

KENYA SCOUTS ASSOCIATION

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SCOUTING IN KENYA

Robert Stephenson Smyth Baden Powell fondly known as BP first came to Kenya in 1906 for a holiday tour. Scouting was later started in Kenya on November 24, 1910 with the formation of 1st Nairobi Troop at what is now St. Johns Church Pumwani. The first African Troop was formed at Alliance Boys High School in 1927 opening the door for many other units later on. BP visited Kenya again in 1935 and came to spend winter here in 1937 too. In October 1938, suffering from ill-health, BP returned to Africa, which had been very close to his heart for much of his life, to live in Nyeri, Kenya. Even there, he found it difficult to curb his energy, and he continued to write and sketch. He called his little home in Nyeri "PAXTU", that is "Pax", the name of his home in England and "TU" is the distortion of two while referring to his second home in Kenya.

At 80 years of age, BP returned to his beloved country "Africa" with his wife Lady Olave Powell who had been very enthusiastic and supportive in all his efforts and who herself was World Chief Guide. They settled in Kenya, in a peaceful spot with a glorious view across miles of forest towards snow capped Mt. Kenya. He lived in Kenya until his death on January 8, 1941 at an elderly age of 83. He was buried in a simple grave at Nyeri in the compound of St. Peters Church within sight of Mt. Kenya. On his headstone are the words **Robert Baden Powell Chief Scout of the World** surmounted by the Boy Scout and Girl Guide emblems.

Lady Olive Baden Powell, BP's wife continued with his work, promoting Scouting and Guiding around the world until her death in 1977. Coincidentally, BP and his wife share the same birthday though different years. Scouts call this day "**Founders Day**" while Guides refer, to it as "**Thinking Day**". Scouts and Guides from all over the world, commemorate this day, February 22, as a gesture of honour to the founder, Lord Baden Powell of Gilwell. The celebration is normally characterized by weeklong activities and is climaxed by prayers and laying of a wreath of flowers at BP's graveyard in Nyeri, Kenya. KSA also, takes this opportunity to honour outstanding scouts and scout leaders with various awards.

BP said that scouting should serve to meet the needs of young persons. KSA has continued to work very closely with all development partners involved in similar programs such as World Scout Bureau, Kenya Girl Guides Association, and UN agencies e.g. UNDCP, UNFPA & UNICEF, National Scouts Associations and government of Kenya. KSA's mission is to contribute to the educational development of young people by promoting their physical, emotional, social, intellectual, and spiritual well being equipping them with knowledge, positive attitudes and skills useful to themselves as individuals, as responsible citizens, and as members of their local, national and international communities. Scout JOB WEEK plays a very important

role in instilling work ethics among the scouts as well as taking the scout programme to the public. Rowallan National Training Camp, in Nairobi hosts several scout activities in the Kenya Scout Calendar

KSA has integrated pertinent issues affecting young people in the progressive learning both at the standard and proficiency badge schemes. Scouts excelling in these areas earn badges. These issues have also been included in all the leader-training courses for scouts and scout leaders. Moreover, the Association also conducts specialized courses in areas of Environmental Conservation, Nutrition, Reproductive Health, Immunization and rehabilitation of street children among other things. The scout's programme in Kenya includes Inter Patrol Competitions that tests Knowledge and skills of the scouts. Other activities include participating in National and International Days/Events e.g. World Population Day. Rover Scouts are also involved in very challenging activities such as climbing Mt. Kenya and Community Service. They also play a leading role in running units in the other sections i.e. Sungura, Chipukizi and Mwamba.

The street children project has been very successful in Kenya. The purpose of this project is to provide education, reunite children with families, provide skills training, and involve children in income generating projects, taking children back to schools and undertaking the regular scout programme. The goal is to ensure that children especially in difficult circumstances realize their dreams and ambitions just like any other child. The fundamental principles of scouting and the scout method are paramount in implementing this program. KSA has also been at the forefront in fighting HIV/AIDS, Drug Abuse and Iodine Deficiency Disorders.

The guiding principle of this rehabilitation process is offering requisite interventions that provide more alternatives to street life and can enable the children to make their own choices, rather than placing an emphasis on removing them from the streets. Various intervention strategies have been employed e.g. publicity, awareness campaigns, skills training, recreation, income generating projects, formal education & non-formal and the regular scout program. The climax of this project is “Sisi Kwa Sisi” meaning us for us Scout Jamboree that brings all these children together side by side with other scouts to have fun with a purpose, share experiences and make friends.

The Kenya Scouts Association Mission Statement

"TO DEVELOP GOOD CHARACTER IN YOUNG PEOPLE BY PROMOTING THEIR PHYSICAL, INTELLECTUAL, EMOTIONAL AND SPIRITUAL BEING, EQUIPPING THEM WITH KNOWLEDGE POSITIVE ATTITUDES AND SKILLS USEFUL TO THEMSELVES AND COMMUNITY"



THE KENYA SCOUTS ASSOCIATION

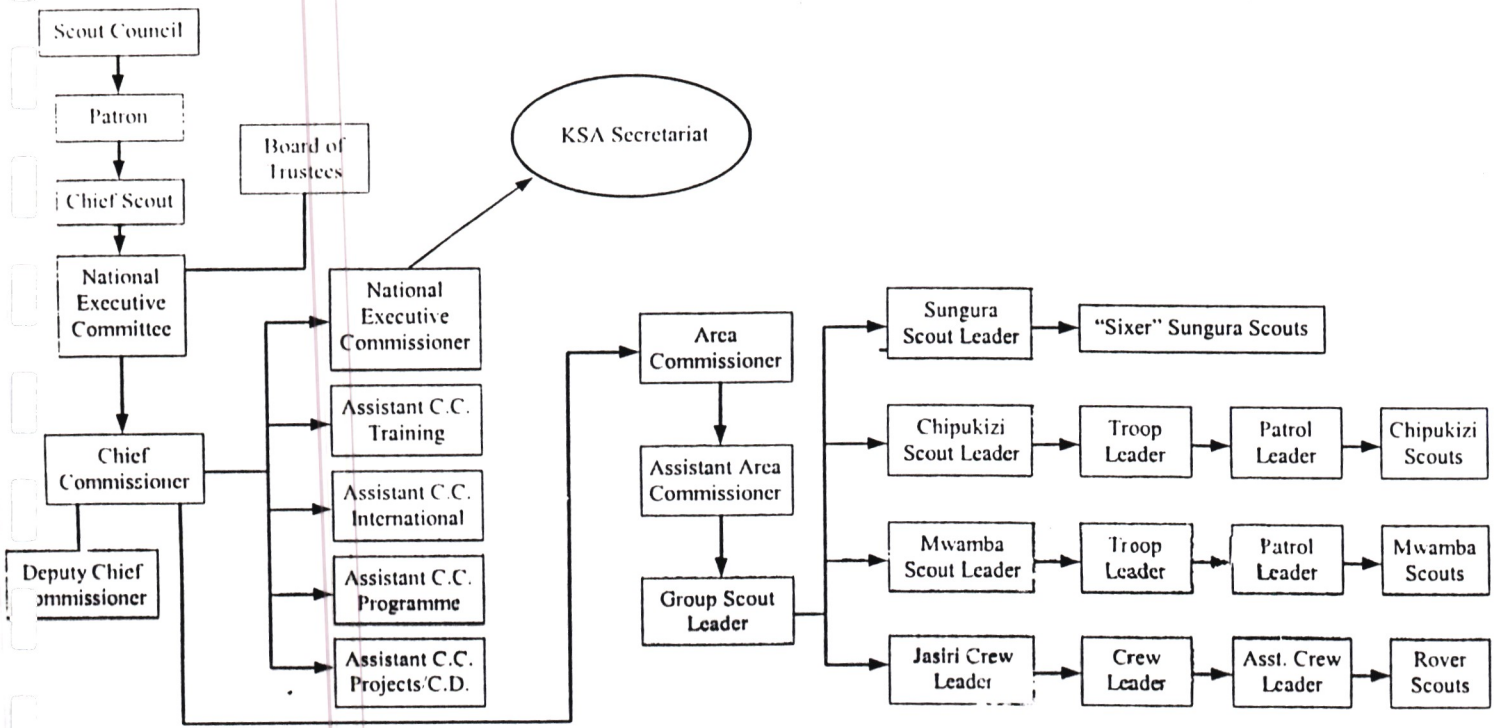
THE SCOUT PROMISE

*On my honour I promise that I will do my best:-
To do my duty to God, and my Country,
To help other people at all times, and
To obey the Scout Law.*

THE SCOUT LAW

- 1. A Scout's honour is to be trusted.*
- 2. A Scout is a good Citizen, he respects God, his Country, his parents, his employers, his Scouters and others*
- 3. A Scout's duty is to be useful and to help others.*
- 4. A Scout is friend to all, and a brother to every other Scout, no matter to what country, community or religion the other may belong.*
- 5. A Scout is kind and has respect for others.*
- 6. A Scout is kind to animals, learns about nature and is concerned with its protection.*
- 7. A Scout obeys orders of those in authority without question.*
- 8. A Scout is cheerful and brave in all difficulties.*
- 9. A Scout makes good use of his time, his money, and everything he has.*
- 10. A Scout is clean in thought, word and deed.*

KSA Organizational Chart



Programming Highlights

Progressive Badge Scheme

Well-rounded personal and social development is actualized through a progressive badge-earning system, in which Scouts are required to "learn by doing" specific skills.

Scouts are grouped according to age:

Sungura (6-11 years)

Chipukizi (12-15 years)

Mwamba (15-18 years)

Jasiri/Rovers (18-30 years)

At each level, Scouts work towards mandatory and optional proficiency badges which fall under the broad categories of Scouting Skills, Conservation, Health/Sanitation, Physical Development, Scouting Spirit, Spiritual Development, Citizenship, Education/Literacy, Agriculture and Reproductive Health Education.

Extension Scouting

For over ten years, the Kenya Scouts Association has made an innovative effort to extend the benefits of Scouting to children and youth in difficult circumstances (those living on the streets, in poverty, or suffering from physical or mental disabilities).

Currently there are 26 Extension Scouting units operating across Kenya, which support income generation activities and educational/vocational initiatives, in addition to delivering the standard Scouting program and integrating with other Scouts.

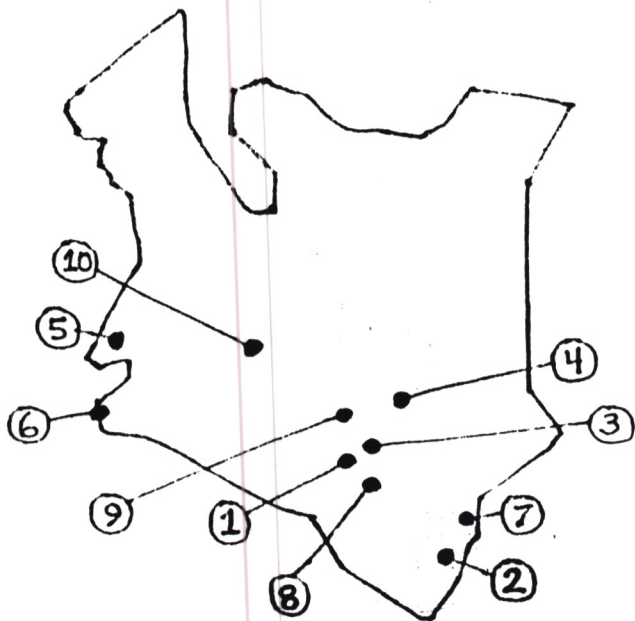
Examples of income generation projects that have been undertaken through Extension Scouting include rabbit and chicken-rearing, vegetable gardening, operating a tree nursery, carpentry, tailoring and baking.

Reproductive Health

The Kenya Scouts Association is committed to promoting healthy and informed choices for our members. Through youth-driven prevention efforts, Scouts are in a strategic position to act as positive role models and motivate behavioral change amongst other young people as well.

Reproductive Health, including comprehensive HIV/AIDS Education and Drug Demand Reduction, has recently been incorporated into the core badge system at all levels of Scouting. Kenyan Scouts have also participated in special awareness-raising events such as World AIDS Day and are currently creating a youth-friendly comic-style peer education tool. Drugs and AIDS have also been the central themes of local and international Scouting camps.

Scout Centers in Kenya



- 1 Rowaiian Scouts Camp, Nairobi (KSA Headquarters)
- 2 Miritini Scouts Camp, Mombasa
- 3 Kamuchege Scouts Camp, Kiambu
- 4 Embu Scouts Center
- 5 Siaya Scouts Center
- 6 Nyandiwa Scouts Camp
- 7 Kilifi Scouts Center
- 8 Machakos Scouts Center
- 9 Nyeri Scouts Camp
- 10 Uasin Gishu Scouts Camp, Eldoret

History of Scouting in Kenya

As a British soldier in South Africa during the Boer War, Robert Baden-Powell (known affectionately as "BP") and his company were trapped without sufficient supplies and ammunition. He successfully enlisted local youth nicknamed "scouts" to call for reinforcements across enemy lines.

Upon his return home, BP was surprised to learn that young men and boys in Britain had already begun to practice scouting. He organized an experimental camp for the Scouts in 1907. Based on this experience, he produced a revised training manual for them in 1908 entitled Scouting for Boys.

BP's primary focus was to encourage youth to be more resourceful and intelligent by participating in a variety of organized skill-building activities. The idea spread across the world in a matter of years and Scouts is now officially the largest youth organization in the world boasting over a quarter of a million members across the globe!

Over 270,000 Kenyan Scouts have been active over the years. The first Scout troop in Kenya was registered in Nairobi in 1910. For the first several years, groups were comprised mainly of boys of European and Asian descent. The first African troop was formed in 1927 at Alliance Boys' High School under the name "1st Kikuyu Troop." In 1990, scouting was also opened to girls in Kenya.

BP visited Kenya for the first time in 1906, returned later in his life to spend the winter and eventually settled permanently with his family in Nyeri at a home called "PAXTU." He remained here until his death in 1941 at the age of 83.



"Leave the world a better place than when you found it." - Scout Founder Lord Baden-Powell

2 Selected Achievements

KSA developed and published a complete set of new leader manuals that are comprehensive, up-to-date and youth-friendly. Included in the set is an entire reference focused solely on Reproductive Health and supplemented with a special guide to help parents in dealing with this sensitive subject matter.

On October 26, Kenya Scouts, with the support of UNICEF, hosted the first annual "I.D.D. Day" in an effort to disseminate important information on the prevention of Iodine Deficiency Disorders to the Scouts, their peers, their parents, and the community at large. Over 1000 Scouts took part in an awareness-raising march and distribution of iodized salt, followed by skits and games. In the future, KSA plans to further integrate I.D.D. information into its programming.

KSA hired a new Field Development Officer to oversee a 5-year DANIDA-sponsored project called "Developing Initiatives through Scouting." Sewing machines were recently purchased and will be used in Extension Scouting and income-generation activities beginning February 2003.

The Jamhuri Rovers Crew, a Nairobi-based Scout troop, in partnership with Kenya Wildlife Services, staged an environmental clean-up climb of Mount Kenya themed "Generation Pick-It-Up."

KSA, together with five other internationally-rooted youth-serving organizations in Kenya, formed PACOYEK (Partners Collaborating for Youth Empowerment in Kenya) and applied for joint funding for the holistic "Empowering Africa's Young People" HIV/AIDS initiative.



Sungura and Chipukizi Scouts from Mt. Angel School don the red ribbon and march for AIDS Awareness on World AIDS Day, December 1st, 2002, in Nairobi.

★ For the first time, Kenyan Scouts joined other organizations and individuals in solidarity for the multi-sectoral World AIDS Day festivities held in Nairobi, participating in the downtown AIDS Awareness procession and exhibiting poetry and artwork by Scouts at a stand at the Kenya International Conference Center.

★ Over 150 youth from Kenya and the U.K. gathered at Rowallan Camp and the Siaya Scouts Center for a special Extension Scouting Jamboree known as "Sisi kwa Sisi."

★ Annual events including Africa Scout Day, Founders Day, Regional and National Competitions and camporees were held across the country. A lucky Scout and Leader from Kenya also attended the Scouting World Jamboree in Thailand! As usual, KSA also hosted a number of Scouts and Friends of Scouting from around the world in 2002.

Scout Law

1. A Scout's honour is to be trusted.
2. A Scout is a good citizen, respects God, his/her country, parents, employers, Scouters and others.
3. A Scout's duty is to be useful and to help others.
4. A Scout is a friend to all, and a brother or sister to every other Scout, no matter to what country, community or religion the other may belong.
5. A Scout is kind and has respect for others.
6. A Scout is kind to animals, learns about nature and is concerned with its protection.
7. A Scout obeys lawful orders of those in authority.
8. A Scout is cheerful and brave in all difficulties.
9. A Scout makes good use of his/her time, money and everything he/she has.
10. A Scout is clean in thought, word and deed.



