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NATIONAL ADULTS IN SCOUTING POLICY

THE SCOUT ASSOCIATION OF MALDIVES

Approval History

The National Adults in Scoutng Policy of The Scout Association of Maldives has been endorsed and approved by the following organ of The Scout Association of Maldives.		
The National Scout Council	Endorsed after carefully reviewing the Policy, to be submitted for the National Scout Assembly of The Scout Association of Maldives.	Endorsed on its <mark>XX XX XXX</mark> meeting.

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Key Definitions

Adults in Scouting is a systematic approach for supporting adults to improve the effectiveness, commitment, and motivation of adult leadership so that better programs are supported in the delivery by and for young people. Also, it enhances the overall effectiveness and efficiency of the organization.

Young leaders are youth members delivering the Youth Programme to other youth members; supporting other adults in their role or function; or participating in organizational structures. In this case, 'leader' defines the role or function they are performing on behalf of the organization. The Crew leaders, in the Rover Scout Section for example, do not fall under this definition. However, if they have another role or function as mentioned above, they could potentially be called young leaders.

Volunteers are people involved in different activities without monetary remuneration (although the reimbursement of expenses may be allowed). This involvement is undertaken entirely of the individual's own free will. The benefit of this involvement is directed at supporting Scouting to achieve its Mission rather than at the volunteer (although the volunteer should also gain and develop from their involvement).

Professional staff are people recruited to serve Scouting in a specific role or function in a paid, and often full-time, capacity. They may or may not have taken the Scout Promise, but they are committed to the Mission and values of Scouting, and the priorities of the Scout organization they work for. In addition to carrying out their paid role or function, professional staff may support Scouting in volunteer roles or functions that do not conflict with their professional roles or functions.

Adults are primarily volunteers and professional staff who are above 18 years and responsible for the development, facilitation, and delivery of the Youth Programme, supporting other adults or supporting the organization's development.

1. Introduction

The National Adults in Scouting Policy (National AIS Policy) aligned with the World Adults in Scouting Policy (World AIS Policy), National Youth Program Policy and other key organizational development policies aims to provide better support and management for all adults, resulting in the provision of better services for young people.

Adults perform key roles and functions in making it possible to put Mission into action. The quality of the Youth Programme and the impact that Scouting will have on society depends on the quality of our adults – they make it possible to put our Mission into action.

This policy encompasses all adult roles at national or group level and all the areas of competences necessary to fulfil those roles. The roles of these adults fall broadly into the following three categories:

a. those who design, develop, facilitate or deliver programmes adapted to the different age groups, and to the specific conditions in which young people live.

b. those who operate directly with adults in management, leadership, training and support roles and functions.

c. those who establish and operate organisational structures, delivering the necessary logistical, financial, and administrative support.

The Scout Association recognizes the crucial role all adults in scouting play in supporting the Mission of Scouting. As such, the Association must consider the full implementation of National AIS Policy as an integral part of its strategic planning. Additionally, the implementation of National AIS Policy must be aligned and informed by the National Youth Program requirements and supported by sustainable Organizational Development strategies.

In implementing this policy, the Scout Association of Maldives (SAM) hopes to better organize, train, and develop its human capital to support youth program and organizational development. The strategic outcomes of the implementation of National AIS Policy will therefore include.

a. better programmes for young people

b. improved effectiveness, commitment, and motivation of adult leadership

c. a more effective and efficient SAM

d. a competitive advantage and impact on social or external well-being

This policy targets all adults in scouting in the Maldives, particularly at the National level, who have been given the responsibility of developing, implementing, and reviewing adult management systems and procedures. As a resource, it should be used by all adult members of the Association that – directly or indirectly – support the Mission of Scouting.

2. Policy Statement

WOSM has identified 12 key principles in the selection and ongoing management and support for adults in Scouting. The Scout Association of Maldives supports and openly adopts these principles. They are:

- **Congruence:** The systems in place complement the main principles of the organisation (Promise and Law, values), and is in accordance with other policies (e.g., Reaching out, Safe from Harm, etc.) and strategies.

- **Youth involvement:** Promoting and encouraging young people who fulfil the requirements and who have the necessary proficiencies, giving them access to roles or functions.

