

MANAGEMENT ORGANIZATION AND FUNCTIONAL STRUCTURE

Proposed to the National Scout Council by Maeed Zahir, Chief Commissioner and endorsed by the National Scout Council on 9th November 2022.



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THE SCOUT ASSOCIATION OF MALDIVES

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Purpose

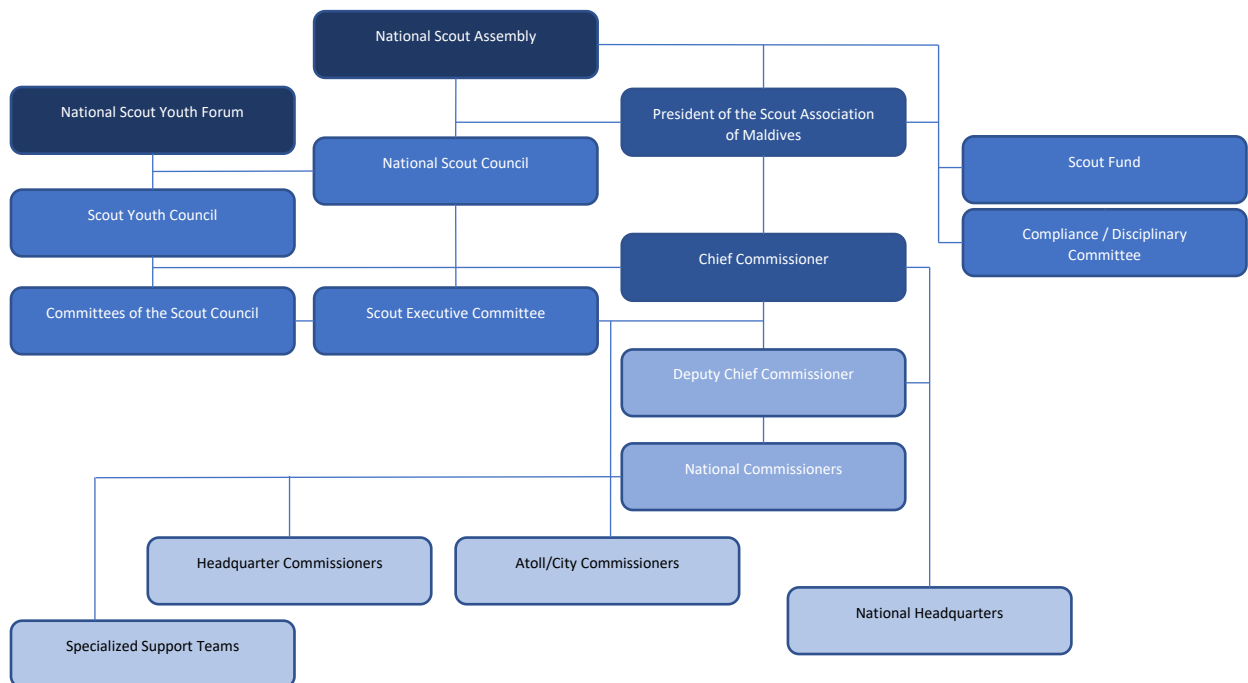
The purpose of this document is to provide guidance and outline the hierarchy of management¹ coordination, principles, and ethics of management, providing clarity of functions and roles of the management of the Scout Association of Maldives.

The document provides the following clarity:

- Management coordination structure
- Principles of management and Ethical considerations
- Competency framework for office bearers within the management coordination structure
- Roles and responsibilities of office bearers
- Management controls, delegation of tasks and responsibilities

Organization Structure² – the Scout Association of Maldives

The following organization structure identifies the functional hierarchy of the Scout Association of Maldives. The Governance body of the Scout Association of Maldives is the National Scout Council led by the President of the Scout Association of Maldives and the Management body of the Scout Association of Maldives is the Scout Executive Committee led by Chief Commissioner. The management comprises of the Chief Commissioner, Deputy Chief Commissioners and National Commissioners. Management is supported by the National Headquarters (Staff), Headquarter Commissioners (including Atoll Commissioners).



¹ Management is referred in this document to the Scout Executive Committee of the Scout Association of Maldives (Article 33 of the SAM Constitution). HQ Commissioners and Atoll/City Commissioners and other functions are an addition to this structure.

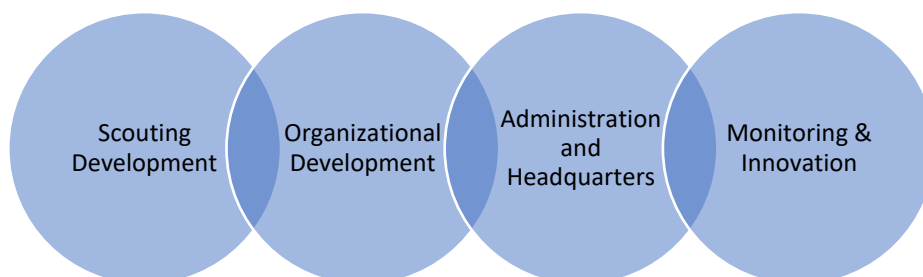
² Organizational Structure of the Scout Association of Maldives is derived from Chapter 3 of the SAM Constitution.

Management Coordination Structure

For effective and efficient management, the management coordination structure of the Scout Association of Maldives shall be focused on functional areas – a functional organization structure. This allows coordination among focused cluster teams within the management organized in grouping relevant for operational delivery.

The Management Organization and Functional Structure of the Scout Association of Maldives is led by the Chief Commissioner with the guidance of the President of the Association and the National Scout Council.

In order to achieve the goals of the Scout Association of Maldives, the management coordination structure is divided in to three core clusters and one support cluster. All cluster directly reports to the Chief Commissioner of the Association and has a Cluster Lead – A Deputy Chief Commissioner. The Support Cluster is led by the Chief Commissioner.