The Scout salute represents the three parts of the Scout Promise: duty to God, self and others.

SCOUTS GATHERINGS

The following are some of the main Scouts gatherings and related activities in the year under review. In all these, adolescents' reproductive Health and HIV/AIDS issues were part of the activities or topics covered:

- i) Founderee Camp – The main Camp was held at the Kabiruini grounds in Nyeri with 2,200 scouts and guides participating with other Founderee camps were held at the same time in all scouts camps throughout the Country. The Founderee is a three-day camp preceding the Founders Day. Scouts stay together in a camp and learn, do community services and entertain themselves through a variety of media such as plays, poems, songs, videos etc. As was evident in this year's Camps, themes on HIV/AIDS, drug abuse and other RH-related themes formed the highest percentage of the activities.
- ii) Founders Day- This is the day to commemorate the birthdays of the Founders of the Scouting and Guiding movements. In Nyeri where we had the national activity, over 5,000 participants attended it. On the Founders Day, all the entertainments HIV/AIDS and drug abuse prevention.
- iii) Super Scouts Competitions- These competitions start from Zonal levels to district, Provincial, National then finally the East Africa level. Scouts patrol competes on all the dimensions of Scouting including Scout Craft, environmental conservation, cleanliness, reproductive health, and first aid among others. The winner proceed to the next level, winning Certificates and trophies all the way to the East Africa level which brings winning teams from Kenya, Uganda and Tanzania. To encourage female only patrol have been created at all levels. The National Competitions had two patrols each from seven provinces. Only the North Eastern Province was not represented.
- iv) Sisi kwa Sisi Jamboree – We held two such Jamborees in Nairobi and Siaya. This Jamboree brings together about 200 former street children Scouts together with about 40 scouts from UK for a 10 day camp together. As with the other scouts gatherings, we use the opportunity to give information on reproductive health among other issues.
- v) Other main Scouts gatherings held during the period which attracted a lot of participants and where RH issues were part of the activities included:_
 - Africa Scouts Day
 - Open Days at Rowallan and Embu
 - World Population Day
 - World Aids Day
 - Brotherhood Camp
 - Harambee Youth Week

LAWS OF KENYA



The Kenya Boy Scouts Act

CHAPTER 219

Revised Edition 1972 (1962)

Printed and Published by the Government Printer
Nairobi

CHAPTER 219

THE KENYA BOY SCOUTS ACT

Commencement: 23rd August, 1935

An Act of Parliament to establish the Kenya Boy Scouts Association, to further and protect the activities and interests of the Kenya Boy Scouts Association and for matters connected therewith and incidental thereto

1. This Act may be cited as the Kenya Boy Scouts Act.

2. In this Act, except where the context otherwise requires—

“Association” means the Kenya Boy Scouts Association established by section 2A of this Act;

“Boy Scout” means a Warranted Officer, Rover Scout, Boy Scout or Wolf Cub recognized as such under the rules of the Association and includes also all officers of the Association;

“Chief Scout” means the person appointed to, or to act in, the office of Chief Scout under the constitution of the Association;

“Commissioner” means the person appointed to, or to act in, the office of Chief Commissioner of Boy Scouts under the constitution of the Association;

“constitution” means the constitution of the Association adopted by the Council under section 2C of this Act;

“Council” means the Kenya Scout Council established by section 2B of this Act;

“rules of the Association” means the rules relating to the Association contained in the book entitled “Policy, Organization and Rules”, as from time to time amended, and subject to any variations sanctioned in due form in accordance with the said rules to meet local conditions in Kenya.

2A. (1) There is hereby established an Association, to be known as the Kenya Boy Scouts Association, the functions, aims, objects and practices of which shall be in accordance with the constitution adopted by the Council.

(2) It is hereby declared that the Association shall not be regarded as the servant or agent of the Government or as enjoying any status, immunity or privilege of the Government.

Cap. 92 (1948).
L.N. 365/1964.

Short title.
L.N. 365/1964.

Interpretation.
L.N. 365/1964.

Establishment
of Association.
L.N. 365/1964.

2B. (1) For the proper management and control of the Association there is hereby established a Council, to be known as the Kenya Scout Council, which shall be a body corporate with a common seal, with power to sue and be sued and to purchase, hold, manage and dispose of land and other property, to raise and administer funds and to enter into contracts for and on behalf of the Association and to exercise all the powers and perform all the duties conferred or imposed on it in accordance with the constitution.

Establishment
of and
appointments
to the Council.
L.N. 365/1964.

(2) The Council shall consist of—

- (a) the Chief Scout;
- (b) the Commissioner;
- (c) not more than fifty members, to be known as elected members, elected in accordance with the constitution; and
- (d) such other members as may be provided for by the constitution.

2C. The Council shall, in addition to any other powers conferred on it, have power to—

Functions of
Council.
L.N. 365/1964.

- (a) adopt a constitution for the Association and regulate its relation with other members of the Boy Scouts World Conference; and
- (b) do such other things consistent with this Act as are, in its opinion, necessary for the continued well-being of the Boy Scout movement in Kenya.

2D. The Council may appoint an executive committee and such other committees as it may deem necessary, and may delegate to such committee or committees such of its powers, functions and duties as it may deem necessary in the interests of efficiency and the expeditious despatch of business.

Executive and
other
committees.
L.N. 365/1964.

3. It shall not be lawful for any person, not being under the rules of the Association duly authorized and entitled so to do, publicly to wear, carry or bear any uniform, badge, token or emblem which under the said rules is specifically adopted for use under the authority of the Association or which could reasonably be held to be an imitation of the same in such style or manner as to convey an impression that such person is under the said rules entitled so to wear, carry or bear such uniform, badge, token or emblem.

Restriction on
use of uniform
of the
Association

Restriction on sale of badges, etc.

4. No person shall sell, or offer for sale, any article bearing a badge, token or emblem specifically adopted for use under the authority of the Association, or which could reasonably be held to be an imitation of the same, unless he shall have first obtained authority from the Commissioner in writing to do so.

Boy Scout not to pass himself off as police officer, etc.
L.N. 365/1964.

5. (1) It shall not be lawful for any Boy Scout, not being otherwise thereunto lawfully entitled and authorized, to pretend to be, or to pass himself off as, or to arrogate to himself the authority, position or powers of, or to claim to be or to act as—

- (a) a police officer; or
- (b) a tribal police officer; or
- (c) an agent or officer of the Government or of any local authority or tribunal.

(2) No Boy Scout shall seek or attempt, by virtue of his wearing any uniform, badge, token or emblem of the Association or any uniform, badge, token or emblem purporting or appearing to be such, to enforce or exercise authority otherwise than in accordance with and as authorized by the rules of the Association.

No person falsely to claim connexion with Association.

6. It shall not be lawful for any person to form, organize, or work in connexion with, or be concerned in forming, organizing, or working in connexion with, any corps or body of persons who without due authority granted in accordance with the rules of the Association claim or purport to be Boy Scouts or otherwise to be connected with the Association or who hold themselves out, or pass themselves off, as Boy Scouts or as otherwise connected with the Association:

Provided that no person shall be liable to conviction under this section who, being engaged at the date of the commencement of this Act in work in connexion with the corps or body of persons claiming or purporting to be Boy Scouts, shall apply within three months of such date to the Commissioner for authority under the rules of the Association to continue in such work, unless and until the Commissioner shall have refused to issue such authority and shall have informed the applicant accordingly.

Penalties.

7. Any person who contravenes any of the provisions of this Act shall be guilty of an offence and liable to a penalty not exceeding two hundred shillings or to a term of imprisonment not exceeding one month or to both such fine and such imprisonment.

**THE POLICY
ORGANIZATION AND RULES
OF THE
KENYA SCOUTS ASSOCIATION**

**THE KENYA SCOUTS ASSOCIATION
P. O. BOX 41422
NAIROBI
Kenya**

A

ABBREVIATIONS

| | |
|----------|---|
| A.A.C. | Assistant Area Commissioner |
| AC | Area Commissioner |
| A.C.C. | Assistant Chief Commissioner |
| A.L.T. | Assistant Leader Trainer |
| A.S.S.L. | Assistant Sungura Scout Leader |
| A.S.L. | Assistant Scout Leader |
| CC | Chief Commissioner |
| S.S.L | Sungura Scout Leader |
| Z.C.S.L. | Zonal Sungura Scout Leader |
| Z.J.S.L. | Zonal Jasiri Scout Leader |
| Z.S.L. | Zonal Scout Leader |
| Z.S.S.L. | Zonal Senior Scout Leader |
| G.S.L. | Group Scout Leader |
| HQ. | Headquarters, Kenya Scouts Association |
| L.A. | Local Association |
| L.T. | Leader Trainer |
| P.L. | Patrol Leader |
| P.O.R. | "Policy, Organization and Rules" (of the Kenya Scouts Association) |
| J.S.L.. | Jasiri Scout Leader |
| C.S.L. | Chipukizi Scout Leader |
| M.S.L | Mwamba Scout Leader |
| T.C. | Travelling Commissioner |
| T.P. | Temporary Permit |

*

An asterisk against the name of a proficiency Badge indicates that it is a public service badge.

DEFINITIONS
(For abbreviations see A. Page)

SUNGURA, CHIPUKIZI, JASIRI, -For brevity these words are used in P.O.R. in place of the correct expressions, Sungura Scout, Chipukizi Scout, Mwamba Scout and Jasiri Scout respectively.

ZONAL SCOUTER -A term including Z.S.S.L., Z.S.L., Z.S.S.L., and Z.J.S.L., but not Commissioner.

EXAMINER - The person appointed to test scouts for the various tests and badges. (In the case of all Pre-investiture tests i.e (1) Sungura Scouts, Nyota I and Nyota II, (2) Chipukizi Scouts Shina and Tawi, Mwamba Scouts Mwangaza and Kilele tests (other than the Mwamba hiker) the Examiner will normally be the scouts own C.S.L., M.S.L. The Examiner for the Mwamba hiker will be the Area Commissioner or someone (but not a Scouter of the Scout's own Group) especially appointed by the Area Commissioner. For all special proficiency badges the Examiner will be an independent and qualified person, other than a Scouter of the Scout's own group, especially appointed by the L.A. and A.C.

GROUP -The complete unit of the four Scout Sections, Sungura Scout Unit, Chipukizi Scout Troop, Mwamba Scout Troop and Jasiri Scout Crew. The term "Group" applies to the unit even if lacking one or more of the sections.

GROUP SCOUTER -A term including G.S.L. and any Scouter of any section of the Group.

GROUP SCOUT LEADER -The term "G.S.L." means where the context so requires, in the absence of a person holding a Warrant for this rank, the Scouter who, with the approval of the L.A. and A.C., is in charge of the Group.

SUNGURA UNIT, CHIPUKIZI TROOP, MWAMBA TROOP, JASIRI CREW - for brevity these words are used in P.O.R. in place of the correct terms, Sungura Scout Unit, Chipukizi Scout Troop, Mwamba Scout Troop and Jasiri Scout Crew, respectively.

- (a) On investiture, (a Chipukizi Scout, Mwamba Scout, and Jasiri Scout, to be) shall make the following Promise, as shall also a Scouter or Commissioner of any rank upon appointment:

"On my honour I promise that I will do my best,
To do my duty to God, and my Country,
To help other people at all times,
To obey the Scout Law".

- (b) On investiture, a Sungura Scout to be makes a simpler form of promise:

"I Promise to do my best,
To do my duty to God and my Country,
To obey the Law of the Sungura Scout Unit
To help somebody everyday."

- (c) On investiture, the Mwamba Scout or Jasiri Scout makes or re-affirms, the Promise as in Rule 3(a)

- (d) Scouters to whom Warrants are issued for the first time make or re-affirm the Promise as in Rule 3(a)

- (e) Other persons connected with the Movement may make the Promise as in Rule 3(a)

4. THE SCOUT LAW

- (a) **The Scout Law shall be:**

- (1) A Scout's honour is to be trusted.
- (2) A Scout is a good citizen, who respects God, own Country, own parents, employers, Scouters and others.
- (3) A Scout's duty it to be useful and to help others;
- (4) A Scout is a friend to all and keen to every other Scout, no matter to what country, community or religion the other may belong.
- (5) A Scout is kind and has respect for others
- (6) A Scout learns about the environment and is concerned with its conservation.
- (7) A Scout obeys orders of those in authority.
- (8) A Scout is cheerful and brave in all difficulties.
- (9) A Scout makes good use of all things.
- (10) A Scout is clean in appearance, thought, word and deed.

(b) **The Law of Sungura Scout shall be:**

- (1) Sungura Scouts obey their leader
- (2) Sungura Scouts think of others
- (3) Sungura Scouts always do their best.

5. **RELIGIOUS POLICY**

- (a) If a Group is composed of members of one particular form of religion, it is the duty of the Group Scout Leader or Scouter - in charge to encourage the attendance of such members at such religious instruction and observance as the sponsoring authority may consider desirable.
- (b) Where it is not permissible under a rule of the religion of any Scout to attend religious observances other than those of their own form of religion, the Scouters of the Group must see that such a rule is strictly observed while the Scout is under their control.
- (c) In no circumstances should a Scouter urge Scouts to attend places of Worship other than those of their own form of religion.
- (d) Gatherings of Scouts known as Scouts' own, are held for the worship of God and to promote fuller realization of the Scout Law and Promise, but these are supplementary to, and not in substitution for, the religious observances referred to in Rule 5. above.

6. **POLITICS**

- (a) The Scout Movement is non-political.
- (b) The Association being a non-political body, its assistance must not be given to either side in an industrial dispute. If any recognized public authority announces that voluntary workers are required to avoid grave public danger or inconvenience resulting from such a situation, there is no objection to a Group Scout Leader or Scouter-in-charge, with the consent of the Area Commissioner; offering the assistance of the Chipukizi

Troop, Mwamba Troop, or Jasiri Crew, to such authority, so long as no compulsion is brought to bear on any individual Scout or group of Scouts to volunteer services, and so long as no penalty is attached for not volunteering.

7. FINANCE

- (a) The Kenya Scouts Association derives its support from the public and the Movement for the expenses of its operation and general organization. A balance sheet and income and expenditure account are published in the Annual Report.
- (b) Groups, L.A.s and Provincial Scout Councils are expected to support themselves locally.
- (c) Groups are not allowed to issue any form of general appeal for funds unless permitted by the L.A. and A.C. in exceptional circumstances. In giving such permission the L.A. and A.C. must designate the exact area in which the appeal may be made, which must not in any event overstep the boundaries of the L.A. itself.
- (d)
 - (i) The spirit of the Movement is that on the part of the Scouts themselves, money should be earned.
 - (ii) Provided the Group or L.A. is responsible for raising a reasonable part of its funds, the acceptance of grant in aid or loans is not contrary to the policy of this rule.
- (e)
 - (i) Scouts may take part in street sales or collections, either for their own funds or for other institutions or charities only when such an authority is given by the Executive Committee. Touting the public is not allowed in Scouting. Scouts may assist under proper supervision in the selling of programmes at a fixed price at recognized entertainments just as they may assist institutions or charities as messengers or in other capacities.
 - (ii) Scouts should not be used for advertisement except with recognition and acceptance. Scouts may only take part in selling and advertising proprietary goods with the approval of the Executive Committee. Such approval will

only be given where the selling or advertising is to the advantage of the Scout Movement.

- (f) All members of the Movement, acting as such, must observe the provisions of Rule (5), and must not countenance or be concerned in any public method of raising money for Scout or other purposes which is in any way contrary to the law of the land, or likely to encourage Scouts in the practice of gambling.

PART II

GENERAL ORGANIZATION

8. LEGAL STATUS

- (a) The Kenya Scouts Association is established by law under the authority of chapter 219 of the Laws of Kenya (1962) as amended by the Kenya (Amendment of Laws) Miscellaneous Amendments) (No.6) Order, 1964 (Legal Notice No. 265 of 26th November, 1964) and the Statute Law (Miscellaneous Amendments) Act, 1974 No. 4 of 1974.
- (b) Certain names, titles, badges and the duly authorized uniform are reserved for the exclusive use of the Association under the law establishing the Association. The law also restricts the sale of articles bearing Scout emblems to authorized persons. Further protection is given by a declaration under Section 185 (i) of the Penal Code (Legal Notice 393.1956) which restricts the use, import or sale of certain articles.

9. MEMBERSHIP

- (a) The organization is open to all residents in Kenya (temporary or otherwise) of every religion and community.
- (b) Foreign subjects may be admitted as members, subject to the approval of the A.C., and will then make or re-affirm the Scout Promise in the following form:

"On my honour I promise that I will do my best
To do my duty to God and to this Country
To help other people at all times;

To obey the Scout Law".

