

TANZANIA SCOUTS ASSOCIATION



RESOURCE MOBILIZATION POLICY FRAMEWORK

Schedule of Amendments and Approval

Document Number	Revision	Approval Reference	Date
TSA/DOC/15	Creation	5 th Ordinary Meeting of the National Executive Committee	4 th June, 2016

APPROVAL OF THE POLICY

This is an official Resource Mobilization Policy Framework for Tanzania Scouts Association, having been presented to the National Executive Committee and approved. As thus, we members of Executive Committee of Tanzania Scouts Association hereby commit that we will abide by this Policy document from date of endorsement.

Thus signed on this day _____ of _____ 2016 in Dar es Salaam.

Chief Commissioner

National Executive Chairperson

National Executive Commissioner

Honorary Secretary

TABLE OF CONTENTS

APPROVAL OF THE POLICY	ii
ACKNOWLEDGEMENTS.....	iv
PREAMBLE.....	v
ABBREVIATIONS	1
1. INTRODUCTION	2
1.1. Background on Tanzania Scouts Association.....	2
1.2. Our vision.....	2
1.3. Our mission.....	2
1.4. Value Statement	2
1.5. Our Core Values	3
1.6. Method.....	3
1.7. TSA Impact.....	4
2. VISION, MISSION, GOAL, OBJECTIVES AND JUSTIFICATION OF THE RESOURCE MOBILIZATION POLICY FRAMEWORK.....	5
2.1. Policy Vision.....	5
2.2. Policy Mission	5
2.3. Policy Goal	5
2.4. Policy Objectives	5
2.5. Policy Justification.....	5
3. UNDERSTANDING THE CURRENT SITUATION.....	7
3.1. The Impact of Micro and Macro Environment Factors	7
3.2. The TSA Income Streams	7
3.3. Classification of Current and Other Possible Sources	8
4. GUIDING PRINCIPLES FOR RESOURCE MOBILIZATION.....	10
5. GOVERNANCE.....	11
5.1. The TSA Asset Management.....	11
5.2. Leadership Responsibilities	11
5.3. Resource Mobilization Committee	11
6. POLICY IMPLEMENTATION, AMENDMENT AND TERMINATION	13
6.1. Policy Implementation and Amendment	13
6.2. Termination of the Policy	13

ACKNOWLEDGEMENTS

The document has been developed with the support from Tanzania Scout Association members. Worth noting is also the technical support from the Africa Scout Support Centre in Nairobi, Kenya, through the East Africa Desk Office and significant knowledge sharing from the Kenya Scout Association. We also acknowledge the commitment from the volunteers who have worked tirelessly in putting together this document.

We are looking forward to the effective implementation of this policy to help the Tanzania Scout Association in contributing to the development of young people in Tanzania.

PREAMBLE

Resource mobilization refers to the collection and utilization of resources to produce planned 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.

The flow of resources is the concern of fiscal issue of the Association that focuses on how revenues are generated and measured in monetary terms so as 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, resource collection and distribution.

Tanzania Scouts Association (TSA) needs to streamline the process of granting autonomy to the Regional and District Local 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 Sub-Committee (Standing Committee), the revenue streams of TSA as well the functions of the committee, its term of office, implementation and amendment and termination of the policy.

ABBREVIATIONS

TSA	:	Tanzania Scouts Association
WOSM	:	World Organization of Scout Movement
STECO	:	Steering Committee
EXCO	:	Executive Committee
UN	:	United Nations
	:	

1. INTRODUCTION

1.1. Background on Tanzania Scouts Association

The Tanzania Scouts Association (TSA) is a non-governmental organization registered by the Government of the United Republic of Tanzania in 1968 under the Trustees Incorporation Act (CAP. 318 – R. E. 2002). The TSA is a registered member of the World Organization of Scout Movement (WOSM).

The TSA is a voluntary non-partisan and not for profit sharing educational association for young people. It is open to all without any form of discrimination in accordance with vision, mission, purpose, principles and methods as follows:

1.2. Our vision

By 2023 Tanzania Scouting will be the national leading educational youth movement enabling 3,000,000 young people to be active citizens creating positive change in their communities and in the world based on shared values.

1.3. Our mission

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

1.4. Value Statement

The TSA is a voluntary non-partisan and not for profit sharing educational association for young people. It is open to all without any form of discrimination in accordance with purpose, principles and method conceived by the founder of the Scouting movement as follows:

1.) Purpose

The TSA diligently contributes to the development of young people in order to achieve their full physical, emotional, spiritual potentials as individuals, responsible citizens and as members of local, national and international communities.

2.) Duty to Others

With powerful cultural drive to achieve, the TSA works with extreme diligence, effectively and reliably to impart to young people:

- a) Loyalty to our country and in harmony with local, national, regional and international peace, understanding and cooperation/integration.
- b) Spirit of participation in the development of our society with recognition and respect for the dignity of one's fellow man and woman and for the integrity of the natural world environment.

3.) Duty to Self

Diligently the TSA instills into young people capacity to be responsible for the development of oneself and realization of one's right to develop. Learn and

grow, learning to assert oneself, make one's decision, set aims and identify necessary steps to achieve ones full potential.

