



THE KENYA SCOUTS ASSOCIATION

RESOURCE MOBILIZATION POLICY

FRAMEWORK

MARCH 2016

**KENYA SCOUTS ASSOCIATION, ROWALLAN SCOUT CAMP, JAMHURI PARK, KIBERA
DRIVE+254 020 202 0819, + 254 733 919 333, P.O BOX 41422-00100, NAIROBI KENYA**
www.kenyascouts.org, info@kenyascouts.org

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1.0 PREAMBLE

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 ones 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

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.

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

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.

Resource Mobilization shall be properly planned and executed to ensure transparency and accountability of funds and other resources.

Mobilization of funds and resources for the Association will be conducted in a structured and formal manner.

Due diligence shall be exercised in regard to the manner in which KSA mobilizes and delivers its programs.

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.

Kenya Scouts Association is not a profit making organization. The spirit of the Association is that Scouts should earn and not beg for money.

2.0 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.

2.2 GUIDING PRINCIPLES 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 Executive Committee 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.
7. The ability to attract, create, and sustain new resources, especially based in the internal initiatives.

3.0 SCOPE OF RESOURCE MOBILIZATION AND KENYA SCOUTS INCOME STREAMS

In mobilizing resources for KSA will be guided by the Partnerships Policy. The Association shall raise its funds from membership fees for adult leaders; individual contributions, public appeals, grants or such other methods as shall time to time be determined by the National Executive Committee or Council.

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 CSA or CSC in exceptional circumstances.

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

1. Government
 - Land and buildings
 - Support in kind
 - Monetary grants
 - Privileges (tax exemptions)
2. Donations / sponsorships
 - Commercial enterprises
 - Individuals
 - Local authorities
3. Partnerships/project
 - Other Scout organization.
 - Others NGOs
 - UN/Bilateral and Multilateral donors

4. Own (KSA) Resources
 - Hire of facilities
 - Membership fees
 - Income generation activities
 - Investments (Foundations)
 - 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.
 - Scout Shops
 - Sale of Scout Uniform and Badges
 - Sale of reference materials
 - Sale of camping equipment
 - Sale of unregulated items
5. Rentals
6. Events like-Founderee, Competitions, Social Campfires, Scout Days, Camping, Gala events, Expeditions, Visits and trips, Park Holidays etc.

4.0 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.

5.0 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.

6.0 RESOURCE MOBILIZATION COMMITTEE

1. There shall be a Resource and Mobilization Committee appointed by the National Executive Committee of KSA.
2. The Committee shall consist of 5-7 members.
3. The members appointed should be persons with specific skills, Knowledge and experience in Project Management, resource mobilization and partnership.
4. The National Executive Commissioner and Resource Mobilization 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 Resource Mobilization Executive shall be the secretary to the committee.

6.1 FUNCTIONS OF THE COMMITTEE

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

1. Identifying and sourcing potential partners for KSA projects.
2. Keeping track on changing trends in resource mobilization, projects and partnerships for KSA.
3. Advocating for increased funding to KSA Programmes and project activities
4. Coordinate resource mobilization activities in KSA.
5. The committee shall undertake to ensure that all communications and engagements pertaining to resource mobilization shall be conducted through official channels and formally documented.

6.2 TERM OF OFFICE

- The members shall be appointed by the Chief Commissioner in consultation with the National Executive Committee for five years renewable once

6.3 MEETINGS

1. The committee shall meet at least once every quarter.
2. The quorum for meetings shall be half of 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.

6.4 POLICY IMPLEMENTATION AND AMMENDMENT

1. For effective implementation of this policy, KSA has the responsibility of Mobilizing Resources.
2. The 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, Resource Mobilization 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 ammendments 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 Resource mobilization committee

The existence of the Resource Mobilization Policy Framework of Kenya Scouts Association as legal document may be terminated 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.