- (c) The Sungura Scouts who are foreign subjects make or re-affirm the Sungura Promise as follows:

I promise to do my best,
To do my duty to God and this Country
To obey the law of the Sungura Scout unit
To help somebody everyday

The full name and present address of any person so admitted together with the name of any former Group of which he/she was a member, should be sent through Kenya Scouts Headquarters to the International Commissioner of the Country concerned.

- (d) The following are considered members of the Movement so long as they are properly serving in the ranks or positions named and are fully paid up.

- (i) Scouts who are members of a registered Group;
- (ii) Scouters;
- (iii) Persons holding non-warranted or Honorary rank.
- (iv) Members of Group Committees appointed in accordance with Rule 14, 169, 170, 189;
- (v) Members of L.A.s and Provincial Scout Councils;
- (vi) Members of Kenya Scout Council

- (e) In addition to other methods subsequently provided in the P.O.R the membership of any person may be terminated by resolution of the Executive Committee of the Kenya Scout Council. The Executive Committee shall not be under any obligation to state its reasons for such action.

10. EXTERNAL RELATIONS

- (a) The Association is not subject to control by any Department of state but co-operates with all government departments and national bodies in the country.
- (b) The Association desires friendly relations with other national international organizations of a non-political character having similar aims.

- (c) The Constitution, organization and finance of the Kenya Girl Guides Association are entirely separate from those of the Kenya Scouts Association, however, co-operation between the two Associations should be as close as possible.
- (d) The Kenya Scouts Association, in common with all the recognized Scout Associations of other countries, is registered with World Scout Bureau, which is responsible for the recognition and registration of National Scout Associations throughout the world and for the organization of world events.

The World Scout Bureau which is controlled by a World Scout Committee elected triannually by the World Conference, is administered by a Secretary General appointed by the World Scout Committee.

11. GENERAL SCHEME OF ORGANIZATION

- (a) The Kenya Scouts Association is governed by the Kenya Scout Council, with membership and functions as given in the Constitution.
- (b) The Executive Committee of the Kenya Scout Council has the power to amend the Rules contained in "Policy Organization and Rules" from time to time as it may deem fit.

12. CORRESPONDENCE:

- (a) It is essential that:-
 - (i) All enquiries must be answered promptly.
 - (ii) Information must be passed on to the persons concerned.
 - (iii) Prospective Scouters' personal qualifications must be thoroughly investigated.
- (b) Correspondence relating to Scout matters must not be passed on to any Ministry, Government Department, or to any Embassy or Legation whether in Kenya or elsewhere, without reference to relevant Scout Authority.
- (c) All correspondence on Scout matters with Scout officials in other countries must go through the National Headquarters.
- (d) No member of the Movement may express opinions in the name of the Association in the public press on any matter of

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- (c) All correspondence on Scout matters with Scout officials in other countries must go through the National Headquarters.
- (d) No member of the Movement may express opinions in the name of the Association in the public press on any matter of

Scout policy or principle, or be concerned in any sound or television broadcast referring to or relating to the Scout Movement without the previous approval of the H.Q.

13. CENSUS

- (a) An annual census is taken from the annual re-registration returns as on 31st October which must reach H.Q. through the L.A. not later than 30th November, the necessary forms and instructions are issued to L.A. Secretaries.
- (b) If registration is not effected by means of the census return annually and by the correct date, a Group's registration is cancelled. Members of unregistered Groups who wear badges or in any way present themselves as members of the Association are liable to prosecution as in Rule 8(ii).
- (c) Every registered member should have a membership card.

PART III

14. WARRANTS

- (a) Warrants are issued by H.Q., at its discretion, to Scouters of the following ranks:

Commissioners: Chief Commissioner
Deputy Chief Commissioner,
Asst. Chief Commissioners,
Provincial Commissioner
Area Commissioners,
Asst. Area Commissioners,
Travelling Commissioners,
Assistant Honorary Warden
Zonal Scouters (Z.S.S.L, Z.S.L.,
Z.J.S.L.)
Group Scouters (G.S.L., S.S.L., S.I.,
S.S.L., J.S.L.,
A.M.S.L., A.J.S.L.)
Provincial Commissioners

- (b) A person may not hold two or more warrants, and/or other ranks, unless he/she has the time and ability to carry out

satisfactorily the duties involved in every case subject to the approval of the L.A. and A.C. concerned.

- (c) Warrants are valid only as made out: (i) A.C.C. for the functions or within the Regional boundaries, specified on the Warrant.
(ii) A.C. and (iii) A.A.C.: for the area
Warden and Asst. Warden: for the Camp site
Zonal Scouters: for the area or specified Zone
Group Scouters: for the Group
- (d) (i) Warrants are valid for the following period
Commissioners: until the third 31st December following the date of issue, and therefore renewable for successive period of two years.
(ii) Zonal Scouters: Until 31st December next but one after the date of issue and thereafter renewable for successive periods of two years.
(iii) Group Scouters: unlimited, but in every case a Warrant ceases to be effective and must be returned to H.Q. for cancellation on the holder discontinuing, or failing to perform, the duties for which it was issued. The warrants may also be withdrawn in cases of inability or misconduct or failure to perform due to the satisfaction of the Association
- (e) The above rules relating to the warrants refer equally to Honourable Charges. Honourable Charges are only valid as in accordance with the regulations for Commissioners' Warrants and also become invalid and must be returned for cancellation if the holder ceases or fails to perform the duties for which they were issued, or behaves in a manner detrimental to the credibility of the movement.

15. APPOINTMENT OF COMMISSIONERS

- (a) Commissioners are nominated by the Chief Commissioner for appointment by the Chief Scout. In the case of the nomination of an Area Commissioner, the Chief Commissioner may ask the L.A. or any such other persons as he/she may think fit, for recommendations. Assistant Area Commissioners are normally appointed on the recommendation of the Area Commissioner.
- (b) All such recommendations are made on the appropriate Form which should be sent to H.Q. through the L.A.

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- (b) All such recommendations are made on the appropriate Form which should be sent to H.Q. through the L.A.

- (c) Assistant Chief Commissioners are nominated by the Chief Commissioner for appointment by the Chief Scout either (1) for special duties, i.e Sungura Scouts, Chipukizi Scouts, Mwamba Scouts, Jasiri Scouts, Sea Scouts, Air Scouts, Handicapped Scouts, International Relations Training of Scouters as in Rule 16(b), etc., or for general duties in a specified area. In each case the special nature of the appointment is indicated on the Warrant.

16. TRAINING TEAM

- (a) Commissioners for Training of Scouters are known as Leader Trainers and Assistant Leader Trainers.
- (b) The Chief Commissioner will nominate one person selected from the Leader Trainers for appointment by the Chief Scout as National Training Commissioner who will be responsible for the Training of Scouters.
- (c) Leader Trainers and Assistant Leader Trainers are authorized to act as such by the grant of an Honourable Charge, which is a Certificate of qualification and is only valid as in Rule 14(e).
- (d) (i) Leader Trainers and Assistant Leader Trainers are selected for their suitability to train scouters. They are recommended to the Regional Training Committee (Africa) by the Chief Commissioner, on the advice of the N.T.C. for the grant of an Honourable Charge. When this is approved, the recipient is granted a warrant as T.C. by, the C.S. to enable him/her carry out training duties in all parts of the country.
- (ii) Rules 14(d) and 15(a) relating to Commissioner's Warrants apply to both the Honourable Charge and the Warrant.
- (iii) When the Warrant is given up the Honourable Charge will also be relinquished.
- (e) The functions of L.T.s, under the leadership of the N.T.C. are to assist the Area Commissioners in encouraging and providing facilities for the training of Scout Leaders, Leaders of Adults and to organize Wood Badge Training Courses and Preliminary Training Courses.

17. WARRANT APPLICATIONS -

- (a) Applications for warrant or Temporary Permits for Zonal Scouters and Group Scouters are made on appropriate Form by the Scouter, through the L.A. and A.C. jointly in accordance with the procedure set out in the following rules.
- (b) The L.A. must immediately inform the A.C. of any application, and vice versa.
- (c) Applications for Warrants or Temporary Permits as Zonal Scouters and Group Scouters must in the first place be nominated to the L.A. by a member of the L.A., or some other person of repute, who, in either case, knows the applicant personally and can vouch for his character and general suitability.
- (d) In the case of application for Scouters of sponsored Groups (see Rules 151-154) the nomination must be made or approved by the sponsoring authority as in Rule 154(a).
- (e)
 - (i) Applicants for Warrants or Temporary Permits as group scouters must serve a probationary period of three months in the actual rank for which the Warrant is desired. During the probationary period the nominee) will satisfy the applicant (other than a G.S.L.) Is competent to train and test scouts for the Mwangaza Star in the case of a Sungura Scouter, and for the Mwangaza stage badge in the case of any other Scouter. The probationary period for A.S.S.L.s and A.C.S.L.s may commence at the age 17 years 8 months.
 - (ii) The application form (W) should be completed by the Scouter as soon as the period of probation, starts so that his/her full particulars are known and recorded. But the application will not be recommended by the A.C. and L.A. until the applicant's work has been studied. To avoid unnecessary delay the application, if approved, may be submitted to H.Q. before the probationary period has fully expired, but, in no case will the Warrant or Temporary Permit be presented to the Scouter before the probation period is completed.
 - (iii) If during this period the applicant's service or character appear unsatisfactory the Warrant or T.P. will be

immediately returned to H.Q. for cancellation, together with an explanation of the facts.

- (f) When a Scouter from another Area, whether in-side or outside Kenya, offers his/her services, the Area Commissioner should immediately record full name and previous service and send a confidential enquiry to H.Q. as to the character, service and suitability, and should take no further action until a satisfactory reply is received.
- (g) Every effort should be made to ensure that no unnecessary delay occurs between the completion of an applicant's probationary period of service and the presentation of Warrant of Temporary Permit.
- (h) An applicant will not normally be granted a Warrant unless has EITHER:
 - (i) previously held a Warrant having completed a recognised form of pre-warrant Training,

OR

- (ii) passed a Preliminary Training Course of the Section for which the Warrant is required.

Otherwise, the applicant will normally be granted a Temporary Permit. A Temporary Permit is valid for two years only, during which period the Scouter should reach a satisfactory standard on a Preliminary Training Course of the appropriate section should be attained.

- (j) The L.A. must satisfy itself in every case that the applicant is fully fitted by character and previous history to be entrusted with the care of youths, and has, in particular:
 - (i) A full appreciation of the religious and moral aim underlying the scheme of Scouting
 - (ii) Personal standing and character such as will ensure a good moral influence and sufficient steadfastness of purpose to carry out the work with energy and perseverance;
 - (iii) A willingness to avail oneself to any facilities offered for training appropriate to the rank.
 - (iv) The necessary qualifications required by the Rule relating to the rank in question, as follows:

For S.S.L., and A.S.S.L. Rule 193;
For C.S.S.L. and A.C.S.L., Rule 198;
For M.S.L. and A.M.S.L., Rule 203;
For J.S.L. and A.J.S.L., Rule 208

- (k) In the case of a Group Scouter, other than G.S.L. the L.A. must ascertain that the G.S.L. approves the recommendation for a Warrant/T.P.
- (l) The A.C. must be satisfied, independently of the L.A. that the applicant is qualified and suitable as in Rules (e), (f), (g), (h), (i) and (k) above and that the foregoing procedure is properly observed.
- (m) In view of the responsibility to parents and of the dangers which have been found to exist, L.A.s and A.C.s must take every precaution to ensure that no one whose moral character is open in any way to suspicion should be admitted into the Movement, and they must show no mercy in any case where such a person is gained admission. Where circumstances indicate that a criminal offense may have been committed, the A.C. must see that the police are informed.
- (n) When both L.A. and A.C. are satisfied, recommendation is made to H.Q. on appropriate Form which is to be signed by the sponsoring authority (see Rule 151), if any; by the G.S.L. (if any); the L.A. Secretary, and the Area Commissioner, and sent to H.Q. by the L.A.
- (o) Where recommendation is refused on the ground that the person is undesirable or unfit to have charge of scouts, report by the L.A. Secretary and the A.C. must be sent to H.Q.

18. CANCELLATION

- (a) Warrants are cancelled by H.Q. at its discretion as follows:
 - (i) Commissioner: at the discretion of the Chief Commissioner, or on the recommendation of an Assistant Chief Commissioner, in charge of a Region or by a resolution of the Executive Committee of the Kenya Scouts Council.

- (ii) Zonal and Group Scouters - on the recommendation of the A.C. and L.A., made after a meeting of the L.A. or its Executive Committee, at which the Scouter concerned is entitled to be heard.
 - (iii) All ranks - on the Warrant ceasing to be effective under Rule 14(d), or by resolution of the Executive Committee of Kenya Scout Council under Rule 9(e).
- (b) (i) In the case of a sponsored Group, the sponsoring authority is entitled to be heard by the L.A. and A.C. in any matter concerning the cancellation of the Warrant of any Scouter of the Group.
- (ii) where the Sponsoring Authority of religious based institution Group, or one attached to any religious organization, expresses dissatisfaction with a Scouter of the Group, the L.A. and A.C. shall give effect to the Sponsor's views, provided that the objection is based solely on the ground that the Scouter is not fulfilling his/her religious duties either by example or receipt. Where, however, any other question, such as moral character or technical efficiency is involved, the matter must be dealt with in accordance with Rule 18(a) and 19 and a report sent to H.Q.

19. SUSPENSION

- (a) (i) Where it appears desirable in the interest of the Movement, the holder of a Warrant may be suspended as follows
- Commissioners - by the Chief Commissioner; or by the Assistant Chief Commissioner in-charge of Province.
 - Zonal or group Scouters: by the A.C. or L.A.
- (ii) Suspension of all Scouters in a L.A. area or of all Scouters of a Group respectively may result from suspension of the L.A. under Rule 27(e) or of the Group under Rule 158.
- (b) A person thus suspended must, for the time being surrender the Warrant in accordance with Rule 20(b), must refrain from participation in any activity connected with the Movement, and must not wear uniform or badges. Any ranks or

appointment held in the Movement by such a person is to be considered vacant for the time being. Any case of difficulty arising under this Rule is to be referred to H.Q.

- (c) An Assistant Chief Commissioner who has suspended any Commissioner in the Province must immediately report the case with full details to H.Q.
- (d) An Area Commissioner who under Rule (69) (i) has suspended any Zonal or Group Scouter must immediately inform L.A. and in the case of a Scouter of a sponsored Group, the Sponsoring Authority.

The L.A. must similarly inform the A.C. (in the case of a sponsored Group) the (sponsoring authority) of any such action it has taken.

- (e)
 - (i) Suspension by the A.C. or L.A. is a purely temporary measure, it must be followed as soon as possible by a full enquiry by the A.C. and L.A. jointly. For this purpose the L.A. may appoint a small committee with full power to act.
 - (ii) The person suspended must be informed of the proposed meeting, and be given reasonable opportunity to attend and to state the case.
 - (iii) If a sponsored Group is affected, the sponsoring Authority must be given similar opportunity to attend and be heard.
 - (iv) The Chairman of the L.A. will normally act as Chairman of the Joint meeting; but if the Chairman or the A.C. do not think this advisable, they should agree to appoint some other person who they consider suitable. In the event of their being unable to agree, the matter must be referred to the A.C.C. (if any) in charge of the Province, or failing an A.C.C. to H.Q., who will thereupon appoint an impartial Chairman. In any case, the Chairman must be a person having some connection (whether in a Scout or lay capacity) with the Scout Movement but not necessary with the L. A. concerned.
 - (v) The A.C.C. (if any) in charge of the Province must in every case be informed of the suspension and be given reasonable notice of the proposed meeting, in order that

the A.C.C may, if fit either be present or appoint someone to do so on his/her behalf; but it is not desirable that the A.C.C take any active part in the proceedings.

- (vi) After enquiry under Rule 19(v) the suspension must be withdrawn, or a recommendation for the cancellation of the Warrant with a full report must be forwarded to H.Q. by, or through, the A.C.C. (if any) in charge of the Province. The Chief Commissioner has power to uphold or reject the findings of the Committee and may cause such further investigations to be made as he/she think fit, and shall report to the Executive Committee of the Kenya Scout Council on the action taken.

20. RETURN OF WARRANTS

- (a) All Warrants and Temporary Permits remain the property of the Association and must be returned to H.Q. at any time on demand by appropriate Authority or on leaving the Movement.
- (b) Warrants and Temporary Permits must otherwise be returned by the holder, whether demand is made or not, as follows:

Commissioners - to the Chief Commissioner; Zonal and Group Scouters: to the L.A. or A.C. who will in turn forward the Warrant or Temporary Permit to H.Q., in any of the following circumstances:

- (i) On the Warrant ceasing to be effective under Rule 14 (c&d).
 - (ii) Where a recommendation for cancellation is made to H.Q. under Rule 18.
 - (iii) During any suspension of, or affecting, the holder, under Rule 70, but in this case the Warrant is to be retained by the A.C.C., A.C. or L.A. to whom it is returned until the matter is determined.
- (c) When application is made for a warrant after completion of a Preliminary Training Course or other recognized form of Pre-Warrant Training, the Temporary Permit which is being replaced by a warrant must be attached to the application.

