



[REF-ToR-2024/Consultant/CSA]

## Terms of Reference (ToR)

### NHQ Consultant for Coordinating Scouting in Atolls

<b>Position</b>	Consultant for Coordinating Scouting in Atolls
<b>Type</b>	Voluntary role at the National Scout Headquarters
<b>Reporting</b>	Chief Commissioner of the Scout Association of Maldives Closely working with Deputy Chief Commissioner(s), National Commissioner for Scouting in Atolls, Atoll Commissioners, and Administrative Staff of NHQ.
<b>Duration</b>	One year (with possible extension)

#### Position Overview:

The Consultant for Coordinating Scouting in Atolls plays a pivotal role in advancing the mission of the Scout Association of Maldives (Association) by providing support to the Management of the Association, particularly the Chief Commissioner, the Deputy Chief Commissioners and the National Commissioner for Scouting in Atolls in coordinating scouting activities in Atolls. Reporting directly to the Chief Commissioner, the consultant will work closely with Deputy Chief Commissioner(s), the National Commissioner for Scouting in Atolls, and Administrative Staff at the National Headquarters (NHQ). The primary focus is of the role include updating the Association's Scout Group registry, identifying sectional focal points, ensuring accurate collection of Scout Group Census data, and support in addressing challenges faced by Scout Groups across the country.

#### Key Responsibilities:

<b>Scout Group Registry Management:</b>	<ol style="list-style-type: none"> <li>1. Review and update the SAM Scout Group registry to maintain accurate and current information.</li> <li>2. Collaborate with Administrative Staff for organized database management.</li> </ol>
<b>Identifying Group and Sectional Focal Points and Census Data Collection:</b>	<ol style="list-style-type: none"> <li>3. Conduct outreach to identify sectional focal points in all Scout Groups.</li> <li>4. Support the Association in developing and implementing strategies for the timely and accurate collection of Scout Group Census data.</li> <li>5. Coordinate with the NHQ Administrative Staff and ensure the collection of Scout Group Census for 2022 and 2023.</li> <li>6. Provide regular updates and reports on progress and challenges.</li> </ol>
<b>Coordination support</b>	<ol style="list-style-type: none"> <li>7. Identify challenges faced by Scout Groups and coordinate with Deputy Chief Commissioners for prompt resolution.</li> <li>8. Facilitate regular meetings with the National Commissioner for Scouting in Atolls and Atoll Commissioners to discuss progress, challenges, and opportunities.</li> <li>9. Ensure effective communication and the exchange of information between the national and atoll levels.</li> <li>10. Provide regular updates to the Chief Commissioner on collaborative efforts undertaken.</li> </ol>

#### Core Competencies for all Management Roles of SAM

(As outlined in the SAM Management Organization and Functional Structure document endorsed by the National Scout Council on 9<sup>th</sup> November 2022.)

**Leading the function**

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
<b>Leading others</b>	
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.
<b>Leading yourself</b>	
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.

### Specific Functional Competencies for the position:

<b>Scouting Knowledge:</b>	<ul style="list-style-type: none"> <li>○ Demonstrated understanding of the principles, values, and operations of the scouting movement.</li> <li>○ Familiarity with the structure and functioning of the Association and scout groups.</li> </ul>
<b>Leadership Skills</b>	<ul style="list-style-type: none"> <li>○ Strong leadership and team management skills.</li> <li>○ Ability to motivate and inspire team members to achieve common goals.</li> <li>○ Foster a positive and collaborative team culture.</li> <li>○ Ensure a timely and appropriate response to critical situations.</li> </ul>
<b>Communication and Collaboration:</b>	<ul style="list-style-type: none"> <li>○ Excellent communication and interpersonal skills.</li> <li>○ Ability to effectively convey complex information to diverse audiences.</li> <li>○ Strong presentation skills.</li> <li>○ Capability to work collaboratively with the Chief Commissioner, Deputy Chief Commissioner(s), National Commissioner for Scouting in Atolls, and Administrative Staff at NHQ.</li> <li>○ Proven ability to work collaboratively with different stakeholders and team members.</li> </ul>
<b>Problem-Solving:</b>	<ul style="list-style-type: none"> <li>○ Strong analytical and problem-solving skills.</li> <li>○ Ability to adapt to changing circumstances and find innovative solutions.</li> <li>○ Decision-making skills with the ability to prioritize tasks effectively.</li> <li>○ Ability to identify challenges faced by Scout Groups and propose practical solutions.</li> <li>○ Proactive approach to addressing issues and mitigating potential problems.</li> </ul>

### Ethics governing all management personnel at the Scout Association of Maldives.

(As outlined in the SAM Management Organization and Functional Structure document endorsed by the National Scout Council on 9<sup>th</sup> November 2022.)

The NHQ Consultant for Coordinating Scouting in Atolls is required to adhere to the Ethical standard set for all management personal at the Scout Association of Maldives.

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

1. 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.
2. Integrity: Be principled, trustworthy, upright, and good in character – make every effort to fulfill the letter and spirit of their promises and commitments.
3. 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.



4. 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.
5. 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.
6. 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.
7. 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.

### Performance Management:

The Consultant for Coordinating Scouting in Atolls is subjected to an initial performance appraisal carried out 3 months into appointment. Followed by a second appraisal 6 months after the initial appraisal. 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.

- **Initial target setting:** Upon appointment, the individual is required to provide targets for a 3-month period.
- **Renewal:** Individuals will be required reset targets accordingly for the next 6 months – incorporate learning from the first 3 months and strive to increase productivity and be focused on further development and growth (both individually and in implementing the functional role).
- **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.
  - 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.
- **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.

### Matters not addressed in this ToR

Such matters shall be discussed with the Chief Commissioner and an amicable solution should be agreed between the individual and the Chief Commissioner.

### Mutual Agreement

A document of agreement to function in the position of Consultant for Coordinating Scouting in Atolls, will be signed between the individual and the Scout Association of Maldives indicating acknowledgement and commitment to function and deliver the Terms of Reference set above in this document. From the Association the Chief Commissioner will sign in witness of the Deputy Chief Commissioners.

***The following ToR has been approved by Maeed Zahir, Chief Commissioner, The Scout Association of Maldives on 6<sup>th</sup> January 2024.***