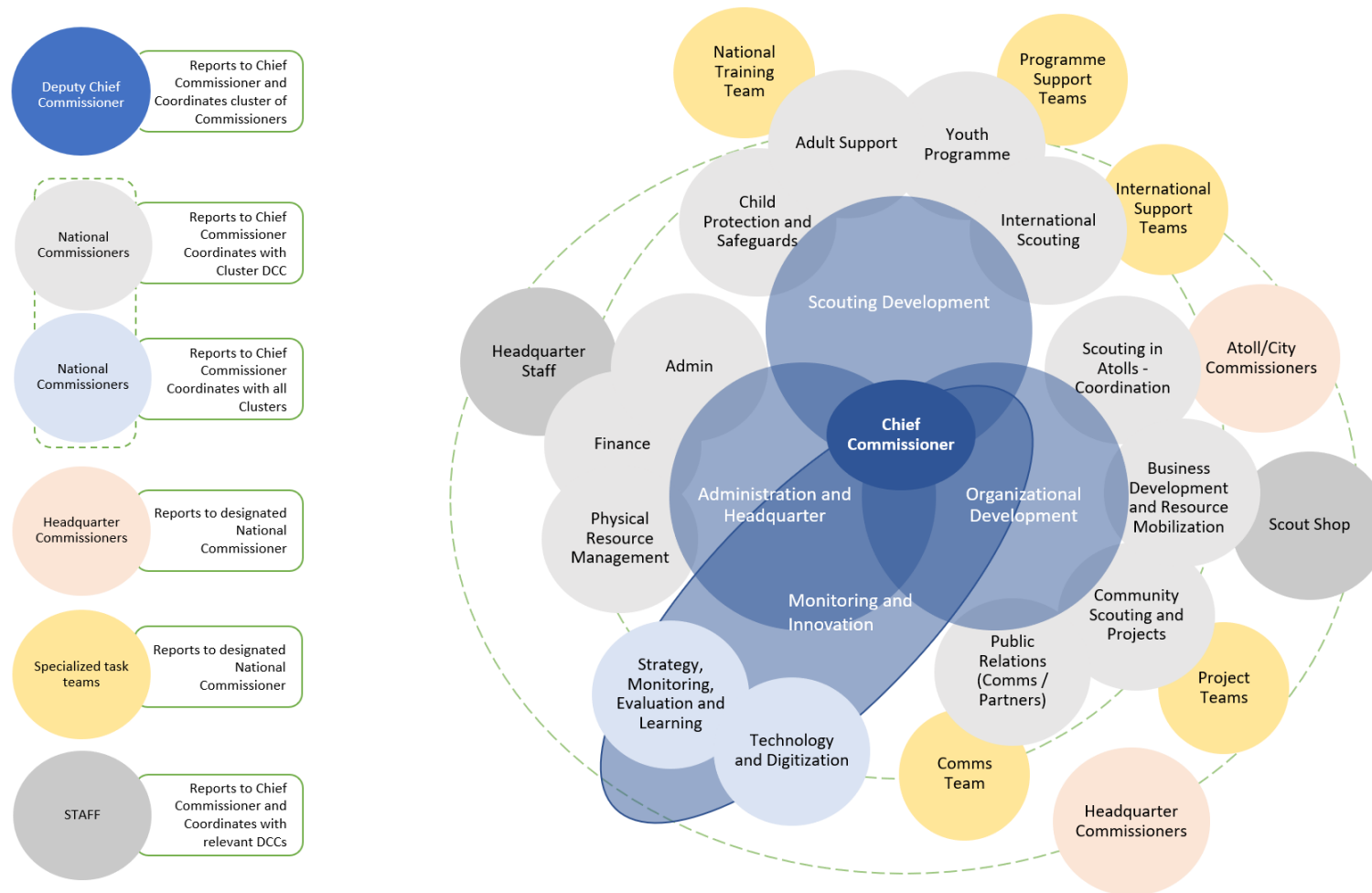


The following matrix provides details on the functions of each cluster:

Coordination Cluster	Principle Functions	Cluster Lead	Functional leads
Scouting Development	The key function of the cluster is to ensure continuous development and implementation of meaningful scouting experience to young people offered by the Scout Movement in the country. In order to do so, the cluster is responsible for the coordination of functions related to Youth Programme, Adults in Scouting, International Scouting, and Child safeguards and compliance.	Deputy Chief Commissioner – Scouting Development	<ul style="list-style-type: none"> - National Commissioner for Youth Programme - National Commissioner for Adults in Scouting - International Commissioner - National Commissioner for Child Protection and Safeguards
Organizational Development	The key function of this cluster is increase efforts on improving efficiency of the organizations capacity to deliver its services and programmes. In order to do so the cluster is responsible for the	Deputy Chief Commissioner – Organizational Development	<ul style="list-style-type: none"> - National Commissioner for Business Development and Resource Mobilization

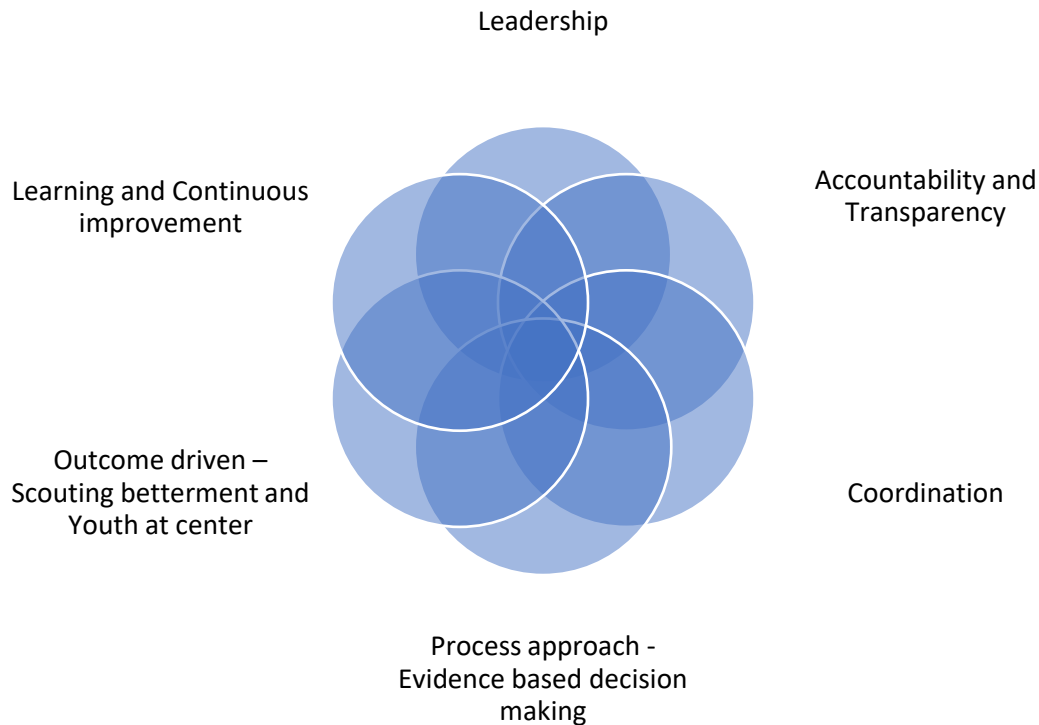
	<p>coordination of functions related to Business Development and Resource Mobilization, Public Relations (communications and external relations), Scouting in Atolls, and Community Scouting and Projects.</p>		<ul style="list-style-type: none"> - National Commissioner for Public Relations - National Commissioner for Scouting in Atolls - National Commissioner for Community Scouting and Projects
<p>Administration and Headquarters</p>	<p>The key function of this cluster is to provide organization wide support services (non-core business support services) including management of Headquarter secretarial functions, Administrative services, financial services, procurement, and management of physical and non-physical resources of the Association. In order to do so the cluster is responsible for the coordination of functions related to Administration, Finance and Resource Management.</p>	<p>Deputy Chief Commissioner -</p>	<ul style="list-style-type: none"> - National Commissioner for Administration - National Commissioner for Finance - National Commissioner for Physical Resource Management
<p>Monitoring and Innovation</p>	<p>The key function of this cluster is to provide continuous monitoring – measuring organization performance – and provide innovation and technology for efficiency of the organization. In order to do so the cluster is responsible for the coordination of functions related to Strategy, Monitoring, Evaluation and Learning, and Technology and Digitization.</p>	<p>Chief Commissioner</p>	<ul style="list-style-type: none"> - National Commissioner for Strategy, Monitoring, Evaluation and Learning - National Commissioner for Technology and Digitization

The following relationship diagram provides a visual representation of how the clusters in the management organization structure should function. Headquarter Commissioners (including Atoll Commissioners) and Headquarter staff are considered as functional support mechanisms for functional leads – National Commissioners.



Management Principles

Management is essential for all organizations that strives to become efficient and achieve its aims. Management has 4 basic functions – planning, organizing, leading, and controlling. In order for the Scout Executive Committee to deliver on these 4 general management functions the committee shall be guided by the following management principles:



The Scout Executive Committee (ExCo) shall demonstrate **leadership** in operationalizing the organizational vision, strategy, and priorities. The ExCo shall be **accountable** to the governance of the association and general membership of the association, this can be ensured by becoming **transparent** in all its doings. ExCo's must ensure proper and meaningful **coordination**, both within the committee and across all structures of the association. The modus operandi of ExCo must be to ensure that a **process approach** is followed when undertaking all tasks, and always making collective, informed, **evidence-based decisions**. ExCo must be **outcome driven** and must always direct its energy to **keep youth at the center** of the association and contribute meaningfully through all its actions for **Scouting betterment** in the Maldives. ExCo shall be fully committed to the **continuous improvement** of its processes and operations, and this can only be done through monitoring, evaluation and **learning** practices.

Ethics governing all management personnel:

The following set of principles should govern the conduct of all personnel³ working in within the management structure of the Scout Association of Maldives.

Adherence to the Scout Promise and Law: All personnel working within the management must always live by the promise they made and follow the laws of scouting – be honest, loyal, helpful, friend and brother/sister to every other, courteous, environmentally friendly, obedient, cheerful in all circumstances, thrifty, and clean in thought, word, and deed.

Integrity: Be principled, trustworthy, upright, and good in character – make every effort to fulfill the letter and spirit of their promises and commitments.

Commitment to excellence: Pursue excellence in performing all tasks and duties, be well-informed and prepared and commit to increase proficiency in all areas of responsibilities.

Caring and compassion: demonstrate compassion and a genuine concern for the wellbeing of others – accomplish objectives in a manner that causes the least harm and the greatest positive good.