- (d) Whenever a Warrant or Temporary Permit is returned to H.Q. whether by a Commissioner or L.A. Secretary, the reason should be stated.
- (e) If in any question relating to a Warrant or Temporary Permit the L.A. and A.C. are unable to agree the matter must be referred to the Assistant Chief Commissioner in charge of Province, if there is one, who will decide it and, where it appears that a person is undesirable, or has failed to render satisfactory service will report his decision to H.Q. In the absence of a County Assistant Chief Commissioner, the matter will be referred direct to the Chief Commissioner for his decision.

21. TRANSFERS AND CHANGES OF RANK

- (a) Where a Scouter changes his rank in the same Group, or takes up work with another group in the same Area, the Area Commissioner may make the necessary amendment on the Scouter's Warrant or Temporary Permit, signing it with his initials, and will immediately notify H.Q.
- (b) When a Scouter is transferred to another Area he/she must return his/her Warrant for cancellation, and apply for a new Warrant on appropriate Form in accordance with Rules 17.
- (c) When it is known that a Scouter is being transferred to another Area the Area Commissioner should notify H.Q. of his new address (if known), so that the A.C. of the Scouter's new Area may be informed. The A.C. should at the same time send H.Q. a brief confidential report on his service.

PART IV

22. PROVINCIAL ORGANIZATION

- (a) (i) Provincial Scout Councils may be established consisting of the Area Commissioners of all Areas within the Province and the Travelling Commissioners, Trainers under the Chairmanship of the Assistant Chief Commissioner for that Province.

- (ii) If there is no Assistant Chief Commissioner in charge of the Province the Area Commissioners shall elect annually one of their members to be Chairman.
 - (iii) The Provincial Council may co-opt one Lay Member from each of the L.A.s in the Province and such other persons as they desire.
 - (iv) If convenient, the Provincial Council may appoint annually its own Hon. Secretary and Hon. Treasurer.
- (b) The functions of the Provincial Scout Council are:
- (i) To promote the welfare of the Movement in the Province and to arrange for the harmonious co-operation between the A.C.s, and the L.A.s, and with other organizations.
 - (ii) To arrange on a Provincial basis such rallies, competitions, camps, expeditions, training courses and other activities as may from time to time be desirable.
 - (iii) To allocate the duties and apportion the visits to the Areas of the Travelling Commissioners (if any).
 - (iv) To apportion such financial support as may be allocated to the Province as a whole.
- (c) The Provincial Scout Council may levy a subscription from the L.A.s to meet the costs of activities organised on a Provincial basis and other expenses.

PART V

23. AREA ORGANIZATION

- (a) Kenya is divided into Areas, each of which is in charge of an Area Commissioner with one or more L.A.s.
- (b) The extent and boundaries of Areas are settled by the Chief Commissioner and should, if possible, be confined to such limits that the A.C and the Assistants can have constant personal touch with all L.A.s Groups, and Scouters within it.

- (c) If the L.A. and A.C. are unable to agree in any matter, this must be referred to the Assistant Chief Commissioner (if any) in charge of the Province, who will decide it or failing an A.C.C., direct to the Chief Commissioner.
- (d) Where an administrative District has been divided into more than one Scout Area then Chief Commissioner may appoint a Senior Area Commissioner to co-ordinate activities of the Areas and for the purpose of maintaining good relations with the existing administrative structure.

24. AREA COMMISSIONER

- (a) A.C.s are nominated by the Chief Commissioner for appointment by the Chief Scout, as in Rules 15 and are granted Warrants valid as in Rule 14.
- (b) The functions of the A.C. in the Area are, generally to be responsible to H.Q., with the co-operation of the L.A. where appropriate for the welfare, progress and training of the Movement and for the maintenance of the Policy Organization and Rules of the Association, and in particular:
 - (i) To encourage the formation of Groups and to secure their effective working;
 - (ii) To encourage the formation of one or more L.A.s and with the assistance of the Chairman to secure their effective working;
 - (iii) To secure the harmonious co-operation of all L.A.s and Scouters in the Area;
 - (iv) To settle any dispute between members of the Movement. Any dispute which the A.C. is unable to settle at any early stage, or in which he/she is personally involved, must be referred to the Asst. Chief Commissioner (if any) in charge of the Province or failing an A.C.C. direct to the Chief Commissioner, either of whom, if unable to settle will at once (except as provided under Rule 19) appoint an independent arbitrator whose decision must be accepted as final by all parties concerned.
 - (v) To conduct or provide Introductory Courses for new Scouters, to arrange for the holding of Preliminary

Training Courses in the Area, or for Scouters to attend them in neighbouring areas, and to encourage and facilitate the further training of Scouters.

- (vi) To encourage and supervise the training of Scouts.
- (vii) To visit Groups and advise how to conduct them on the lines laid down in Youths. P.O.R., and the current Scout Literature.
- (viii) To test the wearer of any proficiency badge in his/her knowledge of the subjects, with power to withdraw the badge if the knowledge is insufficient.
- (ix) To deal, as laid down, with all matters allotted to him/her under P.O.R., and in particular, with:

Warrants and Temporary Permits as in Rules 53-80; Non-warranted and honorary ranks, as in Rules 122-133; Group registrations, as in Rules 141-155; Membership of Scouts as in Rules 165-167; Decorations and awards as in Rule 322 et seq.

- (x) To grant camping permits to **Scouts** of the area, and if possible to supervise all Camps held in the Area whether by own or by visiting **Scouts**.
 - (xi) To exercise control over all visiting **Scouts** whether camping or not, and, if necessary, to report the circumstances to H.Q., who will thereupon inform the A.C. of the area from which the **Scout** has come.
 - (xii) In the absence of an L.A. to combine with his/her own functions those of the L.A.
 - (xiii) To cooperate and maintain good relations with the Girl Guides and other non-political organizations.
- (c) Where the office of A.C is vacant, the Chief Commissioner will depute one of the A.A.C.s or some other Commissioner to act; and may ask the L.A. to recommend a suitable person for appointment as A.C. as in Rules 15.

25. ASSISTANT AREA COMMISSIONER

- (a) A.A.C.s are nominated by the Chief Commissioner for appointment by the Chief Scout, on recommendation by the L.A. as in Rules 15 and are granted Warrants valid as in Rules 14.
- (b) Such appointments are made to assist the Area Commissioners in discharging duties as in Rule 24(b), in any of the following ways:
 - (i) General duties for the whole area; as allocated by the office of the A.C. and the L.A.
 - (ii) General duties for a specific part of the area;
 - (iii) Special duties i.e Sungura Scouts, Chipukizi Scouts, Mwamba Scouts, Jasiri Scouts, Sea Scouts, Air Scouts, Handicapped Scouts, Training etc.
 - (iv) In the case of ii and iii the special nature of appointment may be indicated on the Warrant.

26. TRAVELLING COMMISSIONER

- (a) A suitable Scouter, whose ordinary work necessitate travelling in more than one Area, or who, by reason of his/her ordinary work is transferred frequently from one Area to another, may be nominated by the Chief Commissioner for appointment as a Travelling Commissioner by the Chief Scout as in Rule 15 and granted a Warrant valid as in Rules 14. As such he/she will co-operate and liaise with the Area Commissioner of whatever Area he/she may happen to be in at the time. The A.C. has the overall responsibility.
- (b) A member of the Training Team, i.e. a holder of an honourable charge, will on consultation with the N.T.C. also be given a Warrant as a Travelling Commissioner.

27. LOCAL ASSOCIATION

- (a) The area to be administered by an L.A. is settled by the Chief Commissioner in consultation with the A.C. , and other relevant Local Authorities. Its boundaries may correspond with those of the A.C.s Area, but the Area may include two or more L.A.s or one L.A. may cover two or more areas.
- (b) L.A.s are registered on fulfillment of the laid down conditions and there warrants issued by H.Q on receipt of their financial commitments.

- (c) L.A. registrations may be cancelled, and their Warrants withdrawn by the Chief Commissioner.
- (d) The Chief Commissioner has power to suspend any L.A. while the cancellation of its registration is under consideration.
- (e) During suspension all functions of the L.A. cease, and except in so far as H.Q. may direct to the contrary, all Scouters and persons holding non-Warranted or honorary rank under the L.A. are automatically suspended with effect as in Rule 19(b) and similarly all Groups as under Rules 152-160.
- (f) The following are members of the Local Association:
- (i) **Elected:** Any persons elected by vote at a meeting of the L.A.
 - (ii) **Ex-officio:**
 - The Patron (if any)
 - The Chairman and Vice Chairman (if any).
 - All Commissioners holding warrants within the Area.
 - All Scouters holding Warrants or valid Temporary Permits within the Area.
 - (iii) **Associate:**
 - Associate members with full rights of membership until the next Annual Meeting.
 - On payment of such a fee as may parent or guardian of a Chipukizi any Jasiri or Old Scout who has in either case attained the age of 21
 - The L.A. has, however, the right to refuse membership to any person applying under this clause without being under any obligation to state its reasons for such action.
 - (iv) **Co-opted:**
 - Representatives on payment of such a fee as may be determined from time to time by the Executive Committee of the L.A.; of the various sponsoring authorities, e.g. school managements, religious organizations, Friends of Scouting, Girl Guides, World

parliamentary Union and other youth organisations, whose representation is deemed desirable for the efficient running of the L.A.

- (g) The functions of the L.A. as follows:
- (i) To assist the Area Commissioner and other Scouters as much as possible in all matters of administration and organization, so as to leave them free to concentrate in training and practical scouting.
 - (ii) To foster the progress of the Movement in the area.
 - (iii) To consider and make recommendations for all registration, warrants and temporary permits, and for the Simba Scout Badge and Chui Scout Badge.
 - (iv) To keep record of colours of scarves where applicable.
 - (v) To arrange for Scouts to be tested for proficiency Badges, ensuring that approved Examiners are available as required.
 - (vi) To arrange and organise meetings within the Area where the L.A. operates.
 - (vii) To raise the finance necessary for the efficient performance of its own functions.
 - (viii) To carry out a check on Group accounts and schedules of Group property.
 - (ix) To provide maintain one or more sites suitable for training and other activities.
 - (x) To elect the Executive Committee of L.A.
 - (xi) To nominate representatives to the Scout Council as provided by the constitution of the Association.
 - (xii) To make L.A. By-laws with approval of the H.Q.s.
- (h) A General Meeting of the L.A. shall be held annually. The Scout year of every L.A. shall be from January the 1st to

December the 31st. The Annual General Meeting shall be held by 30th of April.

- (i) Adoption of the annual report and audited accounts, copies of which, together with a schedule of L.A. property, must be sent to H.Q. by May.
 - (ii) Election for the ensuing year of office bearers, and of members of the Association and its Executive Committee.
- (j)
- (i) The L.A. shall elect a Chairman at its Annual General Meeting each year.
 - (ii) The Chairman may not be a Scouter of any rank except with the special sanction of the Chief Commissioner.
 - (iii) The Chairman will normally preside over all meetings of the Executive Committee and, over the Annual General Meeting of the L.A.
 - (iv) He is responsible for the smooth and efficient running of the L.A., and will ensure that the officers of the L.A. and of any sub-committees which may be formed carry out the duties allocated to them by the Executive Committee of the L.A.
 - (v) His name and address must be communicated to H.Q. immediately after his/her election.
- (k)
- (i) The L.A. at the Annual General Meeting each year shall elect a Treasurer, who may not be a Scouter of any rank, except with the special sanction of the Chief Commissioner.
 - (ii) The office may not be combined with that of L.A. Secretary.
 - (iii) In the absence of a Badge Secretary he/she may carry out the duties of Badge Secretary as in Rule 27(m).
- (l)
- (i) The L.A. at its Annual General Meeting each year shall elect a Secretary, who may not be a Scouter of any rank, except with the special sanction of the Chief Commissioner.



- (ii) The office may not be combined with that of L.A. Treasurer.
 - (iii) He/She will keep minutes of all meetings of the L.A. and of its Executive Committee, to be circulated to all members of the L.A. and to H.Q.
 - (iv) He/She will relieve the Area Commissioner of as much routine correspondence as possible.
 - (v) He/She will keep H.Q. informed of the names and addresses of the Chairman, Treasurer, Secretary and Badge Secretary (or officer performing the duties of Badge Secretary as in Rule 27(m))
 - (vi) In the absence of a Badge Secretary, he/she may carry out the duties of Badge Secretary.
- (m)
- (i) The L.A. at its Annual General Meeting each year may elect a Badge Secretary, who may not be a Scouter of any rank, except with the special sanction of the Chief Commissioner. This office may be combined, if desired, with that of Treasurer or Secretary.
 - (ii) The Badge Secretary will maintain an up-to-date list of the Examiners approved by the L.A. for the principal Proficiency Badge and will put Scouts who wish to be tested in touch with the appropriate Examiners.
 - (iii) He/She will inspect all Badge Certificates presented to him/her to ensure that they have been:
 - signed by an Examiner approved by the L.A.;
 - countersigned by the Scout Leader; and
 - correctly dated.
 - (iv) If the certificate is in order, he/she will immediately supply, or order from the Scout Shop, the required Badge, on payment being made as the L.A. may direct.
 - (v) He/She may in cases of doubt invite the Area Commissioner to re-test any applicant for a Badge, in accordance with Rule 24(b).
- (n) An Executive Committee of L.A. shall be appointed at the Annual General Meeting each year, which will hold regular

meetings, but not less than three times a year and may perform all the functions of the L.A. as in Rule 27(d), but may not adopt or alter its Bye-Laws or carry out any of the duties laid down for the Annual General Meeting of the Local Association as in Rule 27(f), in consultation with the Chief Commissioner.

(o) The Executive Committee of L.A. shall consist of:

- (i) **Elected:** -Not more than 3 Scouters holding warrants or valid Temporary Permits in the Area.
-An equal number of lay members.
- (ii) **Ex-officio:** Chairman
Vice-Chairman
Secretary
Badge Secretary
A.C., A.A.C.s in the Area.
Treasurer
- (iii) **Co-opted:** Such other members as may be desirable for the efficient working of the Committee, provided that the number of co-opted members shall not at any time exceed one half of the Committee elected at the Annual General Meeting.

- (p)
- (i) The L.A. will raise locally the funds required for working expenses or for helping the Groups within the area. Subscriptions and donations for this purpose are to be received by the Treasurer of the L.A. and not by any individual Scouter.
 - (ii) All money received by the L.A. must be paid into a bank, post office savings bank, or other similar account, in the name of the L.A. operated by not less than two of its members one of whom must be the Treasurer.
 - (iii) A copy of the audited accounts, with a schedule of property held by the L.A., must be sent to H.Q. within 4 months of the end of the L.A.'s financial year.

- (q) (i) The L.A. may require subscriptions from its members in accordance with its Bye-Laws, and from Groups in their Areas.
- (ii) The Provincial Council may require a subscription from each L.A. within the Province in accordance with Rule 22(c).
- (r) It is important that L.A. property should be vested in trustees under a Deed of Trust, the copy of a model form being obtainable from H.Q.
 - (i) The L.A. may appoint Sub-Committees to deal with such matters as those connected with Sungura scouts, Chipukizi scouts, Mwamba scouts, Jasiri scouts, Finance, Warrants, Badges, Training Activities, Programme Community Development and other matters e.t.c. and may appoint secretaries for such committees. The L.A. may consider other high risk activities in which scouts will be involved and provide for such activity relevant committees e.g boating.
 - (ii) Such Committees are to be regarded as subcommittees of the L.A. Executive Committee.
 - (iii) Persons may be elected members of such Committees even although not member of the L.A. Executive Committee.
- (s) (i) Where in any Area boating forms part of the normal activities of Scouts a special subcommittee (which will be known as the "Boating Committee") must be appointed by the L.A. as in Rule 27(r). The term "boating" covers all boats used by Scouts including canoes.
- (ii) Two or more adjacent L.A.s may, subject to the approval of the Commissioners concerned form a joint committee to carry out all the duties which would otherwise be performed by Boating Committees of the L.A.s concerned.
- (t) The duties of a Boating Committee are as follows:
 - (i) To issue such local rules as it may consider desirable in respect of any waters in its area, and to take all reasonable steps to ensure the observance of such rules by members of the Movement. The Committee should

remember that the aim is to encourage as much boating as possible, without undue risk to the Scout. Local Rules will not become effective until approved by H.Q.