- **Gender equity:** Distribution of roles and functions is based on proficiency and not gender. This principle addresses any imbalances on the allocation of resources, programmes and learning and development opportunities based on gender. Consequently, aims at changing organisational practices that hinder the participation of women or their access to any role or function. Equally, age should not be a restriction.

- **Sustainable leadership:** The development of succession practices leads to the overall stability and sustainability of the organisation. Organisational structures should become matrix instead of hierarchical, and adults should be encouraged to take 'lateral moves' instead of vertical. It is essential to design organisational structures and roles or functions so that the mentoring of young leaders can take place and personal advisory processes can be implemented.

- **Proximity in decision-making:** Decision-making processes must take place at the nearest level to the adult, meaning the local level should take as many decisions as possible before referring 'up the line' for someone else to make the decision for them. Proximity in decision-making (e.g., management and training) helps to generate trust within all levels of the organisation.

- **Learning organisation:** Individual and organisational learning are part of a cycle, when people learn and develop, the organisation itself also learns and develops. The learning process of adults is enhanced by the day-to-day interaction with other members of the organisation, strengthening the individual, group and the organisations learning capacity.

- **Meaningful learning:** Training and development opportunities should focus on the knowledge, skills and attitudes needed for practical action within a variety of roles or functions (particularly for those supporting young people on meeting their needs and aspirations). It is important to ensure that every adult is closely accompanied and supported in their personal learning and development process throughout their life cycle.

- **Accessibility and flexibility:** The system must be able to respond to the needs of the individual and of the organisation at all levels and encompass different learning models and strategies. All adults must be able to access a variety of learning and development opportunities, internal and external to the organisation, and be encouraged to do so. A variety of methods to develop proficiencies should be available.

- **Competency-based:** Distribution of roles and functions are based on demonstrated proficiency (knowledge, skills and attitudes). It is expected that all adults are provided with equal opportunities for acquiring, developing, updating and renewing proficiencies on a continuous basis.

- **Personalisation:** Management and training must adjust to the profile of each individual, equally considering personal development needs and functional performance. Recognising (prior) individual attainment, experience and proficiencies that meet role descriptions and organisational needs.

- **Participation:** Involving and encouraging active participation of every adult in their own learning and development as well as in management processes throughout the life cycle. Shared decision-making processes will increase mutual understanding, trust and transparency throughout the organization.

- **Technology-oriented:** Technology provides great opportunities for good management practice in Scouting. Developing online recruitment strategies, delivering training, using membership data systems for adult management (e.g., profiles storage or training logs), accessing distance learning and development opportunities, and coaching and team management – are just a few examples.

The World AIS Policy is underpinned by a clear set of values regarding the involvement of volunteers. The policy:

a. recognises and enhances the youth-centred, volunteer-based and volunteer-led nature of the Scout Movement

b. values the unique contribution of volunteers to achieving the purpose of the Movement

c. acknowledges that volunteering is a beneficial experience for adults, young people and the wider communities in which they live

d. reinforces the commitment of all levels of World Scouting to ensure equal access to high quality volunteering opportunities and equal treatment of volunteers in all our practices

    e.   reinforces the need to be inclusive of all members, and to encourage, recognise and celebrate the diversity of its membership - adults and young people, and ensures that its membership reflects the composition of each of the local communities where Scouting operates

    f.   provides a framework to be used to manage professional staff and recognises their contribution in supporting volunteers

Recognizing the important role of volunteers in supporting the movement, World Policy emphasizes on the need for vision and leadership from NSOs to successfully implement AIS. It is this vision and leadership that this policy lays out for the Maldives and prescribes new institutional mechanisms to support the full implementation of AIS in the country.

A National Adults in Scouting workshop was held in 2011, during which an Adults in Scouting policy was formulated, and was endorsed by the National Scout Council.

Having reviewed the National AIS Policy to address evolving challenges to effectively support and manage adults, the National Scout Council endorsed this policy on _____ , replacing the 2011 National Adults in Scouting Policy in its entirety.

3. Defining Adults in Scouting

Adults in Scouting is a systematic approach for supporting adults to improve the effectiveness, commitment, and motivation of the adult leadership so that better programmes are supported in the delivery by and for young people.