Fairness: Strive to be fair and just in all dealing. Do not exercise power arbitrarily, do not use overreaching or indecent means to gain or maintain any advantage or make undue advantage of another’s mistakes or difficulties. Always manifest a commitment to just and equal treatment of other. Be willing to admit when wrong and where appropriate change position or opinions.

Respect: Treat everyone with respect. Adhere to the golden rule – striving to treat others the way they would like to be treated. Be courteous and treat people with equal respect and dignity.

Reputation and Morale: Always work towards building and protecting the associations reputation and the morale of all its members. Always avoid words or actions that might undermine respect and take affirmative steps to correct or prevent inappropriate conduct of other in the movement.



³ Personnel here refers to all management office bearers.

Competency Framework

A competency framework is a structure that sets out and defines each individual competency required by individual working in an organization or part of that organization. Competencies are a key performance indicator from the organization to an individual of their expected areas and levels of performance.

Core Competencies:

These core competencies are applicable to all office bearers of the Scout Executive Committee, and those who support in the organizational functional structure.

Leading ExCo	
Social Intelligence	Ability to understand different social situations and dynamics. Ability to operate effectively in various social situations.
Strategic thinking	Ability to communicate complex ideas, collaborate with internal and external stakeholders. Ability to build consensus and alignment when working toward shared goals.
Conflict management	Capacity to help others in the ExCo, whether they are fellow leaders or people in other teams/cluster, in avoiding or resolving interpersonal conflicts.
Decision making	Know when to decide by oneself, when to consult with team members or peers and get their opinion on a certain matter, and most importantly, when to take a step back and let others decide.
Change Management	Know how to prepare, support, and guide people through various organizational changes.
Business acumen	Ability to make sound business decisions by combining a number of factors to arrive at the best outcome for a given situation. Ability to focus, understanding of consequences, problem solving and recognizing stakeholder needs
Leading Others	
Servant leadership	Ability to focus and support the growth and well-being of other people and the scouting community they serve.
Interpersonal skills	Capable of Active listening, giving, and receiving feedback, verbal / non-verbal communication, problem-solving skills, and teamwork Ability to communicate effectively – Clearly able to communicate, actively listen to others, and respond with understanding and respect.
Emotional Intelligence	Capable to understand people’s emotions and emotional situations. Capacity to understand and manage our own emotions. (Self-awareness, Self-regulation, Motivation, Empathy, Social skills)
Coaching and relationships	Know when to (gently) push someone to go outside their comfort zone, giving useful feedback when necessary, and building and maintaining strong relationships with the people they manage. (Being authentic, having rigor in logic, Altruism)

Inclusiveness	Ability to create an environment in which everybody feels welcome. Treat everyone equally and respectfully. Cultural intelligence: attentive to other cultures and adapt as required. (awareness of biases, effective collaboration)
People Management	Ability to support development of others (coaching, mentoring, etc.) and help optimize their talents to maximize productivity. Inspire others, communicate clearly and lead change. (Flexibility, Feedback, Empathy, Efficiency, Openness, Reflective). Effective delegation: ability to delegate – not just handing over responsibilities but also guiding and supporting people new ways to do the task better than they did in the past if needed at all.
Leading yourself	
Agility	Ability to quickly adapt to rapidly changing circumstances. Have the ability to continually learn, unlearn, and relearn when necessary.
Courage	Ability to stand by your values and people and defending them in front of others when necessary, however at the same time be willing to admit when wrong and where appropriate change position or opinions.
Functional skills	Ability to take the initiative, rectify, critically reflect, make decisions, set goals and priorities, manage time, and be organized.

Functional Competences with key Roles and responsibilities

Function	Roles and Responsibilities	Functional Competencies
Deputy Chief Commissioner(s) <i>[Reports to the Chief Commissioner. Accountable to the National Scout Councils and the Scout Executive Committee of the Association]</i>		
Deputy Chief Commissioner – Scouting Development	<ul style="list-style-type: none"> Ensure continuous development and implementation of meaningful scouting experience to young people offered by the Scout Movement in the country. Support and provide guidance to relevant National Commissioners in the development and delivery of the Scout Youth Programme and Adults in Scouting related policies, programmes, and guidance’s for the Association. Lead, coordinate and supervise the functioning of the Scouting Development Cluster of the Scout Executive Committee comprised of the National Commissioner for Youth Programme, National Commissioner for Adult Support, International Commissioner and the National Commissioner for Child Protection and safeguards. 	<ul style="list-style-type: none"> Able to create opportunities for others to be heard, listen attentively, and encourage them to express their views Able to share information across teams and units to enable informed decision making Able to deliver results: Achieve results through the efficient use of resources and commitment to quality outcomes Able to use own and other’s expertise to achieve outcomes and take responsibility for delivering outcomes. Able to make sure the National Commissioners and other teams working within the responsible cluster understand

	<ul style="list-style-type: none"> • Facilitate an enabling and productive team environment within the Scouting Development Cluster. • Facilitate capacity building of the team members of the Scouting Development cluster. • Promote relationships with other National and international Association and promote twinning programmes and develop relations with other youth and related organizations in coordination with the National Commissioner for Public Relations and International Commissioner. • Supervise the activities of volunteer and professional staff accountable to the Deputy Chief Commissioner – Scouting Development • Ensure the promotion of non-formal education through scouting, engage with relevant stakeholders and institutions with similar non-formal education objectives. • Develop plans and budgets for activities implemented by the Scouting Development Cluster. • As the budget holder for the activities undertaken by the Scouting Development Cluster, manage and budget for effective utilization of resources. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Provide leadership support to the Chief Commissioner for the management of the affairs of the Association in accordance with constitution. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Carryout any duties and responsibilities deputized by the Chief Commissioner. 	<p>expected goals and acknowledge their successes in achieving these.</p> <ul style="list-style-type: none"> • Able to undertake objective, critical analysis to draw accurate conclusions that recognize and manage contextual issues • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to gain consensus and commitment from others, and resolve issues and conflicts • Able to understand and apply financial processes to achieve value for money and minimize financial risk • Able to understand and use available technologies to maximize efficiencies and effectiveness • Able to regularly review procedures and/or systems with teams to identify required improvements and apply them to processes.
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<p>Deputy Chief Commissioner – Organizational Development</p>	<ul style="list-style-type: none"> • Ensure and enhance efforts to improving efficiency of the organizational capacity to deliver all services of the Association. • Support and provide guidance to relevant National Commissioners in the development of the Association’s decentralized services, business development, projects and community impact, and resource mobilization efforts. • Lead, coordinate and supervise the functioning of the Organizational Development Cluster of the Scout Executive Committee comprised of the National Commissioner for Scouting in Atolls, National Commissioner for Business Development and Resource Mobilization, National Commissioner for Community Scouting and Projects, and the National Commissioner for Public Relations. • Facilitate an enabling and productive team environment within the Organizational Development Cluster. • Facilitate capacity building of the team members of the Organizational Development cluster. • Supervise the activities of volunteer and professional staff accountable to the Deputy Chief Commissioner – Organizational Development • Develop plans and budgets for activities implemented by the Organizational Development Cluster. • As the budget holder for the activities undertaken by the Organizational Development Cluster, manage and budget for effective utilization of resources. • Manage, expand and be responsible for the operations of the Scout Shop of the Association. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. 	<ul style="list-style-type: none"> • Able to create opportunities for others to be heard, listen attentively, and encourage them to express their views • Able to share information across teams and units to enable informed decision making • Able to deliver results: Achieve results through the efficient use of resources and commitment to quality outcomes • Able to use own and other’s expertise to achieve outcomes and take responsibility for delivering outcomes. • Able to make sure the National Commissioners and other teams working within the responsible cluster understand expected goals and acknowledge their successes in achieving these. • Able to undertake objective, critical analysis to draw accurate conclusions that recognize and manage contextual issues • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to gain consensus and commitment from others, and resolve issues and conflicts • Able to understand and apply financial processes to achieve value for money and minimize financial risk • Able to understand and use available technologies to maximize efficiencies and effectiveness • Able to regularly reviews procedures and/or systems with teams to identify
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	<ul style="list-style-type: none"> • Provide leadership support to the Chief Commissioner for the management of the affairs of the Association in accordance with constitution. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Carryout any duties and responsibilities deputized by the Chief Commissioner. 	<p>required improvements and apply them to processes.</p>
<p>Deputy Chief Commissioner – Administration and Headquarters.</p>	<ul style="list-style-type: none"> • Ensure provision of organization wide support services (non-core business/corporate support services) including management of Headquarter secretarial functions, Administrative services, financial services, procurement, and management of physical and non-physical resources of the Association. • Support and provide guidance to relevant National Commissioners in the development of the Association’s Administrative and financial services, procurement, and Asset management. • Supervise the activities of volunteer and professional staff accountable to the Deputy Chief Commissioner – Administration and Headquarters • Support the Chief Commissioner in managing and supporting the overall secretariate support services provided by the Headquarter and its staff. • Support Chief Commissioner in providing secretariate support to the National Scout Council and Committees of the National Scout Council. • Lead, coordinate and supervise the functioning of the Administration and Headquarter Cluster of the Scout Executive Committee comprised of the National Commissioner for Administration, National Commissioner for Finance, and the National Commissioner for Resource Management. 	<ul style="list-style-type: none"> • Able to create opportunities for others to be heard, listen attentively, and encourage them to express their views • Able to share information across teams and units to enable informed decision making • Able to deliver results: Achieve results through the efficient use of resources and commitment to quality outcomes • Able to use own and other’s expertise to achieve outcomes and take responsibility for delivering outcomes. • Able to make sure the National Commissioners and other teams working within the responsible cluster understand expected goals and acknowledge their successes in achieving these. • Able to undertake objective, critical analysis to draw accurate conclusions that recognize and manage contextual issues • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others.