- (ii) To appoint competent persons (who will be known as "Boat Certificate Examiners") to consider applications and examine boats for the grant of Boat Certificates; and on recommendation of a Boat Certificate Examiner so appointed, to issue Boat Certificates in the form approved by H.Q.
- (iii) To appoint competent persons, who may be Scouters, (who will be known as "Charge Certificate Examiners") to consider applications and examine candidates for the grant of Charge Certificates; and on the recommendations of Charge Certificate Examiner so appointed, to issue Charge Certificates in the form approved by H.Q.
- (iv) To endorse Charge Certificates as valid for specified waters outside its own area, after consultation in each case with the Boating Committee (if any) for the Area in question and having ascertained what, if any, difficulties or dangers are peculiar to those particular waters and any local Scout Boating Rules relating to them. Before endorsing a Charge Certificate the Boating Committee must have satisfied itself that the holder has been fully informed of all the conditions relating to the waters in question and that he/she is sufficiently competent and reliable to take charge of a boat in these conditions.
- (v) To keep a register containing particulars of all Boat Certificates and Charge Certificates it issues, and of all endorsements of Charge Certificate made under paragraph (4) above.
- (u) In certain cases, subject to the approval of the Scout H.Q. and the H.Q. of the Kenya Girl Guides Association, joint Scout/Guide L.A.s may be formed.
- (v) Where there is no L.A., the A.C. will combine its functions with his/her own.

28. ZONAL SCOUTERS

- (a) Zonal Scouter, i.e. Z.S.S.L., Z.C.S.L., Z.M.S.L., and Z.J.S.L., may be appointed on the recommendation of the L.A. and A.C. with

biennial Warrants, as in Rule 43, provided they satisfy respectively the conditions for S.S.L. as in Rule 193, for C.S.L. as in Rule 198 for M.S.L. as in Rule 203, and for J.S.L. as in Rule 208, with the exception of paragraph (4).

- (b) The functions of Zonal Scouters are to perform any duties compatible with the P.O.R. which the A.C. may assign.

29. NON-WARRANTED RANKS

- (a) The following appointments may be made by the L.A. and A.C. and are known as non-warranted ranks Instructor, Examiner, Religious Adviser, Medical Officer, Quartermaster. In addition, appointments of the ranks of the L.A. Chairman, L.A. Treasurer or L.A. Secretary, which carry certificates of recognition are made by the L.A. and A.C.
- (b) The procedure to be observed, and the precautions to be adopted by the L.A. and A.C. are the same as in the case of Zonal or Group Scouters under Rules 58, 61, 63 and 64. The appointment, of L.A. Chairman, L.A. Secretary or L.A. Treasurer is referred to H.Q. which issues certificates of recognition. Notification of appointment or retirement, and Badges than those of Chairman, Treasurer, Secretary and Secretary, need not be sent to H.Q. except under circumstances adversely affecting the character of efficiency of the person, in which case a report should be sent to H.Q.
- (c) In addition to general qualifications as above and the special qualifications laid down for each rank, a person to receive non-warranted rank must be at least 18 years of age.
- (d) The rank of Instructor may be conferred as above upon a person who has expert knowledge of any subject in which he/she is prepared to instruct Scouts, and who has already done so for at least three months. The appointment may be made in respect of one or more Groups or for the L.A. as a whole.

(N.B. This rule does not refer to Sungura Instructor (Rule 231) or Mwamba Scout Instructor).
- (e) The rank of Examiner may be conferred as above upon a person who has expert knowledge of any subject necessary for a Scout proficiency badge, in which he/she is prepared to examine Scouts. The appointment may be made in respect of

one or more Groups or for the L.A. a whole. An Instructor or Scouter may be appointed an Examiner.

- (f) The rank of Religious adviser may be conferred as above on any person who acts in such capacity.
- (g) The rank of Medical Officer may be conferred as above on a member of the Medical Profession who gives services to any body of Scout.
- (g) The appointment of the L.A. Chairman, Treasurer and Secretary lies with the L.A. and such appointment is to be recognized by the Chief Commissioner through the Area Commissioner. The office bearers may not hold office for more than three consecutive years unless the issue has been referred to the Chief Commissioner for his authorization.
- (h)
 - (i) Persons holding non-warranted rank wear uniform as for Scouters, as described in Rules 212-218.
 - (ii) If attached to a particular Group they will wear the scarf section otherwise a deep blue scarf with yellow binding or the Gillwel scarf if entitled to it.
 - (iii) Non-Warranted ranks wear in uniform the arrow-head badge of the World Scout Movement on the left breast pocket, and in ordinary clothes the purple World Scout Buttonhole or lapel (as for Scouters).

30. HONORARY RANKS

- (a) The Chief Commissioner may confer with the approval of the Executive Committee of Kenya Scout Council the corresponding Honorary Rank upon a Commissioner giving up his/her Warrant.
- (b) The L.A. and A.C. may, subject to the approval of H.Q., confer the corresponding Honorary Rank on a person ceasing to hold a warrant as a Group Scouter, and not having any other rank as a Scouter in the Movement.
- (c) Persons holding Honorary Rank may wear uniform and badges as for the corresponding warranted rank.

31. **THANKS BADGE**

- (a) The Thanks Badge is composed of an Arrowhead set in a frame bearing the words "Thanks Badge".
- (b) It is primarily intended for presentation to those who are not active Scouts or Scouters.
- (c)
 - (i) Subject to Rule 31(b), the Thanks Badge may be given by the Chief Commissioner to any person who does a good job for Scouting as recommended by the L.A. or A.C.
 - (ii) If the person to whom the Badge is to be presented is connected with the Movement in another L.A., the approval of that L.A. or A.C. must also be first obtained.
- (d) The holding of this Badge does not confer membership of the Association.
- (e) The Thanks Badge is intended for wear ordinary clothes and must not be worn with uniform.

KENYA SCOUTS ASSOCIATION

STRATEGIC PLAN

2003 - 2007

VISION FOR THE FUTURE

THE (JOINT DREAM ON OUR) VISION FOR K.S.A. IN 5 YEARS (REFLECTED ARE):

1. A well understood educative and attractive, stimulating, flexible and well-communicated programme.
2. A well-established chain of command with a well-managed qualified and well-motivated secretariat.
3. A self sustaining, accountable organization with proper utilization of available resources.
4. Functional Local Associations, Area Commissioners, Assistant Area Commissioners, Scout Council, P.O.R. and the constitution.
5. A large youth movement credible, and respected by all stakeholders.
6. An extensive network with other organizations.

A FUTURE VISION

1. In the next five years our vision is to have: -
2. Well managed with committed, trained, responsible leaders who are cohesive and accountable to its members.
3. The programme should be educational, attractive, stimulating and well communicated.
4. It should be credible and well respected youth organization.

PR./COMMUNICATION (DREAM) VISION

A committed and reflective tool of molding young persons into responsible citizens through a streamlined management/ administration and operational self-sustaining structure to implement a youth programme.

KSA MISSION STATEMENT

The mission of the KSA

“To contribute to the educational development of young people by promoting their intellectual, physical, social, intellectual, emotional and spiritual well being, equipping them with knowledge, positive attitudes and skills useful to themselves and their communities through a value system based on the scout law and promise”

THE KSA WE WANT

1. Functional Local Associations all over the country.
2. Active ACs and Asst. A.Cs in all L.As
3. Functional scouters Councils.
4. A strong well-managed secretariat with professional well motivated staff.
5. (The KSA) be largest youth movement in Kenya.
6. Recognition of KSA by stakeholders as key players in matters of youth & children.
7. Practical P.O.R. and constitution.

THE KSA WE WANT.

KSA should be flexible to change in the society and its members be transparent to eradicate poverty at grassroots and reduce its debts by employing professional staff who will utilize the available resources properly through a well established (chain of command) hierarchy

SETTING PRIORITIES AND OBJECTIVES FOR THE FUTURE (STRATEGIC PLANNING)

YOUTH PROGRAMME

YOUTH PROGRAMME

1. to have the youth programme reviewed to suit the needs of the youths
2. to have the youth programme materials reviewed/overhaul
3. To have set up a youth programme team.
4. To have established the population of youth members within the 1st year.
5. To have reached 500,000 registered youth members.
6. To have extended scouting to out of school youth in each district.
7. to have revitalized scouting with handicapped in every handicapped institutions and others
8. To have rewritten scout literature in Braille.

PRIORITY 1: Youth Programme

OBJECTIVES:

1. To have reviewed the youth programme
2. To have reviewed the youth programmes materials.
3. Top have set up a youth programme policy
4. To have set up a youth programme team.
5. To have established the population of youth members within the 1st year.
6. To have reached 500,000 registered youth members.
7. To have extended scouting to out of schools youth to each district.
8. To have revitalized scouting with the handicapped in every specialized institution and others.
9. To have re-written scout literature in Braille.

PRIORITY: YOUTH PROGRAMME

ACTION STEPS

Objective 1:

To set up a youth programme policy

Steps:

1. To set up a task force
2. To come up with the policy within 4 months
3. To present the draft of the Policy to the programme committee
4. To present the policy to the Executive Committee for approval.

Objective 2:

To review the youth programme

Steps:

1. Carry out the baseline survey using questionnaires, interviews, sampling etc.
2. Set up a task force to compile the report.
3. Pre-test and review the programme.
4. Hold workshops

Objective 3:

Review literature and support materials.

1. Set up a task force for each scout section.
2. Hold workshops
3. Print the materials
4. Distribute the materials

Objective 4:

Set up a youth programme team

Steps:

1. The programme committee to recruit a youth programme team as laid down in the youth policy.

Objective 5:

To establish the population (census) of registered youth members within the 1st year

Steps:

1. Task the HQ staff to do the census with liaison with the people in the field.
2. Use the suggested group payments methods from schools to establish census.

Objective 6:

To have reached 500,000 registered youths

Steps:

1. Establish a proper registration system for the youth and adults and computerize it.
2. Set a policy/guidelines to ensure that only registered members participate in scout activities/events.

Objective 7:

To extend scouting to out of schools youth in each district.

Steps:

1. Task the extension scouting committee to do it.

Objective 8:

To revitalize scouting with the handicapped in every specialized institution

Steps:

1. Task the HQ to establish a database of the institutions within the 1st month.
2. Review the literature
3. Conduct a recruitment drive targeting the said institutions.

PRIORITY: YOUTH PROGRAMME

| | Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge |
|----|---|------------------|---|---|---------------------------|---|
| 1. | To set up a youth programme policy | 1 | Adult Resource Committee | <ul style="list-style-type: none"> • Availability of policy • Implementation of policy | May 30.03 | C.C./N.P.C |
| 2. | To review the youth programme | 1 | Adult Resource Committee | <ul style="list-style-type: none"> • Availability of a reviewed youth programme • implementation of the programme | April 30 th 03 | N.P.C. |
| 3. | Review literature and support material | 2 | Adult Resource Committee | <ul style="list-style-type: none"> • availability of reviewed literature and support material | Dec. 30 th 03 | C.C. /N.P.C. |
| 4. | Set up a youth programme team | 1 | <ul style="list-style-type: none"> • A.CS • A.R.C. • S.L. | <ul style="list-style-type: none"> • Appointment of the team • Functioning team | June 30 th 03 | C.C. / N.P.C |
| 5. | To establish the population (census) of registered youth members | 1 | <ul style="list-style-type: none"> • A.C • S.L. • A.R.C | <ul style="list-style-type: none"> • Availability of records | Sept. 30 th 03 | <ul style="list-style-type: none"> • C.C • N.E.C • N.P.C |
| 6. | To have reached 500,000 registered members | 4 | <ul style="list-style-type: none"> • A.CS • S.L.S • A.R.C | <ul style="list-style-type: none"> • Registration record | Dec. 31 st :07 | <ul style="list-style-type: none"> • C.C. • N.P.C |
| 7. | To extend scouting to out of schools youth in each district. | 4 | <ul style="list-style-type: none"> • A.CS • S.Ls | <ul style="list-style-type: none"> • No of registered out of school units • Distribution of the units. | Dec. 31 st :07 | <ul style="list-style-type: none"> • Chairman extension scouting. |
| 8. | To revitalize scouting with the handicapped in every specialized institution. | 4 | <ul style="list-style-type: none"> • Min. of Educ. • Heads of special institutions • A.R.C | <ul style="list-style-type: none"> • No. Of registered units in special institutions | Dec: 31 st :07 | <ul style="list-style-type: none"> • N.P.C • C.C |

| Objective 1: To set up a youth Programme Policy | | | |
|--|---|--|------------------------------|
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | To have a task force committee | <ul style="list-style-type: none"> • National Programme Committee • C.C. | Feb. 28 th 03 |
| 2. | To come up with the policy | <ul style="list-style-type: none"> • National Programme Committee | May 30 th 03 |
| 3. | Present the draft of the policy to the Programme. Committee | <ul style="list-style-type: none"> • National Programme Committee | June 15 th 03 |
| 4. | Present the policy to the Executive Committee for approval | <ul style="list-style-type: none"> • National Programme Committee | July 15 th 03 |
| 5. | Launch the (National Adult) policy Youth programme | <ul style="list-style-type: none"> • Chief Commissioner | Sept. 30 th 03. |
| Objective 2: To review the youth Programme | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Set up a task force | <ul style="list-style-type: none"> • National Programme Committee / C.C. | Nov. 13 th :01 |
| 2. | Carry out the baseline survey | <ul style="list-style-type: none"> • National Programme Committee | April 30 th 03 |
| 3. | Review the programme through workshops | <ul style="list-style-type: none"> • National Programme Committee / A.R.C. | April: 10 th : 03 |
| 4. | Programme delivery | <ul style="list-style-type: none"> • National Programme Committee / A.R.C. | Aug. 31 st 03 |

| | | | |
|---|---|---|---------------------------|
| Objective 3: Review literature and support materials. | | | |
| 1. | Set up a task force of 12 members for each scout section | <ul style="list-style-type: none"> National Programme Committee / C.C. | Sept. 30 th 03 |
| 2. | Hold workshops | <ul style="list-style-type: none"> National Programme Committee / A.R.C. | Dec. 31 st 03 |
| 3. | Pre-test and review the materials | <ul style="list-style-type: none"> National Programme Committee / A.R.C. | April 30 th 04 |
| 4. | Print the materials | <ul style="list-style-type: none"> National Programme Committee / N.E.C | May 30 th 03 |
| 5. | Distribution of the materials | <ul style="list-style-type: none"> National Programme Committee | Dec. 31 st 04 |
| Objective 5: To establish the population (census) of registered youth members within the 1st year | | | |
| 1. | Use the suggested group payments methods from schools to establish census | <ul style="list-style-type: none"> C. C. / A.R.C. | Aug. 31 st 03 |
| 2. | Task the HQ staff to do the census with liaison with the people in the field | <ul style="list-style-type: none"> Ex. Comm/A.R.C. | Aug. 31 st 03 |
| Objective 6: To have reached 500,000 registered youths | | | |
| 1. | Establish a proper registration system for the youth and adults and computerize it | <ul style="list-style-type: none"> Ex. Comm/A.R.C. | Aug. 31 st 03 |
| 2. | Set a policy/guidelines to ensure that only registered members participate in scout activities/events | <ul style="list-style-type: none"> Chief Commissioner | Aug. 31 st 03 |

| | | | |
|---|---|---|---|
| Objective 7: To extend scouting to out of schools youth in each district. | | | |
| 1. | Task the extension scouting committee to do it | <ul style="list-style-type: none"> Chairman Extension Scouting Committee | Dec. 31 st 03 |
| Objective 8: To revitalize scouting with the handicapped in every specialized institution | | | |
| 1 | Task the HQ to establish a database of the institutions within the 1st month. | <ul style="list-style-type: none"> Ex. Comm. | March 31 st 03 |
| 2 | Review the literature | <ul style="list-style-type: none"> N.P.C | Dec 31 st 03 |
| 3 | Conduct a recruitment drive targeting the said institutions. | <ul style="list-style-type: none"> | Every 31 st August 5 years Aug. 31 st 03 |

FINANCE AND MANAGEMENT

SETTING UP PRIORITIES, OBJECTIVES, AND STEPS TO BE TAKEN:

FINANCE PRIORITY

OBJECTIVE 1:

To train staff and volunteers

Steps:

1. Identify the training needs.
2. Get the secretariat and volunteers trained
3. Sourcing for funds to do the training
4. Monitoring and evaluation.

OBJECTIVE 2:

To establish self-sustaining projects and programmes.

Steps:

1. Set-up project and programmes committee.
2. Identify and put in place the right project and programme staff.
3. Put in place fundraising plans to start and run the projects and programmes.
4. Monitoring and evaluation.

OBJECTIVE 3:

To develop stable fundraising methods

Steps:

1. Establish fund raising committees at all levels/ finance committee
2. Establish a KSA scout foundation e.g. round table.
3. Liaise with government ministries to support scouting e.g. on activity fee and relevant vote heads.
4. Incorporate other organizations in the fund raising committee.
5. Monitoring and evaluation.

OBJECTIVE 4

Establish/ Strengthen the Trustee Board.

