policy can be amended subject to approval of such a move by the National Executive Committee after receiving the suggestions

and justification of such a move from the Project and Partnership committee.

8. The existence of the Projects and Partnerships Policy Framework of Kenya Scouts Association as legal document may cease in the event that:
  1. It is repealed by the National Executive Committee;
  2. KSA is dissolved;
  3. There is reorganization or merger of subcommittees by the National Executive Committee.

## **9.1 PARTNERSHIP ENGAGEMENT PROCEDURE**

1. Once a partnership is established, a partnership deed or Memorandum of Understanding (MOU) shall be drafted by all parties involved.
2. The signing authorities shall be duly authorized from all parties.
3. Engagement of partners at the County, Sub County and the Centres shall be undertaken in collaboration with the National Projects, Partnership and Resource Mobilization Committee.
4. All rules and procedures pertaining to partnership shall apply to all levels of KSA.