	<ul style="list-style-type: none"> • Facilitate an enabling and productive team environment within the Administration and Headquarter Cluster. • Facilitate capacity building of the team members of the Administration and Headquarter cluster. • Develop plans and budgets for activities implemented by the Administration and Headquarter Cluster. • As the budget holder for the activities undertaken by the Administration and Headquarter, manage, and budget for effective utilization of resources. • Ensure that a daily log of the workings of the Headquarter is maintained. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Provide leadership support to the Chief Commissioner for the management of the affairs of the Association in accordance with constitution. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Carryout any duties and responsibilities deputized by the Chief Commissioner 	<ul style="list-style-type: none"> • Able to gain consensus and commitment from others, and resolve issues and conflicts • Able to understand and apply financial processes to achieve value for money and minimize financial risk • Able to understand and use available technologies to maximize efficiencies and effectiveness • Able to regularly review procedures and/or systems with teams to identify required improvements and apply them to processes.
<p>National Commissioner(s) <i>[Reports to the Chief Commissioner. Supervised by a Deputy Chief Commissioner. Accountable to the National Scout Councils and the Scout Executive Committee of the Association]</i></p>		
<p>National Commissioner for Youth Programme</p>	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Scouting development in ensuring coordinated delivery of the tasks and works of the Scouting Development Cluster. • Be responsible to manage the development and delivery of an effective youth programme that achieves the purpose of Scouting. • Organize and conduct training courses for the Youth Members (e.g.:- on skills, leadership, etc.) as and when necessary, 	<ul style="list-style-type: none"> • Able to think, analyze and consider the broader context to develop practical solutions. • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to understand and use available technologies to maximize efficiencies and effectiveness

	<ul style="list-style-type: none"> • With the support of the Youth Programme Committee of the Scout Council, develop a National Youth Programme Policy consistent with the World Scout Youth Programme Policy. • Develop, maintain, and implement necessary guidelines and reference documents on different aspects of Youth Programme. • Create awareness, among leaders at all levels of the association about the importance of Youth Programme and to meet the changing needs of young people in the society. • Ensure that the Scout Youth Programme is delivered at a satisfactory quality level in all Scout Groups of the Association. • Together with the National Adult Support Commissioner, ensure that elements of the youth programme are effectively integrated in the training curriculum and delivery of the Association. • Integrate specialized dimensions, such as environmental education, community involvement, scouting with special needs into the Youth Programme. • Oversee the awarding of awards, badges, and certificates to youth members. • Oversee the granting of permits for camping and other activities as per the policies and guidelines, established by the Association. • Support the Youth Programme Committee of the Scout Council by providing technical advice, feedback and resources required to formulate necessary policies, regulations, and guidelines. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. 	<ul style="list-style-type: none"> • Able to collaborate with others and value their contribution • Withstands criticism from stakeholders and others and remains composed under pressure. • Show drive and motivation, an ability to self-reflect and a commitment to learning • Able to understand all components of the project management process, including the need to consider change management • Able to identify and evaluate risks associated with programmes carried out by the Association and develop mitigation strategies • Able to pick up and assimilate relevant information quickly and easily. Learns new tasks rapidly. Responds swiftly and appropriately. Can think on their feet in rapidly changing environments. • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Proactively seeks opportunities to identify and introduce efficiencies in his/her own planning and organizing, within the scope of assigned tasks and applicable regulations, rules, and policies.
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	<ul style="list-style-type: none"> • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
<p>National Commissioner for Adult Support</p>	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Scouting development in ensuring coordinated delivery of the tasks and works of the Scouting Development Cluster. • With the support of the Adult Support Committee of the Scout Council, develop and manage the implementation of the National Adults in Scouting Policy consistent to the World Adults in Scouting Policy. • Ensure the implementation and management of the Adult life cycle (recruitment, performance, deciding for the future and recognition of Adult Volunteers) within all structures of the Association, • Ensure regular needs assessments are carried out for Adult Volunteers in the movement, in consultation with the Adult Support Committee of the Scout Council. • Ensure that effective and efficient trainings are conducted for Adult volunteers within the Association. • Ensure that training scheme of the association is formulated, reviewed, and implemented, through a capable training team that can deliver the training needs of the association in accordance with policies laid down by the association. • Organize and provide leadership to the National Training Team and ensure that it functions effectively and the training and development of its members. • Be responsible for managing the awards and recognitions conferred to adults in Scouting and manage the granting and renewal of warrants to adults in 	<ul style="list-style-type: none"> • Able to think, analyze and consider the broader context to develop practical solutions. • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to understand and use available technologies to maximize efficiencies and effectiveness • Able to collaborate with others and value their contribution • Withstands criticism from stakeholders and others and remains composed under pressure. • Show drive and motivation, an ability to self-reflect and a commitment to learning • Able to pick up and assimilate relevant information quickly and easily. Learns new tasks rapidly. Responds swiftly and appropriately. Can think on their feet in rapidly changing environments. • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations.

	<p>Scouting and to update the data base of adults in scouting.</p> <ul style="list-style-type: none"> • Evaluate and Training reports and progress of adult trainings • Develop and manage an up-to-date database of all adults in Scouting. • Support the Adult Support Committee of the Scout Council by providing technical advice, feedback and resources required to formulate necessary policies, regulations, and guidelines. • Support the Chief Commissioner in carrying out management inductions, orientations, and capacity building sessions. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Have a desire to work to develop the long-term capability of others. Fostering the growth of people allows them to better meet organizational needs, to be more efficient, and gives them greater satisfaction in their job. • Be able to understand complex information, make connections and draw conclusions – quickly understanding the crux of a difficult problem. • Able to build, maintain and make most of networks. • Proactively seeks opportunities to identify and introduce efficiencies in his/her own planning and organizing, within the scope of assigned tasks and applicable regulations, rules, and policies. • Able to regularly review procedures and/or systems with teams to identify required improvements and apply them to processes.
International Commissioner	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Scouting development in ensuring coordinated delivery of the tasks and works of the Scouting Development Cluster. • Be able to maintain regular contact with the World and Regional Committees, and the World Bureau/ APR office. • Establish beneficial relationships with other National Scout Organizations, International Organizations, Regional / Sub-regional organizations working on the promotion of Scouting. 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to pick up and assimilate relevant information quickly and easily. • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately

	<ul style="list-style-type: none"> • Ensure that all information received on international matters is circulated quickly and effectively to the concerned leaders in the association. • Provides information and assistance to all Scouts groups and individual Scouts travelling abroad for international Scouting events. • Assists accredited Scouts and leaders from other countries visiting the country. • Attend, and ensure the association has proper representation, at world and regional conferences and events. • In consultation with relevant Committees of the Association, develop and implement policies and procedures concerning and promoting international scouting and the Association’s relationship with other Scout Organizations. • Manage the WOSM Members portal, WOSM Services portal, Donation Platform and other WOSM platforms for the Association. • Provide support to integrate international dimension of scouting into the Youth Programme and Adults in Scouting frameworks where and when necessary. • Assist in finding supports and resources from other Scout Regions and Members Organizations. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure the selection of participants for International events are properly finalized, in accordance with the selection criteria for international participation rules • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. 	<p>without being told. Able to spot and implement opportunities for improving situations.</p> <ul style="list-style-type: none"> • Have a desire to work to develop the long-term capability of others. Fostering the growth of people allows them to better meet organizational needs, to be more efficient, and gives them greater satisfaction in their job. • Able to build, maintain and make most of networks.
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	<ul style="list-style-type: none"> • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
National Commissioner for Child Protection and Safeguards	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Scouting development in ensuring coordinated delivery of the tasks and works of the Scouting Development Cluster. • With the support of relevant Committees of the Scout Association develop and implement the Safe from Harm (Child safeguards) policy of the Association. • With the support of relevant Committees of the Scout Association develop and implement a Prevention of Sexual Exploitation and Abuse (PSEA) policy of the Association. • With the support of relevant Committees of the Scout Association develop and implement the “Open to All” (inclusivity) Policy of the Association. • Coordinate with all structures of the Association, carry out the development of strategies, systems, and procedures to effectively respond to SEA and CP risks and concerns, integrating already existing complaints mechanisms and identify additional complaint mechanism, supporting the Association with guidance on best practices. • Ensure that all activities carried out by the Association is designed to prevent and respond to SEA and CP risks and concerns. • Coordinate with the National Youth Programme Commissioner and the National Adult Support Commissioner to ensure safe and inclusive environment is provided through camps and other outdoor activities 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to identify ways to improve systems and structures to deliver services with streamlined resource. • Able to regularly reviews procedures and/or systems with teams to identify required improvements and apply them to processes. • Able to advise and support individuals at all levels within the Association • Understands the Legislation, government guidance and national frameworks for safeguarding children and PSEA. • Able to work with conflict and emotionally distressing matters. • Able to keep information confidential when necessary.

	<p>carried out by the Association for all categories of members.</p> <ul style="list-style-type: none"> • Coordinate with all structures of the Association to promote “open to all” and inclusivity in all programmes and services offered by the Association. • Ensure relevant SEA and CP related training modules are incorporated in all inductions and training programmes conducted by the Association. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Able to identify and interpret the feelings of others based on their choice of words, tone of voice, expression, and other nonverbal behavior – able to anticipate how others will react to a situation • Able to find non-threatening ways to approach others about sensitive issues. • Able to monitor emotional reactions and is able to always act in a controlled manner.
National Commissioner for Scouting in Atolls	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Organizational Development in ensuring coordinated delivery of the tasks and works of the Organizational Development Cluster. • Maintain close coordination with Atoll/City Commissioners appointed by the Chief Commissioner, ensuring that regular coordination meetings are carried out monthly to share updates, identify challenges and provide solutions to strengthen scouting in the Atolls. • Prepare a compiled monthly report of all activities carried out in the Atoll/Cities with the support of Atoll/City Commissioners. • With support of all structures of the Association, and in consultation with scout groups across the country develop and propose a plan to decentralize 	<ul style="list-style-type: none"> • Able to identify ways to improve systems and structures to deliver services with streamlined resource. • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations.

	<p>administration of scouting in the Maldives – to be presented to the Scout Council.</p> <ul style="list-style-type: none"> ● Identify opportunities, develop, and implement plans to expand Scouting in the country. ● Support and coordinate with the Administration and Headquarter Cluster in ensuring that circulars and communications from the Association is reached to Scout Groups across the country. ● Support and coordinate with the Administration and Headquarter Cluster in maintaining Group Registration details and Membership database of the Association. ● Support and coordinate with the Scouting Development Cluster to identify needs and potential regions/atolls to carry out programme (events/activities) and training and capacity building interventions. ● Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. ● Supervise the activities of volunteer and professional staff accountable to the National Commissioner. ● Ensure financial accountability by adhering to financial policies and guidelines of the Association. ● Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> ● Able to stay informed about the policies, directives, progress, and other key information from the Association. ● Able to use multiple channels or means to communicate effectively with networks of leaders ● Able to communicate information and ideas clearly and articulately both in oral and written form. ● Able to convey complex information clearly. Anticipates the information that others will need. ● Able to achieve results in a quality, timely, and cost-effective way. ● Able to influence the views and behavior of others through persuasion and encouragement. ● Able to build, maintain and make most of networks.
<p>National Commissioner for Business Development and Resource Mobilization</p>	<ul style="list-style-type: none"> ● Support the Deputy Chief Commissioner – Organizational Development in ensuring coordinated delivery of the tasks and works of the Organizational Development Cluster. ● Support the Deputy Chief Commissioner – Organizational Development in the management of the Scout Shop. 	<ul style="list-style-type: none"> ● Able to seize opportunities to influence future directions and overall business development. ● Able to ensure that others involved in a project or effort are kept informed about developments and plans. ● Able to present arguments that address most important concerns and looks for win-win solutions.

	<ul style="list-style-type: none"> • Manage the investments of the Association including the operations of the Scout Shop and ensure that they are profitable ventures. • Manage stock of Scout uniform materials badges and other component and ensure that adequate stock is maintained at all times. • Develop a Business Plan for the Scout Shop of the Association, identifying new sales areas and improvement of sales through various methods. • Research the latest in the business industry, identify areas where the Association can further expand its businesses and create new opportunities for expansion. • Ensure that sales targets and profit goals are reached and meet expectation – develop necessary marketing materials and approaches to ensure maximum business reach. • Develop and maintain relationships with different potential stakeholders, track, identify and add qualified prospects to sales pipeline. • Carry out research, identify and develop a Fundraising and Resource Mobilization Plan for the Association. • Work together with the National Commissioner for Public Relations to identify potential donors and financial sponsors for the Association. • Set an annual fundraising target endorsed by the Scout Executive Committee, work together with all structures of the Association to increase efforts, and ensure annual fundraising targets are reached. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. 	<ul style="list-style-type: none"> • Able to show an interest in what other have to say; acknowledge their perspectives and ideas. • Able to build relationships with people whose assistance, corporation and support maybe needed. • Able to find ways to measure and track customer satisfaction (scout shop). • Able to identify set of features, parameters, or considerations to consider, in analyzing a situation or in making decisions. • Able to weigh the costs, benefits, risks, and chances for success, in making decisions. • Able to sight business opportunities and take them to a logical end. Able to “think out of the box”, to go beyond the conventional, and a willingness to try out different solutions • Able to identify trends in the business or market and develop plans to prepare for opportunities or problems. • Able to effectively apply technical knowledge to solve a range of problems. • Able to stay abreast of business and market information that may reveal business opportunities. • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
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	<ul style="list-style-type: none"> • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
National Commissioner for Community Scouting and Projects	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Organizational Development in ensuring coordinated delivery of the tasks and works of the Organizational Development Cluster. • Work closely with the Scouting Development Cluster to ensure that the Associations activities and programmes with Youth members and Adult members in communities result in meaningful positive impact. • Identify potential opportunities to organize and set up community-based scout groups in the Country. • Support relevant committees of the Association to develop polices and regulations on Community-Based Scouting in the country. • Promote and support the development and strengthening of Community Based Scout Groups. • Identify potential project funding opportunities for the Association. • Lead and facilitate the scoping, design, and delivery of projects – including defining project tasks, project schedules, and manage resource requirements accordingly. • Manage project budgets, provide direction and support to project teams, and ensure effective project stakeholder engagement and communications. • Ensure the dispatch of scouts to provide voluntary services at the request of the Government departments and other relevant parties as per established policy. • Support the execution, monitoring, evaluation, and reporting of projects along with relevant National Commissioner and Scout Groups. 	<ul style="list-style-type: none"> • Able to plan and organize tasks own work by establishing clear tasks and priorities. • Able to identify and introduce effective and efficient ways of organizing and managing projects and implementation with project teams. • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to achieve results in a quality, timely, and cost-effective way. • Able to manage conflict or other sensitive issues tactfully and effectively. • Able to adapt behavior to a wide range of people. • Able to seeks opportunities to improve process and outcomes. • Sees priorities, plans the efficient use of resources, and monitors progress against objectives. • Able to anticipate crucial stages in projects. Formulates alternative means of achieving objectives. Responds effectively to unforeseen events.