The membership status (fee paying or not) or the manner in which persons are engaged (paid, unpaid, voluntary etc) or the approach by which they are recruited (elected, appointed, hired, etc) does not have a major bearing on understanding the term "adults". However, for the very important reason that is to distinguish adults from the young people who they support, age becomes a key factor in this definition.

Based on the above general understandings, National AIS Policy recognizes adults to be persons who are above 18 years of age who are no longer a beneficiary of scout youth program, who falls under one or more of the following categories:

1. Persons who take on roles and functions at national and local level to manage and support scouting in Maldives.

2. Persons who take on the role of Leaders of Youth primarily engaged in delivering youth programme and/or managing scout groups.

3. Persons who support scout movement through direct engagement who do not take any structured role.

4. The Adult Life Cycle

Each adult role and function shall be defined within the context of a life cycle. This creates a systemic approach to effective management of adults by giving careful considerations to key areas of recruitment, development and future decisions. An adult in the scout movement may undergo several of these life cycles during their lifespan.
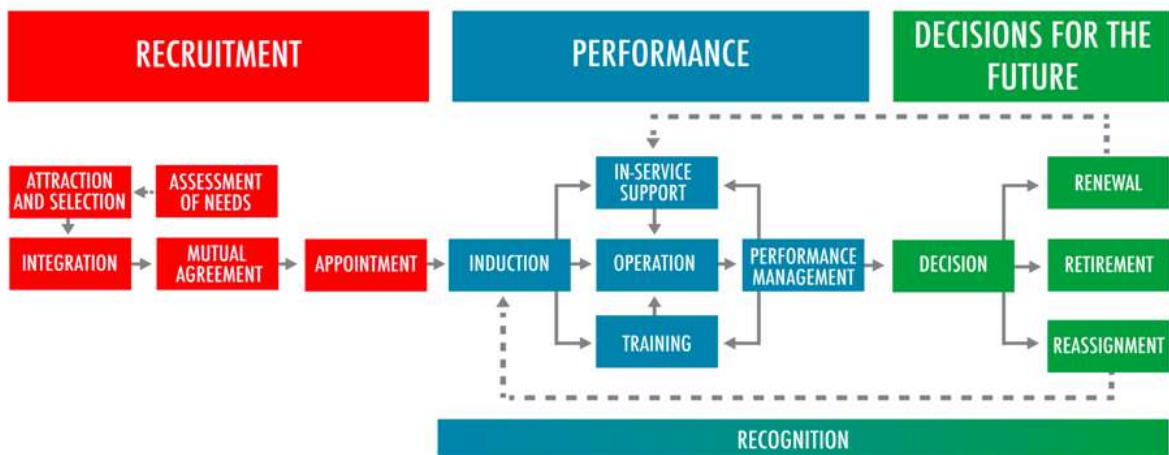

<div align="right">Figure 1 Adult Life Cycle - World AIS Policy</div>

5. Recruitment

Where possible, great importance should be given to include young adults in positions of responsibility. To achieve this target a comprehensive list of functions based on needs that are to be filled by adult shall be made. This list will be compared with the vacancies, and probable growth of the Association, to assess its short and medium-term adult requirements.

5.1. Assessment of Needs

In principle, all decisions related to adult life cycle shall be informed by a proper assessment of needs. Depending on the nature of roles and functions, assessment of needs should be carried out with the following key principles in mind;

a. For roles and functions at national level, availability of adequate number and type of positions to facilitate effective management of scouting in Maldives should be a priority.

b. For roles and functions at local level, SAM should rely on a more decentralized process

through scout groups to identify specific needs.

c. Needs arising from non-statutory vacancies should not necessarily warrant recruitment unless there is a current and genuine need for such positions.

d. Assessments should consider the availability of adult volunteers and the growth of the organization to justify roles and functions.

e. Assessment of needs should be carried out before policies stipulate new adult roles and functions.

5.2. Attraction and Selection

SAM recognizes the importance of a proactive attitude and shall therefore have a systematic adult selection process. Generally, the recruitment process should be carried out as per the relevant policies. However, AIS policy recognizes the following principles as important considerations:

a. Attraction and selection process should consider the familiarity and knowledge of the person towards specific role or functions, based on job descriptions that clearly define the task to be done.

b. The process should be open to all, non-discriminatory and fair. While the ideal approach is to open call for all roles and positions, factors such as availability of qualified volunteers should warrant selection process like headhunting.