Step:

1. Help set up an operational trustee Board
Action: Establish an asset management policy.

OBJECTIVE 5:

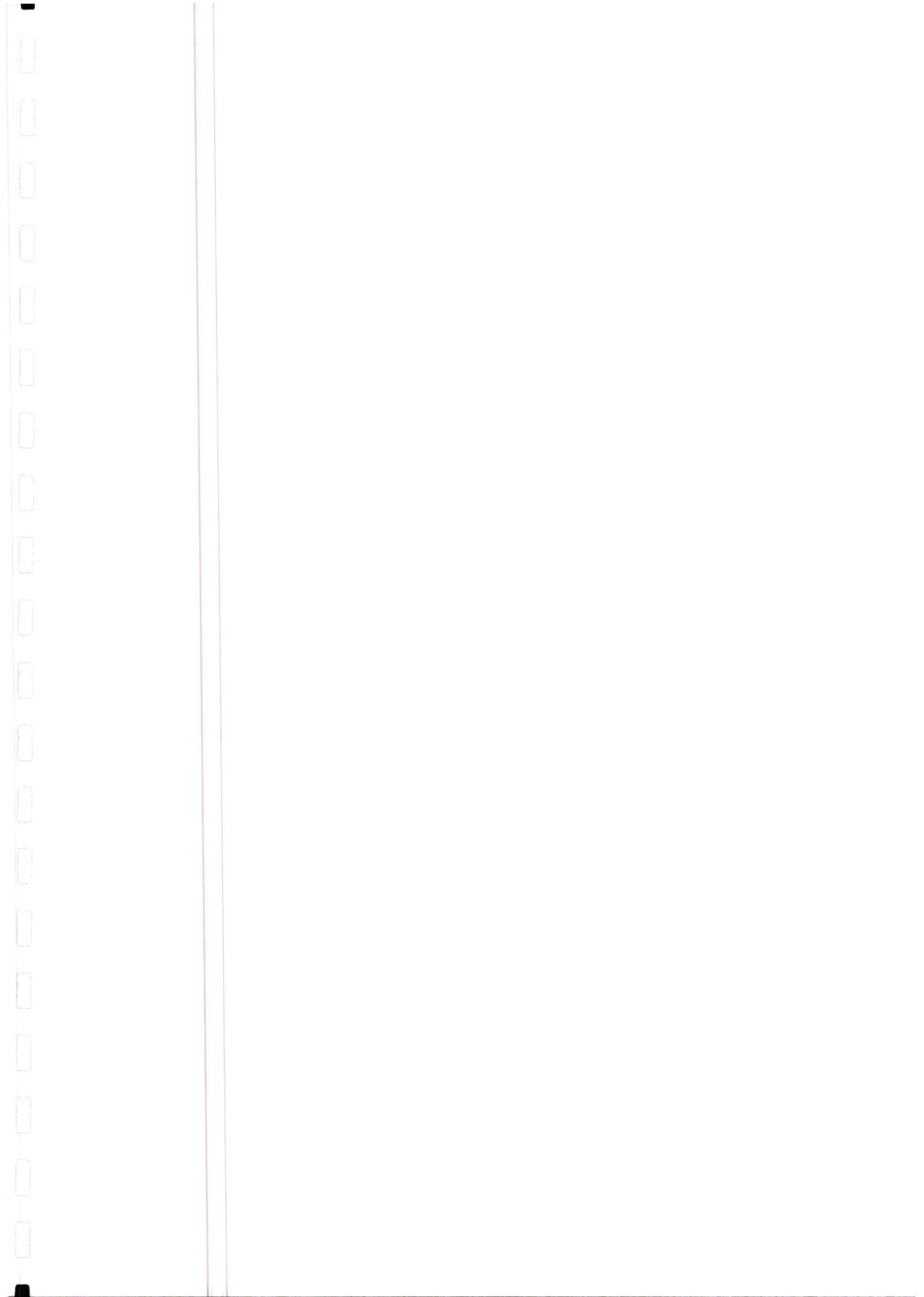
To set up a stable finance policy and systems at all levels.

Step:

1. Set up a finance policy
2. To see to it that the finance policy is implemented at all levels.
3. Establish a realistic budget that can be reviewed from time to time.
4. Monitoring and evaluation
5. Set up a policy for sourcing finance to run the KSA.

FINANCE PRIORITY

1. To train managers, A.Cs, professionals and key volunteers on Finance management
2. To establish self-sustaining projects and programmes.
3. To develop stable methods of fundraising.
4. To set up stable finance policy and management systems at all levels.
5. To establish a realistic budget to run the Association.
6. Assets/ properties/ trustees.



| OPERATION UNIT: FINANCE. Priority: to develop effective fundraising activities | | | | | | |
|---|-----------|---|--|----------------------------|--|--|
| Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge | |
| 1. Establish fundraising/finance committees at all levels | 2 | L.A./Acs | <ul style="list-style-type: none"> Existence of committees Funds generated | Aug. 31 st 03 | <ul style="list-style-type: none"> L.A. Com. N.E.C | |
| 2. Establish a K.S.A. foundation | 1 | Corporate bodies | <ul style="list-style-type: none"> Existence of a foundation Funds generated | July 31 st 04 | C.C A.C. F&M | |
| OPERATION UNIT: FINANCE. To train staff and volunteers on financial management | | | | | | |
| Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge | |
| 1. Identify the training needs | 1 | <ul style="list-style-type: none"> Adult resource dept | <ul style="list-style-type: none"> Publish training manual | Aug. 31 st 03 | N.E.C | |
| 2. Get the volunteers and secretariat trained | 1 | <ul style="list-style-type: none"> Adult resource dept. | <ul style="list-style-type: none"> 20% of volunteers 50% of staff trained | April 30 th 04 | Nat. Adult Resource Committee | |
| 3. Sourcing for funds to train | 1 | <ul style="list-style-type: none"> WSB-ARO project committee | <ul style="list-style-type: none"> Kshs.100,000/ = available. | Dec. 31 st 04 | N.E.C. | |
| 4. Monitoring and evaluation | 1 | <ul style="list-style-type: none"> Adult Resource | <ul style="list-style-type: none"> Availability of quarterly and annual reports. | July 31 st : 04 | N.E.C. | |

MANAGEMENT

OBJECTIVE 1:

To restructure the current organizational structures of the KSA at the Headquarters and in The L.As

STEPS:

1. To write/draw the organizational chart of the whole KSA.
2. To put in staff – professionals and volunteers in the established structure.

OBJECTIVE 2:

To establish an effective secretariat at district levels.

Steps:

1. Draw up the structure of responsibilities in the local Associations.
2. Use the right means to get the volunteers in these positions of responsibility.

OBJECTIVE 3:

To train KSA staff and volunteers on management at all levels.

STEPS:

1. To identify areas of training
2. Train the KSA staff and volunteers.

OBJECTIVE 4:

To review the constitution in the first year of implementation.

Step:

1. Set up a special legal committee to oversee the review of the constitution to reflect/suit a modern Association.

Management

Comments from (the plenary)

1. Establish appraisal system for all staff and volunteers
2. It is important to put the existing job descriptions at all levels
3. Have to motivate at all members and staff levels.

OPERATION UNIT: MANAGEMENT

| PRIORITY: To restructure the existing organizational structure at District and National Level (HQ). | | | | | | |
|---|---|------------------|---------------------------------|---|------------------------|-----------------|
| | Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge |
| 1. | To draw the organizational chart of the whole Association | 1 | Adult Resource Committee | Existence of a functional organizational chart at all levels. | Nov. 30:01 | N.E.C. |
| 2. | To appoint staff – professionals and volunteers in the established structure. | 1 | W.S.B.(ARO) Executive Committee | Employed staff and volunteers | Fe. 1 st 02 | C.C. |

P. R. AND COMMUNICATION

1. Establish a public relations & Communication Policy and a committee
2. To improve external and Internal communications through mass media programmes and publishing magazines, periodicals, bulletins, newsletters, brochures, Internet etc. thus achieve positive image and better understanding.
3. Give assurance to the members and general public that scouting is the best way of life/education for life.

OBJECTIVE 1:

Establish a public relations/communication policy and committee.

Steps:

1. Have an assistant Chief Commissioner incharge of P.R/Communication
2. Form a committee
3. Appoint a P.R. and C Officer
4. Form a communication plan policy.

OBJECTIVE 2:

Improve external and internal communication hence achieving a positive image and enhancing good relationships.

Steps:

1. Form an editorial board
2. Look for means of communications e.g. Magazines, circulars, bulletins, brochures, radio, Internet, and ensuring a qualitative promotional literature is done.

Monitoring/Evaluation

1. Do an evaluation to find out how effective our information is perceived.
2. Create an open forum for constructive Criticism and contribution of ideas e.g. letters to the editor, suggestion boxes.
3. Simple survey using questionnaires.
4. Passing messages using emails,
5. Non-traditional media, e.g. schools, churches, barazas, football clubs, social gatherings etc.
6. Enhance relationships by involving potential partners e.g. Parish vicars, local chiefs/leaders traditional leader, UNFPA, UNDCP, UNEP, Media houses, etc.

OBJECTIVE 3:

Prove to the members and the entire public that scouting is the best way of life - It is an education for life.

Steps:

1. Use role models both old and young - the old highlight their achievements and the contribution scouting has had to their lives. This can be done/aired in the media (T.V, radio).
2. Being visible through community service e.g. cleaning up, building gabions, bridges etc.

Achieve indicator/measure

1. Increase in membership (youth as well as adults)
2. Volunteers and sponsors ready to help the Association.
3. Getting donors coming in.
4. KSA involvement in several National and International activities/events.

SETTING UP PRIORITIES, OBJECTIVES, AND STEPS TO BE TAKEN:
OPERATION UNIT: P. R. & COMMUNICATION

| PRIORITY: Create a positive image of the KSA to the entire public (international & Nationally) through media, magazines, bulletins, newsletters, brochures and internet, etc, | | | | | | |
|---|-----------|--|---|-------------------------------------|---|--|
| Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge | |
| 1. Establish a public relations / communication Policy | 1 | <ul style="list-style-type: none"> • C.C. • A.C.C. • Secretariat • Committee members | <ul style="list-style-type: none"> • Operational A.C.C, • P.R & C Officer • Policy, committee that is functional | Nov. 30 th :01 or before | <ul style="list-style-type: none"> • N.E.C • Ex. Comm • C.C. | |
| 2. Improve internal and external communication in-order to create a positive image of KSA and also enhance good relationship | 1 | <ul style="list-style-type: none"> • Committee • PR&C Officer • Editorial board • N.P.C • Editor, A. Cs • Publishers • Sponsors | <ul style="list-style-type: none"> • Circulating magazine, bulletins, radio programmes • Increase in membership • Sponsors, donors • Reception of ideas articles, suggestions | Feb: 28 th :02 | <ul style="list-style-type: none"> • PR&C • Editorial comm. • NEC • C.C. | |
| 3. Educate the members of the Association and the entire public "scouting is the best way of life" – education for life. | 1 | <ul style="list-style-type: none"> • A.C.C • PR&C • Scouts • Scouters • A.C • Community • N.P.C. | <ul style="list-style-type: none"> • Goodwill from the public • Growth in membership • Involvement in scouting activities | From October On going | <ul style="list-style-type: none"> • C.C, • NEC • A.C.C • PR&C • A.Cs • N.P.C | |

| Objective 1 | | | |
|--|---|--|---|
| To establish a public relations/ communication policy and committee | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Have an A.C.C of PR& Comm Officer | <ul style="list-style-type: none"> Chief commissioner | Oct. 15 th :01 |
| 2. | Form a public relations & Communications Committee | <ul style="list-style-type: none"> Assistant Chief commissioner | Oct. 30 th :01 |
| 3. | Appoint P.R.& C Officer | <ul style="list-style-type: none"> Chief Commissioner | April: 10 th : 02 |
| 4. | Form a communication policy | <ul style="list-style-type: none"> P.R & C Committee | Dec.30 th :01 |
| Objective 2: | | | |
| Improve internal and external communication in order to create a positive image of KSA and enhance good relationships | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Form editorial board | <ul style="list-style-type: none"> Committee/PR/C | Nov. 20 th :01 |
| 2 | Find/ determine means of communication | <ul style="list-style-type: none"> Editorial board | Nov. 20 th :01 |
| 3. | Publishing and dispatching/distribution | <ul style="list-style-type: none"> Assistant chief commissioner | Dec. 15 th :01 |
| 4. | Monitoring and evaluation | <ul style="list-style-type: none"> Editor Committee | Feb 22:01 |
| 5. | Open forum for criticism or contribution for next issue | <ul style="list-style-type: none"> Editorial board | Feb. 28 th :01 |
| Objective 3: | | | |
| Educate the members of the Association and the entire public “scouting is the best way of life” “Education for life” | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Use of role models both young and old by highlighting their experiences and achievement | <ul style="list-style-type: none"> A.C./C PR&C | Oct 15 th :01 and through the year |
| 2. | Being visible through community service *(coverage) | <ul style="list-style-type: none"> Scouts and scouters N.P.C/ACs | <ul style="list-style-type: none"> Oct.1st:01 On going |

ADULT RESOURCES

PRIORITY

OBJECTIVES:

1. KSA shall undertake to put in place the adult resource Policy with WOSM's A.I.S Policy
2. KSA shall train the appointed volunteers and provide them with appropriate tools in support of their various roles
3. There shall be specific terms of reference given to the contracted volunteers serving the association.
4. The KSA shall put in place a functional honours and awards committee.
5. KSA shall undertake to promote Adults in scouting so as to attain a ratio of 50% female on male.
6. The KSA shall undertake to give refresher courses, workshops and seminars to update the existing adult volunteers, in their various roles

ACTION STEPS ON ADULT RESOURCES

OBJECTIVES 1:

Putting in place of adult resources in line with WOSM A.I.S Policy

Steps:

1. Putting in place the adult resources committee
Time 1 – 4 months
Who? NEC and committee.
2. Organize the writing of an adult resource policy in a workshop
Time: 3 – 5 months
Who? Assistant Chief Commissioner incharge of Adult resources
3. Produce the policy
Time 6 months.
Who? KSA
4. Adoption of the adult resources policy
Time: 6 – 7 months
Who? NEC committee/ scout council
5. Launch the National Adult resources policy
Time: 6 – 7 months
Who? NEC Committee/ scout council

OBJECTIVE 2:

Training the appointed volunteers and providing them with tools in support of their various roles.

STEPS:

1. Setting up of 2 workshops for writing job description for each post in the Association.
Time: 1 – 4 months
Who? KSA
2. Develop curriculum materials and update the current curriculum on each of the posts and possibilities.
Time: 1 – 4 months
Who? KSA
3. Pre-testing of the materials the national adult resources committee Time:
4. Production of curriculum materials
Time: 4 – 7 months
Who? KSA
5. Hold a workshop for T.O.Ts
Time: 4 – 5 months
Who? KSA

OBJECTIVE 3:

Specific terms of reference given to contracted volunteers in the Association.

Steps:

1. Identification and recruitment of volunteers
Time 5 – 7 months.
Who? Adult resources committee and Chief Commissioner
2. Appointment and issuing of warrants to volunteers.
Time: 7 – 8 months
Who? Chief Commissioner
3. Training and refreshing of appointed volunteers
Time: 7 – 8 months
Who? National adult resources committee members.
4. Reaffirming the scout promise and swearing of adult resources at all levels.
Time: 7 – 8 months
Who? National adult resources committee.

OBJECTIVE 4:

Putting in place a functional honours and awards committee.

Steps:

1. Reconstitution of the Awards Committee and forms of reference
Time: 1 – 4 months

OBJECTIVE 5:

Promoting and recruiting of more female adults in scouting to Attain ratio of 50% female on male.

Steps:

1. Make a follow up and recall of previously trained female volunteers
Time: 3 – 5 months
Who: national adult resources training committee
2. Recruitment of female adults in scouting at all levels
Time: 1 – 6 months
Who? A Cs, S. Ls, NEC Committee.
3. Hold a get together for the recruited female adults at all levels.
Time: 1 – 6
Who? KSA Adult Resource Committee.