	<ul style="list-style-type: none"> • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Able to recognise information needs and identify and utilize appropriate information sources • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
National Commissioner for Public Relations	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Organizational Development in ensuring coordinated delivery of the tasks and works of the Organizational Development Cluster. • Work closely with the Scouting Development Cluster to ensure that the Associations activities and programmes are made visible and communicated appropriately through various medias including digital platforms and social media channels. • With the support of the Public Relations Committee of the Scout Council, develop and manage the implementation of the Communications and External Relations Policy of the Association. • Advice on internal communications tools and, when required coordinate internal communication events. • Regularly solicit stories, and notable development or achievements of scouting in the country to the news media. • Manage messaging to external parties, including preparing talking points, media kits and media trainings for all structures of the Association. • Support fundraising campaigns, event planning and management for the Association. 	<ul style="list-style-type: none"> • Able to think, analyze and consider the broader context to develop practical solutions. • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to advise and support individuals at all levels within the Association • Able to multi-task and re-prioritize as needed. • Able to manage multiple projects simultaneously. • Has in-depth knowledge on messaging practices, business correspondence,

	<ul style="list-style-type: none"> • Produce online and offline content to achieve mass media/social media traffic generation, donor base growth, community acceptance, positive sentiment, and exposure to the Association. • Support develop, implement a strategic communication plan to advance the Scout Association’s brand identity; broaden awareness of the Association’s programmes, projects and priorities and increase general visibility of Scouting Movement in the country. • Identify and develop a National Stakeholder Communications and Engagement matrix and plan for the Association and maintain close relationships with national stakeholders. • With support of the Public Relations Committee of the Scout Council, develop social media policies and best practices to advance visibility and digital engagement of the Association. • Manage all digital engagement platforms including social media and website of the Association. • Together with relevant National Commissioners, develop and manage publications of the Association including newsletters and other outreach material. • Carryout public research as to know how scouting has been perceived and develop and implement comprehensive and consistent strategies to enhance its public profile at the national level and the growth of the movement in all corners of the country. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. 	<p>public relations, advertising, marketing, and social/digital media engagement.</p> <ul style="list-style-type: none"> • Has technological ability to work on a variety of digital platforms and also create web and mobile content. • Able to recognize trends and stay ahead of them and has knowledge of internet marketing campaigns and Search engine optimization. • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
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	<ul style="list-style-type: none"> • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
National Commissioner for Administration	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Administration and Headquarter in ensuring coordinated delivery of the tasks and works of the Administration and Headquarter Cluster. • Supervise and ensure the provision of daily administrative and clerical support to the Association. • Ensure and administer processing the registration of Scout Groups, maintaining up to date records of Scout Groups. Prepare the “Annual Report” as well as Census of the Association, processes the applications for Scout Membership and compile the Scout Directory. • Provides all the administrative support for the effective running of the National Headquarters and its various sections, including processing and handling all day-to-day correspondences to and from the Headquarters and route all incoming communications (letters, faxes, e-mails, etc.) to the relevant National Commissioners. • Ensure that the records of the National Executive Committee (attendance, minutes, and resolutions) are maintained properly. • Establish service standards and implement and continuously review a proper and effective administrative system in the HQ. • Ensure confidentiality and security of all files and filing systems of the Association. • Coordinate scheduling, arranging of meetings, distribution and dissemination of circulars, letters, and reports of the Association. • Collate and maintain the Policy, Organization and Rules document of the Association. 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to follow process steps outlined in policies, regulations, and guidance’s • Able to develop and use systems to organize information and work progress. • Able to clearly and concisely, compose/proofread/edit documents such as letters, memos, and emails. • Able to demonstrate correct use of grammar, spelling, and punctuation in all produced documents (both Dhivehi and English) • Able to relay/redirect complete and accurate messages to appropriate persons. • Able to apply due diligence and sound judgement when responding to requests and dealing with confidential information.

	<ul style="list-style-type: none"> • Provide support and develop strong relationships with all cross-functional teams and clusters providing effective administrative support. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Able to use office software to create, format and edit forms, documents, and presentations. • Able to accurately create, generate and maintain diverse reports and documents utilizing databases, spreadsheets, and other communications. • Able to work creatively within standard procedures to fit a specific situation.
National Commissioner for Finance	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Administration and Headquarter in ensuring coordinated delivery of the tasks and works of the Administration and Headquarter Cluster. • Stand-in for the National Treasurer in the Scout Executive Committee and report to the National Treasurer on timely manner on the responsibilities being carried out. • Ensure framework is in place for sound financial planning, management, control, and reporting within the Association. • Maintain proper books and manage the financial accounts of the Association, oversee payments, receipts, and deposits. • Maintain a Vendor registry of the Association. • With the support of the National Treasurer, prepare monthly, quarterly, and annual financial reports of the Association and submit to the Scout Executive Committee. • With the support of the National Treasurer, reconcile bank statements of the Association. 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to follow process steps outlined in policies, regulations, and guidance’s • Able to develop and use systems to organize information and work progress. • Able to explain complicated formulars or analysis to present information in an accessible manner. • Able to understand, read, interpret, and use budgets and projections.

	<ul style="list-style-type: none"> • With the support of the National Treasure and the Chief Commissioner participate in the financial audit process of the Association. • Ensure the finances of the Association are managed efficiently and effectively and oversee the proper implementation of financial policies and that activities are carried out to raise funds for the Association, to lead towards self-reliance and facilitate the promotion of Scout Movement in Maldives • Manage all the expenses and purchases as per the regulations on public finance. • Plan and conduct fund raising projects along with the National Commissioner for Business Development and Resource Mobilization including obtaining grants, donations, and aids from various funding agencies to enhance the resource base towards self-reliance. • Manage the collection of annual membership fees. • Produce the Annual Statement of Accounts of the Association and formulate the annual budget of the Association for the following year and submit to the National Executive Committee, latest by 30th September of the current year. • Prepare and manage both capital and operational budget. The budget should be completed and finalized at least 3 months before the start of the next calendar year. • Prepare periodic reports on the financial health of the Association and make recommendations to ensure continued viability. • Ensure that all inquiries incoming to the finance related emails are timely acknowledged and addressed without delay. • Coordinate and work with other National Commissioners to promote the growth of the 	<ul style="list-style-type: none"> • Able to understand the process by which financial resources are identified, obtained, allocated, managed, and accounted for. • Able to design, operate and monitor systems for financial information management, internal audit, and evaluation. • Has advanced financial and mathematical proficiency – ability understand and create formulars as required, and able to decipher variety of financial documents. • Able to maintain accuracy when dealing with numbers. • Understands financial best practices, Maldivian financial systems, laws, and regulations. • Has a broad understanding of technical issues (finance) and the able to keep up to date with new accounting related rules and regulations. • Able to understand the sources of risks and evaluate risks and methods for their control and mitigation. • Able to accurately create, generate and maintain diverse reports and documents utilizing databases, spreadsheets, and other communications. • Able to work creatively within standard procedures to fit a specific situation.
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	<p>Movement in line with priorities determined by National Scout Council and Executive Committee.</p> <ul style="list-style-type: none"> • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
<p>National Commissioner for Resource Management</p>	<ul style="list-style-type: none"> • Support the Deputy Chief Commissioner – Administration and Headquarter in ensuring coordinated delivery of the tasks and works of the Administration and Headquarter Cluster. • Be responsible to manage and maintain the physical components and resources of the national headquarters to facilitate a high standard of administration as well as to facilitate the work of other National Commissioners. • Manage the planning, resourcing, delivery, and maintenance of the physical resources of the Association. • Regularly update and maintain the Asset inventory of the Association. • Carry out procurements of the association in accordance with national standards and regulations. • Responsible for assessing products, services and suppliers and negotiating such contracts – ensuring that approved purchases of the Association are of a sufficient quality and are cost-efficient. • Provide logistics support and oversee logistic processes in supporting the objectives of the Association. • Ensure prioritization of work orders and tasks based on set deadlines. • Responsible for tracking, receiving, and stocking all items ordered and received to the Association. 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to follow process steps outlined in policies, regulations, and guidance’s • Able to identify potential quality management problems and suggest sound solutions. • Have strong numerical and analytical skills • Able to understand the sources of risks and evaluate risks and methods for their control and mitigation. • Able to accurately create, generate and maintain diverse reports and documents utilizing databases, spreadsheets, and other communications.