5.3. Integration

Adequate time should be given for every adult to learn about the roles they could play in SAM and identify mutual opportunities for growth and development. This will be achieved by providing the opportunity to be in direct contact with the real context (e.g. working with other adults, as well as the local scout groups in the schools and in the community). Required support and guidance should be provided to ensure a smooth integration of the adults into the Movement.

The integration process should be organic and flexible. It should not be taxing on the adult and no formal training should be required at this point. Through series of meetings, engagements or conversations, an adult must be able to identify how they can contribute to the movement as an adult. While it is advisable not to structure this process too rigidly, policies can facilitate integration better by clearly defining the roles and responsibilities adults can undertake.

5.4. Mutual Agreement

The mutual agreement highlights common commitment to pursuing the organisation's goals through a culture of mutual support and shared values where individuals' motivation, expectations

and challenges are properly addressed. It set out a clear agreement concerning the time limits, reciprocal obligations, and rights of the NSO and of the adult. It should also be noted that the mutual agreement provides the basis for performance management.

All adults in scouting must have a mutual agreement signed on appointment that addresses the following important matters:

    a. The commitment SAM makes to adults in scouting.

    b. The commitments expected of adults in scouting to SAM.

    c. Rights, obligations, and expectations arising from policies, regulations and rules.

    d. Any role-specific consideration that is relevant to the mutual agreement.

While the mutual agreement is role-specific, all mutual agreements should be drawn up with the general commitments and expectations stipulated in this policy.

5.5. Appointment

SAM is entirely responsible for appointing and nominating its Adults to all positions in accordance with the following general principles:

    a. Only responsible officials within organizational structure, as specified in relevant policies, are authorized to appoint an adult for any function within that particular level.

    b. Every appointment is made on the basis of a reciprocal commitment between the organization and the adult selected.

    c. The duration of any appointment shall be specified.

    d. Any conditions for and restrictions on the renewal of a given role or function as per the relevant policies should be stipulated.

    e. Appointment may be given to Young Adults who follow the Rover Scout program for headquarter positions except for positions of National Commissioner for Youth Program, Adults in Scouting, and the Chief Commissioner.

Appointment process and procedures fall largely within the scope of policies that mandate adult roles and responsibilities. It can occur in any suitable setting that is national, local or group level and could be formal, semi-formal or informal.

What is crucial to observe is the order in which appointment activities take place. The appointment must take place followed by an integration stage of the adult life cycle. When an adult is deemed ready to be appointed, an authorized person shall request the adult to complete the appropriate application form for adult appointment. It is during this process that the adult and SAM negotiates

the terms of mutual agreement. Once the application is received and administrative matters resolved, in an appropriate setting, a Warrant of Appointment is presented along with the position description and final mutual agreement. For all statutory office bearers, an additional Oath of Office document should be signed.

Other policies may stipulate in detail the process for specific adult appointments, in line with the principles set out in this policy. Appointments that require certain training to be completed as a prerequisite should occur after successful completion. Such requirements should be observed in the National Training Scheme.

6. Performance

The systematic integration period described in World AIS Policy is to allow adults to understand the responsibilities of their task and the need for training. All adult appointments without exception must accompany an induction period that is appropriate for the position. There is no specific period for induction but ideally it should be brief and flexible. Induction to the position should entail introducing the task, providing necessary information to carry out the task, the training and support mechanisms available and the expectations and challenges of which the adults should be made aware.

Usually at national level this would be a collection of information sessions followed by a period of guidance and support to settle adults in to the position. At local level, particularly in the scout group setting, induction should be organic and flexible. This could be through an appointment of a personal advisor or some form of peer-to-peer support mechanism. Such arrangements can be further described in the other relevant tools and resources.