PRIORITY: ADULT RESOURCES

OPERATIONAL: ADULT RESOURCE COMMITTEE

| Objectives | Ev. Scale | Coordinate with | Achievement indicators | Completion date | Incharge |
|--|-----------|---------------------|--|---------------------------|-------------|
| 1. Putting in place of Adult resources | 1 | C.C./WSB/N.T.T | Availability of the Policy Implementation | Nov. 30 th 03 | A.R.C./C.C. |
| 2. Training the appointed volunteers and providing them with tools in support of their various roles | 1 | C.C., A.R.C. | Train 30% of those appointed. Issue warrants and certificates. | Aug. 31 st 04 | C.C./A.R.C. |
| 3. Specific Terms of reference Given to contracted volunteers in the Association | 1 | C.C./A.R.C./NE C | Publication of the document. Record of Contracted volunteers | Mar. 31 st 06 | A.R.C./C.C. |
| 4. Putting in place a functional Honours and Awards Committee | 1 | C.C./A.R.C/ | Number of wards and certificates awards committee formed. | April 30 th 03 | C.C./A.R.C |
| 5. Promotion and recruitment of more female adults in scouting to attain a ratio of 50% female on male | 5 | C.C./A.R.C. | Registration records | Dec 31: 06 | C.C./A.R.C |

Objective 1:

Putting in place of adult resource in line with W.O.S.M. Policy

| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
|-----|--|---------------------------|---------------------------|
| 1. | Putting in place the adult resources committee | Chief Commissioner | April 30 th 03 |
| 2. | Organize the writing of an adult resource policy in a workshop | Chief Commissioner/A.R.C. | June 30 th 03 |
| 3. | Produce the policy document | Chief Commissioner/ A.R.C | July 31 st 03 |
| 4. | Adoption of the adult resources policy | Chief Commissioner | Aug. 31 st 03 |
| 5. | Launch the National Adult resources policy | Chief commissioner | Nov. 30 th 03 |

| Objective 2: Training the appointed volunteers and providing them with tools in support of their various roles. | | | |
|--|--|--|---------------------------|
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Setting up of 2 workshops for writing job description for each post in the Association. | Chief Commissioner | June 30 th 04 |
| 2. | Develop curriculum materials and update the current ones to meet the demands of each post. | Chief Commissioner/Adult Resources Committee | April 30 th 04 |
| 3. | Pre-testing of the materials | Chief Commissioner/Adult Resources Committee | June 30 th 04 |
| 4. | Production of curriculum materials | Chief Commissioner/Adult Resources Committee | July 31 st 04 |
| 5. | Hold a workshop for T.O.T | Chief Commissioner/Adult Resources Committee | Aug. 31 st 04 |
| Objective 3: Specific given to contracted volunteers in the Association. | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Identification and recruitment of volunteers | Chief Commissioner/Adult Resources Committee | Dec. 31 st 04 |
| 2. | Appointment and issuing of warrants to volunteers | Chief Commissioner | April 30 th 04 |
| 3. | Training and refresher of appointed volunteers | Chief Commissioner/Adult Resources Committee | June 30 th 04 |
| 4. | Reaffirming the scout promise and swearing of members of the Association at all levels. | Chief Commissioner | July 31 st 04 |

| OBJECTIVE 4: Putting in place a functional honours and awards committee | | | |
|--|--|---|--|
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Reconstitution of the wards committee and forms of reference | Chief Commissioner/ Adult Resources Committee | Nov. 30 th 03 |
| Objective 5: Promotion and recruitment of more female adults in scouting to attain a ratio of 50% female | | | |
| No. | ACTION STEPS | INCHARGE | COMPLETION DATE |
| 1. | Make a follow up and recall of previously trained female volunteers. | Chief Commissioner/ Adult Resources Committee | June 30 th 06 |
| 2. | Recruitment of female adults in scouting at all levels | Chief Commissioner/ Adult Resources Committee | June 30 th 06 |
| 3. | Hold a get together for the recruited female adults at all levels. | KSA adult resource committee | (Annually) June 30 th 06 |

REPUBLIC OF KENYA



KENYA NATIONAL AUDIT OFFICE

**REPORT
OF
THE CONTROLLER
AND AUDITOR-GENERAL**

ON

**THE FINANCIAL STATEMENTS OF
SPORTS STADIA MANAGEMENT
BOARD FOR THE YEAR ENDED 30
JUNE 2004**

SPORTS STADIA MANAGEMENT BOARD
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH JUNE 2004

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CHAIRMANS REPORT FOR THE YEAR 2003-4

ESTABLISHMENT OF THE SPORTS STADIA MANAGEMENT BOARD

In the year 2000, the Government made a decision that for sports facilities to be effectively managed in the country, it was necessary that a sports stadia management board be established as a Parastatal. According to the Legal Notice 180 of 2002, the composition, functions, objectives and powers of the Board were spelt out as follows:

COMPOSITION OF THE BOARD

- (a) A Chairman appointed by the President;
- (b) A Director/Secretary/Chief Executive of the Board appointed by the Minister in charge of Sports.

The following persons or their representatives:

- (a) The Permanent Secretary in the Ministry for the time being responsible for matters relating to sports;
 - (b) The Permanent Secretary in the Ministry for the time being responsible for matters relating to public works;
 - (c) The Permanent Secretary in the Ministry for the time being responsible for matters relating to Finance;
 - (d) The Attorney-General;
 - (e) The Permanent Secretary in the Ministry for the time being responsible for matters relating to education;
 - (f) The Commissioner of Sports;
 - (g) The Chairman, Kenya National Sports Council;
 - (h) The Chairman Kenya Association of Manufacturers
 - (i) The Chairman, Federation of Kenya Employers;
 - (j) The Chairman, Kenya Amateur Athletics Association;
 - (k) The Chairman, Kenya Football Federation;
- (iii) Not more than three (3) members nominated by the Minister.
The Chairman and the members of the Board appointed under sub-paragraph 1(d) shall hold office for a term of three (3) years but shall be eligible for re-appointment.

FUNCTIONS OF THE BOARD

The Board has the following mandate: -

- (a) Manage and maintain sports facilities effectively and efficiently;
- (b) Market the available sports facilities and maximize their utilization by Kenyans;
- (c) Determine competitive charges for the use of sports facilities in Kenya;

- (d) Collect fees and charges accruing from the use of sports facilities;
- (e) Liaise with the City Council of Nairobi and other local authorities and companies for timely and efficient service delivery;
- (f) Account for all receipts accruing from the sports facilities;
- (g) Plan and implement the expansion of existing sports facilities and development of new ones; and
- (h) Raise its own funds in running its activities and functions under this Order.

POWERS OF THE BOARD

The Board has power to: -

- (a) Administer its assets and funds in such manner and for such purpose as shall promote the best interests of the Board in accordance with the order;
- (b) Receive gifts, donations, grants or other moneys and equipment and make legitimate disbursements there from; and
- (c) Enter into association with such other persons, bodies or organizations within or outside Kenya as the Board may consider desirable and appropriate and in furtherance of the purposes for which the Board is established.

BOARD MATTERS

In May 2003 a Chief Executive and three Directors were appointed and the Board inaugurated by the Minister for Gender, Sports, Culture and Social Services, Hon. Najib Balala. The President appointed the Board Chairman in June the same year.

The entire Board underwent Corporate Governance Training conducted by Preferred Pro-Train in March this year. The sessions were fully participatory and members were taken through the Board's mission and vision. The major areas covered by the training included financial oversight, board roles and responsibilities, conflict of interest, role of committees and boardroom dynamics.

The Board met 4 times since inauguration while its committees have met as follows;

| | |
|------------------------|---------|
| Finance | 3 times |
| Human Resource | 6 times |
| Tender and Procurement | 7 times |
| Technical | 3 times |

The Board's strategic plan for the year 2004/5 was approved at a retreat attended by all Board members in May 2004.

All Board members undertook a familiarization trip to South Africa to visit its major stadiums. During this trip members visited Ellis Park, Johannesburg Stadium, Securicor Loftus, University of Pretoria High Performance Sports Centre and several other facilities to observe proper management of these facilities and to familiarize themselves with management and marketing techniques for the same.

The Chairman Technical committee together with the Chief Executive and two other members visited Italy to meet with Mondo the firm laying the track at Nyayo stadium. During this visit they also met with Marathon Clinic (a high performance facility for athletes) and Dr Rossi where they discussed the possibility of setting up such a facility at Moi International Sports Centre.

As a result of inadequate Government funding the Board has had to look elsewhere for development of new facilities and notes the collaboration with the IAAF (International Association of Athletics Federations) in renovating the Nyayo stadium running track and FIFA (Fédération Internationale de Football Association) for the Goal Project at Kasarani. Other partnerships in the offing are with the International Lawn Tennis Association and with GP Karting to develop go-kart track.

The Board now awaits approval of the Organizational structure and Business plan by State Corporations Advisory Committee to enable it recruit its staff and launch its business and marketing strategies.



Chairman

CHIEF EXECUTIVE OFFICERS REPORT FOR FINANCIAL YEAR 2003/2004

The Minister for Gender Sports Culture and Social services Hon. Najib Balala MP inaugurated the Board in May 2003. The stadia to be managed by the Board include the following:-

| | | |
|---------------------------------|---|---------|
| Moi International Sports Centre | - | Nairobi |
| Nyayo National Stadium | - | Nairobi |
| Ruringu Stadium | - | Nyeri |
| Embu Stadium | - | Embu |

The year under review is therefore the first year of operation for the Board, which has had many challenges and success as outlined in this report.

An Inter-Ministerial Committee on de-linking the stadia from the main stream Civil Service comprising the Ministries of Gender, Sports Culture and Social Services; Finance; Lands and Housing; Public Works and the Attorney General together with the Inspectorate of State Corporations and Directorate of Personnel Management was created.

The Committee commissioned the Ministry of Public Works to carry out an asset and inventory assessment of the stadia. Their draft report was presented to the Committee in November 2003. The Chief Valuer, Ministry of Lands was thereafter commissioned in December to carry out a valuation of the properties. Both these reports will be included in the Cabinet paper on handing over of the properties to the Sports Stadia Management Board.

The committee also commissioned the Directorate of Personnel Management to prepare a report on the proposed organizational structure, terms and conditions of employment, salaries and career progression guidelines for staff of the Board. This report is still to be forwarded to the Board and the Permanent Secretary for approval before forwarding to the State Corporations Advisory Committee. Upon approval recruitment of badly needed management staff shall commence. Other staff will be recruited internally after interview, with those unsuccessful returning to Dept of Sports for redeployment or otherwise.

The Board does not have title deeds for any of the properties under management and the de-linking committee is looking into this. The titles are necessary in addressing the land grabbing issue, as they are proof of ownership. This has also hampered the matter of issuing leases to KFF FIFA Goal Project and transfer of the 23 acres to Athletics Kenya in exchange for Nyayo Stadium title. Title for Ruringu stadium is still held by the Agricultural Society of Kenya, while Embu stadium title has not been issued.

This is still administered by Ministry Headquarters. Release has been slow and hence an impediment to development works e.g. the Nyayo National Stadium bore hole, which has only just been approved after several months.

Our facilities continue to play host to large sports and social events including National Day celebrations. The following major activities, among others, were hosted during the year: -

- a. Africa Cup of Nations Football Qualifiers
Harambee Stars vs. Taifa Stars Tanzania
Harambee Stars vs Cape Verde
Transparency Cup Football tournament
Manchester United Juniors Vs Mathare United Juniors.
- b. Africa Olympics Volleyball Qualification Tournament
- c. Women's Aids Conference
- d. Secondary School Head teachers Association Annual Conference
- e. 40th Anniversary Celebrations

The following rehabilitation and maintenance works were undertaken during the year: -

Moi International Sports Centre -Kasarani

Main Stadium

- Construction of 3 hospitality suites in the main stadium section 24.
- Installation of computer network
- Redecoration of VIP facilities

Gymnasium

- Complete replacement of water pipes due to leaks

Hostel

- Hostel rooms redecoration.

Grounds

- General clearing of bushes and roads within the complex completed
- Street light rehabilitation.
- New carports constructed in Office car park

General

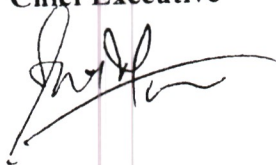
- Telephone and IT network to link up all facilities including Nyayo Stadium to Head Office.
- Website development.

Nyayo National Stadium

- Borehole which has been rehabilitated and is now operational, will have to be extended by another 60m to ensure constant yield
- Running track work has been completed by Nyoro and is now awaiting laying of Tartan material

In addition to regular government grants the Board was authorized to collect and bank AIA with effect from 1st December 2003. The Board has also entered into contract with Alliance Media for outdoor advertising, which will generate substantial revenue over the next three years.

S. A. Mwai
Chief Executive



SPORTS STADIA MANAGEMENT BOARD
BOARD OVERVIEW ON THE FINANCIAL
YEAR ENDED 30TH JUNE 2004

The Sports Stadia was established Vide the Sports Stadia Management Board Order 2002, Legal Notice No.180 of 2002 under the State Corporation Act Cap 446.

Our Vision Statement:

" To be the preferred Sports and Recreational Hosts in the region"

Our Mission Statement:

" To manage,develop and market sporting and recreational facilities to the satisfaction of stakeholders"

Our Corporate Values:

Sports Stadia Management Board belives in an organisation whose people strongly upholds the following corporate values:

- (i) Team work
- (ii) Dedication
- (iii) Integrity
- (iv) Customer focus
- (v) Excellence

SPORTS STADIA MANAGEMENT BOARD
BOARD MEMBER'S REPORT ON THE
FINANCIAL YEAR ENDED 30TH JUNE 2004

The Board Members have the pleasure in submitting their annual reports with financial statements for the year ended 30th June 2005 which disclose the state of affairs of the Board.

PRINCIPAL ACTIVITIES:

The principal activity of the Board is to manage all government owned sports facilities effectively and efficiently.

RESULTS:

Surplus for the year was Kshs. **31,067,634**

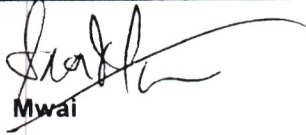
BOARD MEMBERS:

The present Board Members are set out on page 10

AUDITORS:

The Controller and Auditor General continue in office in accordance with Public Audit Act 2003.

BY ORDER OF THE BOARD



S.A. Mwai

Chief Executive Officer

SPORTS STADIA MANAGEMENT BOARD
BOARD INFORMATION:
AS AT 30TH JUNE 2004

MEMBERS OF THE BOARD:

NAME:

| | |
|-----------------|---|
| Phelimon Abongo | Chairman |
| S.A. Mwai | Secretary to the Board |
| N.E.G. Kanyiri | Senior Deputy Secretary- Ministry of Gender |
| M. Ahmed | Director |
| E. Nesbitt | Director |
| T.S. Mohammed | Director |
| W. Makuria | F.K.E. |
| I. Kiplangat | Athletics Kenya |
| E.A. Odwuor | Commissioner of Sports |
| M. Kariuki | K.F.F. |
| J. Okuthe | Kenya National Sports Council |
| J. Muindi | A.G. |
| E. Masinjila | Ministry of Education |
| C. Onchoke | Ministry of Finance |
| T. Muriithi | Inspector General - State Corporations |
| A. Munano | Ministry of Public Works |
| M. Mugwe | Kenya Association Of Manufacturers |

MANAGEMENT

NAME:

| | |
|-----------|-----------------|
| S.A. Mwai | Chief Executive |
|-----------|-----------------|

REGISTERED OFFICE AND PLACE OF WORK:

Moi International Sports Centre
Off Thika Road
P.o. Box Private Bag
KASARANI.
NAIROBI.

AUDITORS:

Controller and Auditor General
P.o. Box 30084,
NAIROBI

BANKERS:

Standard Chartered Bank Kenya Ltd.
P.o. Box 32866-00600
NAIROBI

SPORTS STADIA MANAGEMENT BOARD
STATEMENT OF BOARD MEMBER'S RESPONSIBILITY ON
THE REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 TH JUNE 2004

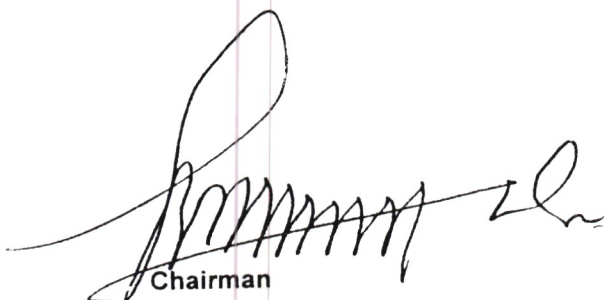
State Corporation Act requires the Board Members to prepare financial statements for each financial year that gives a true and fair view of the state of affairs of the Board as at the end of the financial year and of the Income and Expenditure Account for the year then ended. It also requires the Board Members to ensure that the Board keeps proper accounting records that disclose, with reasonable accuracy, at any time, the financial position of the Board.

The Board Members accept the responsibility for the financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards.


The Board Members are of the opinion that the financial statements gives a true and fair view of the state of the financial affairs of the Board and its operating activities.

The Board Members further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal control.

Nothing has come to the attention of the Board Members to indicate that the Board will not remain a going concern for at least twelve months from the time of this statement.



Chairman



Chief Executive Officer



KENYA NATIONAL AUDIT OFFICE

REPORT OF THE CONTROLLER AND AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF SPORTS STADIA MANAGEMENT BOARD FOR THE YEAR ENDED 30 JUNE 2004

I have audited the financial statements of Sports Stadia Management Board for the year ended 30 June 2004 in accordance with the provisions of Section 14 of the Public Audit Act 2003. Except where stated, I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit. The financial statements are in agreement with the books of account.