	<ul style="list-style-type: none"> • Ensure safe and proper storage of all assets of the Association. • Oversee and manage lending or leasing of Assets of the Association to the public, other organizations, and scout groups. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Able to work creatively within standard procedures to fit a specific situation. • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
National Commissioner for Strategy, Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> • Support the Chief Commissioner in ensuring coordinated delivery of the tasks and works of the Monitoring and innovation Cluster. • Support the National Scout Council, the Executive Committee, and other relevant structures of the Association in formulating the Strategic Plan of the Association. • Support the Executive Committee in developing the Operations Plan of the Association consistent to the Strategic Plan and/or guidance's provided by the Scout Council. • Collect data on a regular basis to measure achievement against the performance indicators set in the Strategic Plan / Operations Plan of the Association. • Support Executive Committee on the development of the SAM Annual Calendar – ensuring engagement with all structures of the Association. • Develop and implement a mechanism to monitor and evaluate progress of all works of the Association. 	<ul style="list-style-type: none"> • Able to plan and organize tasks own work by establishing clear tasks and priorities. • Able to identify and introduce effective and efficient ways of organizing and managing projects and implementation with project teams. • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to manage conflict or other sensitive issues tactfully and effectively. • Able to adapt behavior to a wide range of people. • Able to seeks opportunities to improve process and outcomes.

	<ul style="list-style-type: none"> • Provide necessary information required to compile quarterly, annual report, donor reports and other reports as and when required. And support prepare Monthly, quarterly, and annual reports of the Association. • Develop and implement a participatory and evidence-based mechanism for annual planning at the Association. • Document best practices and lessons learned from the activities of the Association maximize the impact of programmes and activities of the Association – promote a productive relationship and lesson-learned sharing culture among all National Commissioners. • Responsible for data accuracy. Conduct secondary data analysis of routine program data to identify evidence-based best practices for scale up. • Support structures of the Association in conducting outcome harvesting and implement targeted data collection/analysis to inform decision making when and where necessary. • Support Chief Commissioner conduct quarterly evaluation and learning workshop with Executive Committee, Committees, and other teams of the Association. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Sees priorities, plans the efficient use of resources, and monitors progress against objectives. • Able to anticipate crucial stages in projects. Formulates alternative means of achieving objectives. Responds effectively to unforeseen events. • Able to recognise information needs and identify and utilize appropriate information sources • Able to follow process steps outlined in policies, regulations, and guidance’s • Able to identify potential quality management problems and suggest sound solutions. • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
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<p>National Commissioner for Technology and Digitization</p>	<ul style="list-style-type: none"> ● Support the Chief Commissioner in ensuring coordinated delivery of the tasks and works of the Monitoring and innovation Cluster. ● With the support of relevant committees of the Association formulate necessary policies, regulations, and operational procedures for ICT and digitization. ● Function as the Chief Technology Officer of the Association: <ul style="list-style-type: none"> - Drive digital innovation for the Association. - Develop a clear and compelling digital strategy for the Association. - Ensure that digital initiatives are fully integrated with the strategic planning process, including leadership commitment and resource allocation. - Work with all structures of the Association to generate innovate digital solutions for programme implementation, service provision and other internal processes. - Build, manage, and continue to grow a digital-innovation ecosystem for the Association. - Identify new tools (AI, digital, CRM) that can further enhance the operations of the Association. - Be responsible for the overall security, safety, and digital data protection of the Association. ● Ensure scout website and web application are up to date and provide feedback to relevant National Commissioners ● Further develop and provide support and ensure Scout Membership database (Scout Portal) is up to date with relevant technologies. ● Analyze National Headquarter functions and provide alternative automation and digitized processes to increase efficiency of its operations. 	<ul style="list-style-type: none"> ● Able to plan and organize tasks own work by establishing clear tasks and priorities. ● Able to identify and introduce effective and efficient ways of organizing and managing projects and implementation with project teams. ● Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. ● Has an innovative and disruptive mindset, constantly looking forward. ● Has experience in managing and leading a digital team. ● Able to understand the sources of risks and evaluate risks and methods for their control and mitigation. ● Able to identify ways to improve systems and structures to deliver services with streamlined resource. ● Able to regularly reviews procedures and/or systems with teams to identify required improvements and apply them to processes. ● Able to identify potential quality management problems and suggest sound solutions. ● Able to maintain commitment to goals in the face of obstacles and frustrations. ● Able to build, maintain and make most of networks.
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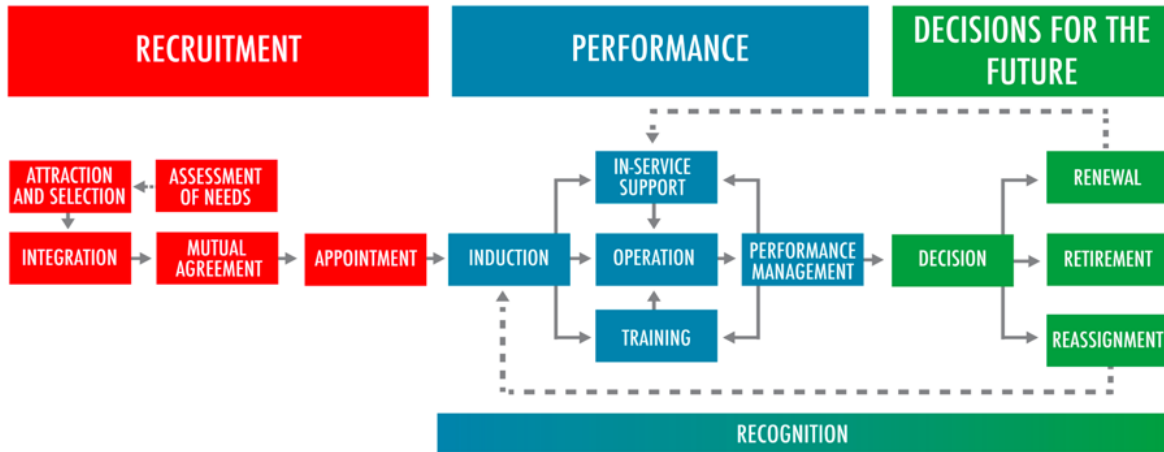
	<ul style="list-style-type: none"> • Introduce Database Servers, Email Servers and other related servers to National Headquarters and implement database recovery strategies • Develop all web applications for the purpose of the Association (internal and external, including web administrative access to application(s)) based on secure coding best practice. • Oversee the overall IT infrastructure of the Association. • Coordinate and work with other National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Supervise the activities of volunteer and professional staff accountable to the National Commissioner. • Ensure financial accountability by adhering to financial policies and guidelines of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	
<p>Headquarter Commissioners <i>[Reports to a National Commissioner. Accountable to the Chief Commissioner and the Scout Executive Committee of the Association]</i></p>		
Atoll Commissioners	<ul style="list-style-type: none"> • Provide support to all clusters of the Executive Committee and National Commissioners to promote the growth of the Movement in line with priorities determined by National Scout Council and Executive Committee. • Establish a network within the assigned Atoll to coordinate and promote a co-operative working among leaders within the Atoll. • Develop a good working relationship with all Adult members in the Atoll and with others in Scouting. • Facilitate discussions and identify challenges and issues faced by Scout Leaders in the Atoll and liaise with respective National Commissioners in order to address those challenges and issues. 	<ul style="list-style-type: none"> • Able to work through issues, weigh up alternative and identify the most effective solutions in collaboration with others. • Able to collaborate with others and value their contribution • Able to work things out without having to be shown too often. Takes responsibility for own time and effectiveness. Alert to opportunities to contribute appropriately without being told. Able to spot and implement opportunities for improving situations. • Able to manage conflict or other sensitive issues tactfully and effectively.