6.1. Training System and Training Recognition

The training shall be a continuous process with the purpose of guiding adults, to provide them with the means to make a significant contribution to the accomplishment of the strategic objectives of SAM. The training shall be adapted to each function and to each individual on the basis of a detailed analysis of that individual's role and previous experience.

    a. The training system designed shall provide for the inclusion of all the competencies required for these functions together with the personal development of the adults.

    b. The system shall be decentralized and flexible and ensure easy access to training opportunities in terms of their frequency, proximity, and qualifications for participation.

c. Those responsible for coordinating training at all levels in SAM shall continue to identify training teams, organize the concept of training, and develop and manage the training resources required.

d. Teams shall be appointed to coordinate and supervise the overall operation of the training system at the national and branch levels

e. Whenever necessary, and in specialized areas, training shall also be provided through other agencies accredited by the Association.

f. In order to ensure the quality of the training, SAM shall take the necessary steps to strengthen course delivery.

g. A training scheme, endorsed by the Educational Methods Committee in consultation with the Adult Support Committee will form the basis for all training related matters. In it, the training requisites for all roles and functions shall be clearly identified.

h. Training should recognize previous learning and SAM must develop a systematic process to support and validate non-formal training.

i. SAM should continuously review the training system to ensure its efficacy and strategic relevance.

It is the responsibility of SAM to recognize and validate training. The validity of training and specific requirements shall be stipulated in the National Training Scheme. Training that has a specific validity period may be renewed on the basis of demonstrated and updated competence from adults. Recognition of training should be communicated in writing and records maintained by SAM. These records ultimately should be used to recognize the adult service to scouting.

6.2. In-service Support

Depending on the role or function carried out by the adults, adequate support should be made available for them. This support can be technical, educational, material, moral or personal. In order to ensure this important support mechanism exists and is effective, relevant policies must prescribe clear directions and SAM must ensure such support mechanisms exist.

Policies related to group management and administration may prescribe such arrangements for adults to ensure such mechanism exists at group level. The National Training Scheme should encourage the role of personal advisors to ensure this support exists in training. At the national level, SAM can ensure that this support is available from top level governance roles to local and group levels.

SAM should recognize that each situation and the specific needs of the role or function call for different types of in-service support mechanisms. Coaching and mentoring and other techniques that best suit adults and the role in which they work, shall be used in order to ensure its effectiveness.

6.3. Performance Management and Appraisal

Evaluation of adult performance is necessary to fully understand what has been learned and achieved. It encourages adults to further develop their competencies, make decisions about the future and take ownership of their development.

Performance management should be continuous and a natural process that clarifies mutual expectations and the support required. Performance management should begin with planning the adult's contribution followed by providing training and development of individual.

The purpose of evaluating and managing performance should be to support the individual and plan for the future. Appraisal process should be carried out for all adults and adult teams at all levels. This process can be either informal or formal and where possible decentralized.

The formal appraisal process may need to be documented and maintained by managers of adults.

7. Recognition

Recognizing adult contribution can be formal or informal. It has to be flexible and the process should be carried out in an expedited way.

Informal recognition should not be discounted and should occur at group and national level. This does not require a formal gathering but should be meaningful. As advocated in the World AIS Policy, recognition of members should be fair, significant and motivating to adults in the organization and should serve to send a message to society about our values and the commitment shared amongst ourselves.

As a formal system of recognition of all adults in SAM, an Adult Awards Policy should be formulated, openly disseminated, and reviewed periodically to ensure adequacy, appropriateness and usefulness.

8. Decisions for Future

Although adults in certain positions such as appointees, hired professionals and similar positions maybe subjected to an appraisal process that may result in managers of adults making a decision about their future in the role, decisions about the future of an adult in a role generally should be theirs to make. In appropriate circumstances, however, managers of adults do reserve the right to make

such decision. It is important that these procedures are well defined at National Level. It is also important that decisions are factual and based on appropriately documented evaluations and focus on the performance of the adult relative to the functions of the role they have been performing. The following sections discusses available decisions in details.

8.1. Renewals

The renewal of an adult's role or function happens after a satisfactory appraisal and a discussion with the person or team responsible for making their appointment. In this process, the adult will receive constructive feedback and advice about their future within Scouting. SAM shall support and train the people in charge of the appraisal process to help them to avoid mistakes and difficulties.