1.5. Our Core Values

1.5.1 Our Services

- a) By standards we develop young people into practical individual leadership, through Patrol System in responsibilities and qualities
- b) Systematically, to Scouts we develop young people into subordination of self to the interest of the whole through self control involving team spirit of cooperation and comradeship.
- c) Strongly to encourage young people in learning by doing and by constant trials experience is gained by both Scouts and the leaders.

1.5.2 What you can expect from us

- a) Quality Services to young people provided by our committed and experienced diligent trainers and group leaders.
- b) Adult resource involvement in nurturing of young people in different skills and folklores.
- c) Developing young people's character on their duty to God and in shaping their moral life.
- d) Developing into young people's character on their duty to the country in becoming future responsible citizens.
- e) Working very closely with the parents and guardians of the young people to build rapport in the whole process

1.5.3 Responsiveness

- a) We deal with all our young members, sponsoring authorities and other stakeholders enquiries and concerns quickly and effectively
- b) We make access to our services easier and convenient.
- c) We act ethically and with integrity at all times.

2.5.4 Accessibility

We will be available to our young people, sponsoring authorities and all stakeholders seven days a week.

1.6. Method

The Scouts adopt a system of progressive self-education that should be applied to all sections, taking into account the socio-cultural environment and diversities of the young people. The Scout method is applied in the following:

- a) Law and promise
- b) Learning by doing
- c) Patrol system
- d) Progressive scheme
- e) Life in nature
- f) Adult Youth relationship
- g) Symbolic Framework

1.7. TSA Impact

The TSA as a high profile bona fide leading non-governmental organization in the country dealing with children and youths, is mandated through its constitution to develop these young people through informal value based education system so that, in their last section of Scouting (in Rover Scout Crew), the Scout will help to train him/herself in body, mind and spirit for his/her being an individual who will prove to be a responsible member of community; an individual who will prove to be a source of strength to the Nation rather than one who looks to it for personal gains and security. This will be the TSA positive impact to the young people and benevolent contribution to our Nation.

2. VISION, MISSION, GOAL, OBJECTIVES AND JUSTIFICATION OF THE RESOURCE MOBILIZATION POLICY FRAMEWORK

2.1. Policy Vision

A vibrant and sustainable National Scouting Association.

2.2. Policy Mission

To mobilize and manage resources for enhanced quality Scouting in Kenya.

2.3. Policy Goal

Increased resources locally and internationally to support Scouting Activities for TSA

2.4. Policy Objectives

1. To recommend the necessary development within TSA and create more revenue streams
2. To identify and provide leadership for effective communication strategies.
3. To identify all the income streams within TSA.
4. To strengthen internal control systems for effective and efficient resource utilization.
5. To entrench a feedback and appraisal system in resource mobilization and utilization.

2.5. Policy Justification

Tanzania Scouts Association is not a profit making organization. The spirit of volunteerism is an overarching principle of TSA.

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 TSA 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 TSA 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 TSA.

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 objectives of TSA.

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

In the past three years (2013 to 2015) TSA had been implementing its annual plans, however, despite its remarkable achievements in the implementation of its annual plans the TSA had never been able to mobilize adequate funds to meet its annual budgets. To TSA this had been a very big challenge. It had been a serious obstacle to make the Association to successfully reach its annual targets. This had then prompted the TSA to develop this comprehensive Resources Mobilization Policy.

TSA 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 TSA goals.

With increased competition for scarce grant resources, diverse, and multiple funding streams, TSA shall put in place a dedicated strategy to manage its programs.

3. UNDERSTANDING THE CURRENT SITUATION

3.1. The Impact of Micro and Macro Environment Factors

Resource Mobilization requires knowledge of the country's current situation, including legal and tax structure, as well as what kind of resource mobilization activity could succeed in TSA unique environment. These may include but not limited to:

- i. The legal situation in Tanzania may allow or restrict certain activity of the Association. We should be familiar with any special permission that is required for resource mobilization activities.
- ii. Tax consequences may affect how TSA reports the income and should be considered for selecting the appropriate activity.
- iii. Tax relief for individuals or corporate may be an incentive for giving.
- iv. Successful resource mobilization efforts of other civil societies organizations may be replicated on the other hand, creating innovative and fresh ideas may also inspire people to contribute.
- v. Building on local cultural and religious practices and traditions may help to attract a certain audience

3.2. The TSA Income Streams

- i. The Association shall raise its funds from membership fees and annual capitation of all its members as defined in the in the TSA Constitution.
- ii. Individual contributions, public appeals, grants or such other methods as shall from time to time be determined by the National Steering Committee (STECO) and approved by the National Executive Committee (EXCO).
- iii. The TSA shall acquire in agreed ways resources from different levels : Regional and District Local Associations.
- iv. At the District Local Association level, Groups or Units may appeal for funds subject to approval from the TSA Headquarters and such funds would be within its annual budget or recommendations from the District Scout Commissioner (DSC) in exceptional circumstances.
- v. Government support in cash as grants or in kind such as privileges from tax exemptions.
- vi. Donations and sponsorship from individuals, local or International organizations, grants from local or International organizations or corporate bodies

- vii. Partnership projects
- viii. Accruals from the TSA investments such as rentals, services hiring, commercial joint investments, Scout Shop, and any other investment as shall be determined by the STECO and approved by the EXCO
- ix. Accruals from camp site fees, training centers, trainings such as Introductory Training Course (ITC), Preliminary Training Course (PTC), Wood Badge Course (WBC), specialized trainings and tailor made courses.
- x. Accruals from events such as Founder's Day, Competitions, Social Campfire, Scout Days, Expeditions, Local or International travels as shall be determined by travel circular, holiday park fees, and any other event as shall be determined by the STECO and approved by the EXCO.