Respective Responsibilities of the Board and the Controller and Auditor General

The Board is responsible for the preparation of financial statements which give a true and fair view of the state of affairs of the Board and its operating results. My responsibility is to express an independent opinion on the financial statements based on my audit.

Basis of Opinion

The audit was conducted in accordance with the International Standards on Auditing. Those standards require that the audit be planned and performed with a view to obtaining reasonable assurance that the financial statements are free from material misstatement. An audit includes an examination, on a test basis of evidence supporting the amounts and disclosures in the financial statements. It also includes an assessment of the accounting policies used and significant estimates made by the Board as well as an evaluation of the overall presentation of the financial statements. I believe the audit provides a reasonable basis for my opinion.

1. Late Submission of Financial Statements for Audit

Section 13(1) of the Public Audit Act 2003 requires a state corporation to submit its accounts for audit within three months after the end of the financial year to which the accounts relate or such longer period of time as the National Assembly may by resolution extend after the end of the financial year. However, the Board's financial statements for the year ended 30 June 2004 which should have been submitted by 30 September 2004 were submitted on 19 September 2006 or two (2) years after the due date. As far as I am aware, there was no resolution by the National Assembly to extend the submission date and the Sports Stadia Management Board was, therefore, in breach of the law

2. Motor Vehicles, Plant and Equipments

The balance sheet as at 30 June, 2004 reflects a balance of Kshs.12,583,061.72 under Motor Vehicles, Plant and Equipments described as Non-Current Assets. According to legal notice No. 180 of 15 November, 2002 creating the Board, the Board's mandate is to manage and maintain the country's sports facilities, which include, among others, Kasarani Sports Stadium and Nyayo National stadium. However, the legal notice creating the Sports Stadium Management Board as a body corporate falls short of indicating the ownership of Property, Plant and Equipments in the Sports Stadium to be managed. According to management, the sports facilities and the assets therein are yet to be transferred to the Board and a cabinet paper on the matter is awaiting discussion. Further, the board does not maintain fixed assets registers. It was also observed that the Board's motor-vehicle GK Q710 and tractor GK Q581 had no log books and their ownership could not be confirmed. Consequently it was not possible to confirm that Motor Vehicles, Plant and Equipments balance of Kshs.12,583,061.72 is fairly stated as at 30 June 2004.

3. Debtors

The debtors balance of Kshs.3,874,985.00 as at 30 June 2004 includes staff outstanding imprests of Kshs.1,477,750.00 out of which Kshs.1,327,750.00 are held by an officer who was seconded to the Board from the Parent Ministry. In addition, the value of debtors relating to accrued rent income were excluded from the debtors figure as the Board did not maintain records on rent arrears. Further, the motor-vehicle insurances and general insurance for Kshs.474,597.00 and Kshs.1,190,771.00 respectively charged to Income and Expenditure account are for insurance cover for 2003/2004 and 2004/2005. The cost of insurance cover for 2004/2005 would be a proper charge to that year's Income and Expenditure and therefore, a debtor in 2003/2004. In the circumstances, it has not been possible to confirm that the debtors are fairly stated.

4. Cash and Bank Balances – Kshs.17,159,881.00 Bank Reconciliation – Main Account

According to the Board's records, the Board suspended cash books that were used previously and developed another one, 1½ years after 30 June 2004. The bank reconciliation statement seen reflects amount in Bank and not in cash book of Kshs.67,417,589.00, amount in cash book and not in Bank of Kshs.13,857,994.00, cheques cancelled in cash book but which appear as unrepresented cheques for Kshs.1,753,538.00 and also Kshs.3,800,036.00 being receipts from the Nyayo Stadium omitted from the cash and bank balance of Kshs.17,159,881.00. In view of the above, the completeness and accuracy of cash and bank balance of Kshs.17,159,881.00 reflected in the balance sheet cannot be confirmed. The board has, however, indicated that it did not have necessary staff to record all transactions.

5. Stock Inventory

The current assets balance of Kshs.21,034,866.70 as at 30 June 2004 excludes undetermined value of stock (inventory). The Board did not carry out stock inventory

at the end of the financial year although some of the stock records seen revealed that there were various stock items held at the end of the financial year. The exclusion of the stock inventory in the current assets has not been explained

6. Creditors – Kshs.2,550,293.60

The creditors balance of Kshs.2,550,293.00 as at 30 June 2006 could not be confirmed due to failure to maintain the creditors ledger. Further, creditors ledger balances were not being reconciled to suppliers statements before payments were made. Withheld VAT from suppliers and electricity liability at the year end were completely omitted from the creditors' records. According to management, the accounts were prepared from incomplete books of account due to unavailability of staff.

7. Internal Controls

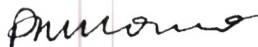
The internal controls in managing most of the Board's transactions were weak as evidenced by failure to record cash takings, failure to maintain debtors ledger, banking without receipting in cash book, failure to tax directors allowances, failure to produce electricity and water bills for audit verification, payment for petrol based on proforma invoices and using the cash book which was in any case incomplete, to prepare the financial statements. In view of the observed weakness in controls, balances generated from the records cannot be fairly relied upon. According to the management, this was due to lack of necessary staff.

8. Budgetary Control

During the year under review, the Board did not maintain a vote book and as a result overspent on thirty six (36) of its expenditure heads by Kshs.5,360,958.00 without the approval of the Board of Directors, Parent Ministry and the Treasury contrary to the provisions of Section 12 of the State Corporations Act, Cap 446. This was therefore a breach of the law.

Opinion

Due to the significance of the matters discussed in the preceding eight (8) paragraphs, I am unable to express an opinion on the financial statements of Sports Stadia Management Board as at 30 June 2004.



**P.N. KOMORA
CONTROLLER AND AUDITOR GENERAL**

Nairobi

29 January 2007

SPORTS STADIA MANAGEMENT BOARD
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30TH JUNE 2004

| INCOME: | Notes: | Kshs. |
|--------------------------|---------------|---------------|
| Grants | 2 | 52,800,000.00 |
| Rent | | 2,467,196.00 |
| Hire of facilities | | 11,725,180.40 |
| Hostel fees | | 3,546,741.00 |
| Gate takings | 12 | 198,681.00 |
| Advertising | | 1,997,500.00 |
| Miscellaneous Income | | 85,100.00 |
| Sale of tender documents | | 40,000.00 |
| Direct credits | 3 | 11,605,064.80 |

| | |
|----------------------|----------------------|
| TOTAL INCOME: | 84,465,463.20 |
|----------------------|----------------------|

EXPENDITURE:

| | | |
|---|----|--------------|
| Salaries & Wages | | 4,890,372.00 |
| Medical Expenses | | 42,567.00 |
| Meetings & Confer. & Directors Allowances | | 4,970,482.25 |
| Training | | 1,018,355.00 |
| Official Entertainment | | 405,077.00 |
| Casual Worker | | 1,298,175.00 |
| Transport Operating | | 1,489,111.90 |
| Local Travel | | 1,681,857.75 |
| Travel Abroad | | 3,805,908.00 |
| Postage | | 17,997.00 |
| Telephone & Internet | | 1,838,614.20 |
| Marketing | | 113,709.45 |
| Stationery, Photoc. & Printing | | 741,447.75 |
| Advertising | | 763,578.60 |
| Contracted Services | | 920,320.00 |
| Motor Vehicle Insurance | | 474,597.00 |
| General Insurance | | 1,190,771.00 |
| Electricity | | 5,045,435.25 |
| Water & conservancy | | 3,046,033.25 |
| Office Cleaning & Materials | | 401,480.65 |
| Fungicides, Insec. & Sprays, Chemicals | | 989,493.60 |
| Security Services | | 2,327,756.85 |
| Uniforms | | 189,666.80 |
| Food Purchases | | 1,462,950.70 |
| Gas & fuel | | 1,150,950.55 |
| Hostel Expenses | | 1,241,637.75 |
| Computer Expenses | | 543,085.85 |
| Office Refurbishment | | 1,380,891.80 |
| Maint. Plant & Equipment | | 325,316.10 |
| Building & Stadia Facilities | | 6,423,532.30 |
| Gate collections Refunds | 12 | 611,861.00 |
| Miscellaneous Expenses | | 250,811.35 |
| Bank Charges | | 50,819.60 |
| Depreciation | 4 | 2,293,164.13 |

| | |
|---------------------------|----------------------|
| TOTAL EXPENDITURE: | 53,397,828.43 |
|---------------------------|----------------------|

| | |
|----------------------------|----------------------|
| SURPLUS / (DEFICIT) | 31,067,634.77 |
|----------------------------|----------------------|

SPORTS STADIA MANAGEMENT BOARD
BALANCE SHEET
AS AT 30.06.04

ASSETS:

Notes

Non-Current Assets

| | | |
|--------------------------------------|---|----------------------|
| Motor Vehicles, Plant and Equipments | 4 | <u>12,583,061.72</u> |
|--------------------------------------|---|----------------------|

Current Assets:

| | | |
|---------------------|---|----------------------|
| Debtors | 5 | 3,874,985.00 |
| Cash & Bank Balance | 7 | <u>17,159,881.70</u> |
| | | <u>21,034,866.70</u> |

Total Assets

33,617,928.42

EQUITY AND LIABILITIES:

Equity:

| | |
|---------------|---------------|
| Surplus Funds | 31,067,634.77 |
|---------------|---------------|

Current Liabilities:

| | | |
|-----------|---|--------------|
| Creditors | 8 | 2,550,293.65 |
|-----------|---|--------------|

Total Equity and Liabilities

33,617,928.42

The financial statements were approved by the Board Members on.....^{4/1/07}.....and signed on its behalf by:

Chairman

Chief Executive

Handwritten signatures and dates for Chairman and Chief Executive.

SPORTS STADIA MANAGEMENT BOARD
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30TH JUNE 2004

| | Accumulated Funds Kshs |
|-----------------------------------|---------------------------------------|
| Year ended 30 th.June 2003 | |
| At start of the year | - |
| Surplus for the year | - |
| Received in the year | - |
| At the end of the year | - |
| | |
| Year ended 30 th.June 2004 | |
| At start of the year | - |
| Surplus for the year | 31,067,634.77 |
| Received in the year | - |
| At the end of the year | 31,067,634.77 |

SPORTS STADIA MANAGEMENT BOARD
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30TH JUNE 2004

| | Notes | (Kshs.) |
|---|-------|------------------------|
| Cash flow from operating activities | | |
| Surplus for the year | | 31,067,634.77 |
| Adjustments for: | | |
| Depreciation for the year | 4 | <u>2,293,164.13</u> |
| Operating surplus before working capital changes | | 33,360,798.90 |
| (Increase)/Decrease in Debtors | 5 | (3,874,985.00) |
| Increase/(Decrease) in creditors | 8 | <u>2,550,293.65</u> |
| Net Cash flow from operating activities | | 32,036,107.55 |
| Cash flow from investing activities | | |
| Purchase of fixed assets | 4 | <u>(14,876,225.85)</u> |
| Net Cash flow from investing activities | | (14,876,225.85) |
| Cash flow from financing activities | | - |
| Net increase in cash equivalents | | 17,159,881.70 |
| Cash and cash equivalents at the start of the year | | - |
| CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR | | 17,159,881.70 |

SPORTS STADIA MANAGEMENT BOARD
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH JUNE 2004

Accounting Policies

The Principal accounting policies adopted in the preparation of the financial statements are set out below:

(a) Basis of preparation

The financial statements are prepared in accordance with and comply with International Financial Reporting Standards (IFRS). The financial statements are prepared in Kenya Shillings (Shs.) under the historical cost convention.

The preparation of the financial statements in conformity with the generally accepted accounting principles requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

(b) Income Recognition

(i) Income is recognized when it is earned.

(ii) Government Grants are recognized on time basis contained in the approved national budget for each fiscal year.

(c) Translation of Foreign Currencies

Translation in foreign currencies during the year is converted into Kenya shillings at rates ruling at the transaction dates.

(d) Property, Plant and Equipments

Property, plant and equipment is stated at historical cost less accumulated depreciation. Depreciation is calculated on straight-line basis to write down the cost of each asset to their residual values over their estimated useful life as follows:

| | | |
|-------|------------------------------|--------|
| (i) | Motor Vehicles | 25% |
| (ii) | Plant & Equipment | 37.5% |
| (iii) | Office Equipment & Computers | 30% |
| (iv) | Furniture | 12.50% |
| (v) | Buildings | 2% |

Equipment, furniture and fittings are periodically reviewed for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

SPORTS STADIA MANAGEMENT BOARD
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH JUNE 2004

Gains and losses on disposal of equipment, furniture and fittings are determined by reference to their carrying amount and are taken into account in determining the surplus/deficit for the year.

(e) Inventories

Inventories are stated at lower of cost and net realizable value. Net realizable value is the estimate of the selling price in ordinary course of business, less the selling price.

(f) Cash and Cash equivalent

For purposes of the cash flow statements, cash and cash equivalents comprise cash in hand, deposits at the bank and 91 day treasury bills.

**SPORTS STADIA MANAGEMENT BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH JUNE 2004**

1 PRINCIPAL ACTIVITY:

The principal activity of the board is to manage all government owned sports facilities effectively and efficiently.

2 GOVERNMENT GRANTS:

The grants received during the financial year were not designated for capital development and was mainly utilized for routine operations of the board.

| Date: | Voucher No. | Kshs. |
|------------|-------------|---------------|
| 14.08.2003 | 263 | 6,852,050.00 |
| 19.09.2003 | 680 | 6,347,950.00 |
| 17.10.2003 | 1082 | 13,200,000.00 |
| 17.02.2004 | 2887 | 13,200,000.00 |
| 26.05.2004 | 4474 | 13,200,000.00 |
| | | 52,800,000.00 |

3 DIRECT CREDITS

This constitutes deposits (mainly cheques) which were directly banked without being receipted.

Kshs.
11,605,064.80

4 FIXED ASSETS:

The fixed assets only includes those purchased by the board from the time of its inception to the end of the financial year and doesn't include Land & Buildings which is yet to be officially transferred from the government to the board.

| | Motor Vehicles | Plant & Equipment | Office Equipment | Furniture | Total |
|---------------|-------------------|----------------------|---------------------|--------------|---------------|
| <u>COST</u> | Kshs | Kshs | Kshs | Kshs | Kshs |
| At Sept. 2003 | 3,002,050.00 | 1,953,600.00 | 229,000.00 | 422,202.00 | 5,606,852.00 |
| Additions | 6,633,723.95 | 277,176.30 | 1,296,246.30 | 1,062,227.30 | 9,269,373.85 |
| At June 2004 | 9,635,773.95 | 2,230,776.30 | 1,525,246.30 | 1,484,429.30 | 14,876,225.85 |

DEPRECIATION:

| | | | | | |
|--------------------|--------------|------------|------------|-----------|--------------|
| At Sept 2003 | - | - | - | - | - |
| Charge for the yr. | 1,472,768.32 | 513,281.40 | 224,917.50 | 82,196.91 | 2,293,164.13 |
| Prior yr. adjust. | - | - | - | - | - |
| | 1,472,768.32 | 513,281.40 | 224,917.50 | 82,196.91 | 2,293,164.13 |

NET BK. VALUE:

| | | | | | |
|-------------------|--------------|--------------|--------------|--------------|---------------|
| At 30th June 2004 | 8,163,005.63 | 1,717,494.90 | 1,300,328.80 | 1,402,232.39 | 12,583,061.72 |
|-------------------|--------------|--------------|--------------|--------------|---------------|

SPORTS STADIA MANAGEMENT BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH JUNE 2004

5 DEBTORS:

| Details | Kshs. |
|----------------------|----------------------------|
| Accounts receivables | 2,367,235.00 |
| Dishonoured Cheques | 30,000.00 |
| Staff imprest | <u>1,477,750.00</u> |
| | <u>3,874,985.00</u> |

6 UNCREDITED AMOUNTS

This constitutes our deposits to the bank which had not been reflected in the bank statements by the end of the year.

Kshs.
13,857,994.40

7 CASH & BANK BALANCE:

| Details | Kshs. |
|------------------------|-----------------------------|
| Std. Bank Main Account | 2,189,032.80 |
| Std. Bank Fund Account | 1,112,854.50 |
| Uncredited amounts | <u>13,857,994.40</u> |
| | <u>17,159,881.70</u> |

8 CREDITORS:

Sundry creditors remained outstanding to the value of Kshs.2,550,293.65

9 TAXATION:

The Board is Non-Profit making organization hence exempt from Income Tax

10 INCORPORATION:

The Board was is incorporated in Kenya under the State Corporation Act Cap.446

11 CURRENCY:

The financial statements are presented in Kenya Shillings (Kshs.)

12 GATE TAKINGS & GATE COLLECTION REFUNDS:

The proportion of Gate collection refunds to Gate takings is higher because most of the weekend collections were banked directly (e.g. via securicor) hence constitute part of direct credits.