8.2. Reassignments

Reassignment of one or more Individuals to another role or function is used as a mean of refreshing the team, a developmental opportunity for the individual or an attempt to find a role or function better suited to the individuals' skills, talents or commitment level. The reassignment of an adult to a new position or function happens after a satisfactory appraisal, as a personal decision or in case the appraisal was not satisfactory. None of the reasons for a reassignment should be based on major non-conformities. As part of the process, the adult submits candidacy for another position or function and is selected.

8.3. Retirement

The retirement of an adult may happen under the following circumstances.

    i.   By a voluntary decision of the Adult.
    ii.   SAM and the adult determine that there are major non-conformities.
    iii. the position or function ceased to exist.

There shall be appropriate arrangements to mark the completion of the individual's period of service, possibly considering recognition for the adult's contribution to Scouting.

8.4. Retention

The Association at National and Group level must have strategies in place to ensure adult volunteer retention within the scout movement. At the minimum, the Association shall employ below initiatives with a view to retain and provide a rewarding experience to all Adults in Scouting.

    i.   Implement effectively the adult recognition system
    ii.   Employ new technologies to support Adult Volunteers
    iii. Establish effective communication strategies

iv.   Provide support systems

v.   Create mechanisms for feedback and implement them

vi.   Provide training and growth opportunities personally and professionally

vii.   Create flexibility and ease in performing duties

9. Youth Programme and Adults in Scouting

The Youth Programme is implemented through a partnership between young people and adults, based on the young person's interests, needs and abilities. An effective Youth Programme, one which appeals to young people and is perceived to be relevant to the social reality in which it is offered, will also attract adults committed to "support" its implementation.

Adults in Scouting supports the implementation of the Youth Programme by:

- identifying the needs of the organisation in relation to the Youth Program.
- clearly setting out the tasks required to support the area of Youth Program.
- establishing specifications for the different roles that are required; recognising that adults working with the different age groups require different profiles.
- promoting the recruitment of adults who represent different groups within each local community.
- actively training adults to recruit and to fill the roles, looking as widely as possible towards different segments of societies.
- from the role description, identifying the proficiencies that are required to undertake the tasks in relation to the Youth Programme.
- assessing the current proficiencies of adults and then exploring learning opportunities, internal and external, to help them to improve their proficiencies
- providing flexible learning opportunities by delivering training that meets the specific needs of the Youth Program.
- providing adults with appropriate and continuous support.
- undertaking regular appraisals with adults to identify potential issues and ways to overcome them.

It is important therefore, that adults involved in developing, facilitating, and delivering the Youth Program work in close cooperation with those responsible for managing and supporting adults.

Likewise, the adults involved in managing and supporting other adults in the organisation must work in close cooperation with those supporting Youth Program to ensure that the focus of Scouting remains an educational Movement for young people.

10. Policy Implementation

The Scout Association of Maldives, through open and clear communication, shall develop strategies to ensure members and stakeholders are informed of the policy implementation. The association in accordance with World Adults in Scouting Policy and the National Adults in Scouting Policy makes the following undertakings:

- adopting management and administrative procedures in harmony with the National Adults in Scouting Policy.
- formulate Regulations, Standards and other resource documents required by this policy within 3 months of policy adoption.
- adopting a code of conduct for adult volunteers
- convening a Committee on AIS that works closely with Youth Programme Committee.
- ensuring the Committee on AIS is inclusive and representative of the composition of the organisation and led by a leader with significant experience in managing and developing the Adults in Scouting approach.
- allocating appropriate resources to the implementation of its National Adults in Scouting Policy.
- providing all relevant stakeholders with the opportunity to contribute input on the implementation and review of its National Adults in Scouting policy.
- planning events aimed at supporting the implementation of the policy at all levels
- designing a plan to monitor, evaluate and report progress on the implementation of the National AIS Policy.

11. Tools and Resources

11.1. Competency Framework

A competency framework for adult volunteers detailed in the national training scheme shall form the basis for designing and delivering training. Informed by a comprehensive needs analysis, this Competency framework shall be continuously reviewed, updated and should reflect the knowledge, skills and abilities that are required of adults to perform their roles or functions.

11.2. National Training Scheme

A National Training Scheme shall be developed and periodically reviewed detailing the training path and requirements to take on adult roles and functions. All adult trainings should be conducted based on the training scheme.