3.3. Classification of Current and Other Possible Sources

Current and other possible sources of income may be classified, 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 (TSA) Resources
 - Hire of facilities
 - Income generation activities
 - Investments (Foundations)
 - Income from TSA 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

-TSA HQ premises and any other premises acquired.

6. Events like-Founder's Day, Mount Kilimanjaro Expeditions, Competitions, Social Campfires, Scout Days, Camping, Gala events, Expeditions, Visits and trips, Park Holidays etc.

4. 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.

5. GOVERNANCE

5.1. The TSA Asset Management

TSA Assets acquired through own funds and other resources mobilized under this policy shall be managed in line with TSA Financial Regulations which among other stipulate on the following:

- i. Maintenance of a comprehensive asset inventory at all levels.
- ii. Every asset to be valued, marked, tagged and catalogued using a unique identifier code.
- iii. The custodian of the assets inventory.
- iv. All movable and immovable assets shall vested under the Trustees of Tanzania Scouts Association and in accordance with the Trustees Incorporation Act (Cap. 318 – R.E. 2002).
- v. All movable and immovable assets shall be insured.
- vi. A report on the annual asset register shall be prepared and submitted to the Trustees of TSA.
- vii. Disposal of assets shall be guided by the Procurement and Disposal procedures as stipulated in the TSA Financial Regulations.
- viii. Skills, talents and capacities including traditional technologies constitute a special category of assets in the TSA and these shall be carefully catalogued and kept alive for posterity.

5.2. Leadership Responsibilities

- i. The TSA shall have a resource mobilization function within the STECO
- ii. Volunteers in TSA will be encouraged to support resource mobilization within the policy guidelines through;
 - a) Identifying needs
 - b) Identifying potential partners
 - c) Creating linkage with potential partners on behalf of the Association on issues of resource mobilization

5.3. Resource Mobilization Committee

- i. There shall be a Resource Mobilization Committee (RMC) proposed by the STECO and approved by the EXCO.
- ii. The members appointed should be persons with specific skills, knowledge and experience in Project Management, resource mobilization and partnership
- iii. The National Executive Commissioner and the Assistant Chief Commissioner responsible for Community Development and Projects shall be Ex-Officio Members to this Committee.
- iv. The Chairperson of this committee shall be the member of the National Executive Committee while the Resource Mobilization Executive or ACC responsible for Community Development and Projects shall be the Secretary to the Committee.
- v. The Committee for any functional purpose can recommend to EXCO to co-opt any other person deemed necessary from professional, experience or prestige point of view to work with this Committee.

- vi. The responsibilities of the committee shall include, but not limited to:**
- a) Identifying and sourcing potential partners for TSA projects and activities
 - b) Keeping track on changing trends in resource mobilization, projects and partnerships for TSA
 - c) Advocating for increased funding to TSA programmes and project activities
 - d) Coordinate resource mobilization activities in TSA
 - e) The committee shall undertake to ensure that all communications and engagements pertaining to resource mobilization shall be conducted through official channels and formally documented

vii. Term Of Office

The members shall be appointed by the EXCO in consultation with the Chief Commissioner for four years save the the Ex-Officio members.

viii. Meetings

- a) The committee shall meet at quarterly
- b) The quorum for meetings shall be more than half of members other than those co-opted
- c) A member failing to attend three consecutive meetings without proper reasons or apologies will be replaced by the National Executive Committee

6. POLICY IMPLEMENTATION, AMENDMENT AND TERMINATION

6.1. Policy Implementation and Amendment

- i. For effective implementation of this policy, the TSA has the responsibility of Mobilizing Resources
- ii. The Resource Mobilization Committee shall be charged with responsibility of the administration and management of finances and other resources allocated to the department responsible for Resource Mobilization.
- iii. Final approval of this Policy shall be sought from the National Executive Committee for any amendments made on this policy
- iv. The National Steering Committee and the National Executive Committee shall be kept updated on the progress of the implementation of this policy
- v. This Policy is subject to the TSA Constitution of 1997.
- vi. As need arises, this policy can be amended subject to approval of such a move by the Executive Committee in its Ordinary Meeting or Extra Ordinary meeting convened for that purpose after receiving the suggestions and justification of such a move from the Resource mobilization committee or the STECO.

6.2. Termination of the Policy

The existence of this Resource Generation Policy of the TSA as legal document may be terminated in the event that:

1. It is repealed by the Executive Committee
2. The TSA is legally dissolved