	<ul style="list-style-type: none"> • Ensure that all Scout Groups within the Atoll are aware of the different regulations, policies, and guidance's from the Association. • Work together with National Commissioners Community Scouting and Projects, National Commissioner Public Relations, and other Commissioners to build and maintain collaborative relationships with stakeholders in the Atoll. • Build up an understanding of the young people in the Atoll / local area and ensure that Scouting is promoted effectively to them. • Provide the Chief Commissioner a quarterly report of activities and programmes that were implemented in the respective Atoll. • Organize a quarterly meeting with all Scout Leaders in the Atoll, with participation of all key structures of the Association. • Carry out any other duties assigned by the Chief Commissioner. 	<ul style="list-style-type: none"> • Able to adapt behavior to a wide range of people. • Able to maintain commitment to goals in the face of obstacles and frustrations. • Able to build, maintain and make most of networks.
Headquarter Commissioners	Headquarter Commissioners are appointed by the Chief Commissioner on the recommendation National Commissioners. The main function of a Headquarter Commissioner is to provide support and assistance to the responsible National Commissioner in implementing and delivering the tasks assigned to the specific National Commissioner. Each Headquarter Commissioner will be provided with a specific job description along with the letter of appointment and warrant by the Chief Commissioner.	
<p>Specialized Task Teams</p> <p><i>Specialist Task teams are either Permanent or Temporary teams that work within the management organization to deliver specific functions, support roles and projects. In addition to the current teams identified in the functional structure, other teams can be formed on the recommendation of the Scout Executive Committee.</i></p> <p><i>[Reports to a respective National Commissioner. Accountable to the Chief Commissioner – some of these teams will also be Accountable to their relevant Committees of the Scout Council]</i></p>		
National Training Team	The National Training Team is led by the National Commissioner for Adult Support and is monitored by the Adult Support Committee of the Scout Council. The National Training Team is governed by the National Training Team Guidelines (GO01-2021). Appointments are made by the Adult Support Committee of the Scout Council on the	

	recommendation by the National Commissioner for Adult Support. Appointment letters and Warrants are issued by the Chief Commissioner jointly signed with the Chairperson of the Adult Support Committee.
Programme Support Teams	Programme Support teams are led by the National Commissioner for Adult Support and supported by Headquarter Commissioner working on Youth Programme. These teams are tasks to support the development of youth programme related resources and support implement youth programme activities of the Association. A specified TOR shall be given to members of the team. Appointment letters shall be provided to the members signed by the Chief Commissioner.
International Support Teams	International Support Teams are led by the International Commissioner and supported by Headquarter Commissioners working on International Scouting. These teams are temporary teams tasked to support participation of Association’s members in international events, programmes, and activities. A specified TOR shall be given to members of the team. Appointment letters shall be provided to the members signed by the Chief Commissioner.
Project Teams	Project teams are led by National Commissioner for Community Scouting and Projects supported by Headquarter Commissioners working on Community Scouting and Projects. These teams are temporary project teams working on the design, monitoring, evaluation, and reporting of Projects undertaken by the Association. A specified TOR shall be given to members of the team. Appointment letters shall be provided to the members signed by the Chief Commissioner.
Comms Team	Comms team is lead by the National Commissioner for Public Relations supported by Headquarter Commissioners working on Public Relations. This is a permanent team working with defined TOR on strengthening communications, public relations of the Association. These teams will generate content and other communication resources for the Association. Appointment letters shall be provided to the members signed by the Chief Commissioner.
<p>Staff <i>Staff are hired professional working for the National Headquarters of the Scout Association. Each staff shall have a defined TOR and a contract provided by the Association.</i> <i>[Reports to a respective Deputy Chief Commissioner and the Chief Commissioner]</i> A document outlining Staff Rules shall be developed by the Association.</p>	

Adults in Scouting Life Cycle

The management of all adults supporting the management and functional organization structure of the Association shall be guided by the Adults in Scouting Life Cycle.



It is a holistic and systematic approach that considers all aspects of the management of adults in the Movement and includes attracting the adults needed and supporting them in their role or function, assisting them in their development and in their choices for their future. One or multiple life cycles cover all stages and components in the lifespan of an adult in the Movement.

Adult life cycle – working within the Management Organization and Functional Structure:

<p>Recruitment Recruitment is the process of sourcing the adults needed to accomplish the different tasks, jobs, and functions required by the NSO</p>	<p>Assessment of Need: The Management Organization and Functional Structure document outlines the current needs for the functioning of the Management of the Association.</p> <p>Attraction and Selection: At the time of the approval of the Management Organization and Functional Structure document, those holding positions/functions within the management structure will be given the opportunity to continue to work within the structure – however will be required re-commit to the new tasks and responsibilities identified.</p> <p>For vacant positions/function within the structure an open call will be made by the Association to give opportunity to interested individuals to express their interest for the positions/functions. Based on the applications and outreach from the Chief Commissioner to individuals requesting their services, the Chief Commissioner will make an evaluation (if need be, conduct an interview) and submit names to the Scout Council for endorsement.</p>
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	<p>Integration: Those individuals selected will be provided with the details of the functional responsibilities and the competencies necessary to function. Initial briefing meeting will be held to explain the current ongoing works and provide information of expectations.</p> <p>Mutual Agreement: Based on the functions a mutual agreement will be development and agreed between the Association and the individual. This agreement is a contractual document where the Association and the individual agrees on the responsibilities, duties, and rights.</p> <p>Appointment: Each individual taking up a functional role will be provided with a Letter of Appointment (and in specific cases such as ExCo positions, Headquarter Commissioner positions and National Training Team – warrants of appointment) will be issued by the Association.</p>
<p>Performance Performance is the action or process of performing a task or function</p>	<p>Induction: Each individual taking up a functional role will be required to complete and induction orientation package. (ideally including some e-learning components and in-person sessions). This induction orientation will be arranged by the Association.</p> <p>In-service Support: A key aspect of the management function structure is promoting a culture of supporting each other. All individuals taking up positions or functions will be provided with encouragement, guidance, mentorship and coaching by the respective line-managers and cluster leads. A culture of collaborating and providing a support system will be promoted by the Association.</p> <p>Operation: Clear operational guidance, task allocation and delivery timelines/milestones will be provided accordingly to each individual working within the management organization and functional structure.</p> <p>Training: Based on the functions each individual will be provided with adequate training and person development opportunities by the Association. Tailored and specified training and information sessions will be organized according to the needs and to further strengthen identified competencies for each function.</p> <p>Performance Management: Each individual working within the management organization and functional structure will require to set 6 months targets based on their roles and responsibilities, to be reviewed every 6 months via an appraisal process undertaken by the Association. This evaluation will</p>

	<p>further enable identification of training and learning needs, additional in-service support and address operational challenges.</p>
<p>Decisions for future: Being able to make decisions for the future ensures mobility and flexibility across roles and functions and, at the same time, provides more opportunities for adults to participate at all levels.</p>	<p>Decision: Based on the evaluation carried out via the Performance Management process, a decision for future can be made; this could include Renewal (continuation), retirement or reassignment.</p> <p>Renewal: Individuals will be required reset targets accordingly for the next 6 months – incorporate learning from the previous 6 months and strive to increase productivity and be focused on further development and growth (both individually and in implementing the functional role).</p> <p>Retirement: At any time, any individual working within the management organization and functional structure of the Association can decide to retire on their own accord.</p> <p>After two or more Performance Management cycles, if the individual is unable to meet the basic performance criteria, the Association has the right to initiate termination of the mutual contract with the individual.</p> <p>Reassignment: Based on the Performance Management evaluation or based on emerging needs of the association, or upon the request of the individual, after a reasonable negotiation between the Association and the individual, reassignment of roles or functions can be made by the Association.</p>
<p>Recognition Recognition is the permanent process of acknowledging adults' contribution and progress, based on demonstrated performance and personal progression</p>	<p>Recognition: Recognition of all volunteers working within the management organization and functional structure of the Association will be governed by the Adult Awards and Recognition Scheme of the Association.</p> <p>In addition to the Scheme, all individuals working within the structure, shall be provided with due acknowledgement for their work and support provided to the Association through any other (non-monetary) means possible as it is critical for increasing their engagement leading to higher retention in the long run.</p>