11.3. Other Key Resources

The National Commissioner responsible for AIS shall develop and make below resources available necessary to proper administration of the policy:

     i.   Warrant Application Form

    ii.   Warrant of Appointment

   iii.   Letter of Appointment

   iv.   Oath of Office

    v.   Adult Volunteer Performance Appraisal Process

   vi.   Adult Volunteer Performance Appraisal Form

  vii.   Terms of References for Adult Positions

 viii.   Mutual Agreement

   ix.   Code of Conduct

12. Implementing Structures

12.1. Governance Committee Responsible for AIS

The Committee responsible for AIS of The Scout Association of Maldives shall be the primary institutional structure responsible for the overall, development, monitoring, evaluation, and review of the Adults in Scouting Policy.

12.2. National Commissioner Responsible for AIS

This policy creates the permanent position of the National Commissioner for AIS the National Level with the primary responsibility of providing day-to-day institutional support to adult volunteers of Scout Groups across the country. Reporting directly to the Chief Commissioner of the Scout Association, the Commissioner shall be working in close collaboration with the National Scout Council and its Committee responsible for AIS.

12.3. Training Team

A National Training Team should be formed consisting of trainers who will conduct the training programs. Where possible, the association must decentralize Training Team functions by forming within its structure Trainer Teams that facilitate trainings at specific geographic locations.

a. National Training Team should consist of the following groups of people and the size of team depends on the training needs at any given time.

    i. Training Developers are those who have completed Wood Badge 4 and perform roles such as conceptualizing, designing, and developing trainings.

    ii. Training Managers are those who have completed Wood Badge 3 and perform roles such as managing, planning, and implementing trainings.

    iii. Trainers are those who have completed at minimum Basic Training or ideally Wood Badge or have specialized skillset that National Training Team recognizes and perform the role of delivering trainings.

b. The Chief Commissioner shall formulate the Regulation of National Training Team detailing the appropriate structure, appointment of National Training Team Members, their specific functions, their roles and responsibilities in trainings, the teams working method, trainer development, and other provisions related to National Training Team that are deemed necessary to ensure the full and complete implementation of this policy.

c. The National Training Scheme shall form the basis for managing, conducting and evaluating all trainings and must set the National Training Standards.

d. The National Training Team shall be headed by a Training Director appointed by the Chief Commissioner.

12.4. National Headquarters

The Chief Commissioner must ensure the National Headquarters have proper and sufficient mechanisms to support all Adults in Scouting to perform their roles effectively. It shall play a key role in providing resources and administrative support to adult volunteers to enhance their scouting aids. National Headquarters shall also provide necessary information and support to the structures established by this policy.

12.5. Managers of Adults

This policy recognizes the important role played by all Managers of Adults, at group and national level, in successful implementation of this policy. Managers of Adults have the responsibility to;

    i. appraise adult volunteers and provide feedback on key areas of improvement to enhance their scouting experience.

    ii. study and analyse the needs of adult volunteers in consultation with the National Commissioner responsible for AIS.

    iii. ensure in-service support mechanisms are put in place and ready for their adult volunteers.

    iv. conduct integration and induction programs for recruiting adult volunteers.

v.   coach and mentor adult volunteers to motivate and enhance their scouting experience.

13. Policy Review and Update

The Scout Association of Maldives shall have a process that ensures this Policy will be reviewed at least every three years or as circumstances arise (e.g., a change in the World Adults in Scouting Policy).

Those tasked with reviewing this Policy shall be guided by the following principles:

- Any changes in the legal environment or regulations that may impact the Policy. At a minimum, they will review standards and legislation on volunteering, child and youth protection, data protection, health and safety, human rights, and labour law (in the case of professional staff).
- Signs of effective implementation of the Policy and challenges to the implementation process.
- Effectiveness of the Policy in dealing with issues and challenges within the organisation.
- Relevant evidence from current academic and practical research by formal and non-formal education experts and institutions that may affect changes in the Policy. The cycle for the review will take account of any review of the Youth Program and its relevant policies.
- Feedback from adult volunteers and professional staff on any proposed review or in general to the policy implementation.
- Effectiveness of the Policy to accomplish the objective for which it was intended.