



THE KENYA SCOUTS ASSOCIATION

ADULT RESOURCES POLICY

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Adults in Scouting are many and from all walks of life. They give their time and energy so that young people can enjoy the experience of Scouting. They are in all sorts of functions, most of them operating the programme in direct contact with young people and others providing the necessary back-up either in the form of direct support and training or of material, administrative and financial support.

The challenge to KSA is that of ensuring that an adequate number of qualified adults, both in terms of motivation, and expertise will be available at all times. Subsequently, the Adult Resources Policy has been designed to meet this challenge.

With the adoption of the World Adult Resources Policy at the 33rd World Scout Conference in Bangkok in 1993, Adult Leader Training became part of a bigger whole: the Management and Development of Adult Resources. Management is “the art of making the best possible use of all the resources needed to implement a project or mission.” Indeed this includes Adult Resources which refers to the Total Resources needed for an Association to operate, make progress and fulfill its mission- the holistic education for young people. The management of Adult Resources therefore includes three successive steps:-

- The necessary resources first need to be created
- The appropriate training and support must be made available to all
- The follow up and evaluation must be carried out.

The Policy emphasizes the need to address all the above aspects of the management of Adult Resources (recruitment, support and training, follow ups) as an integrated whole and, at the individual level, introduces the concept of a “life cycle of leaders in the movement” also to be approached as a whole. This policy proposes a systematic process of recruiting adults involving a series of steps from assessment of needs, to the commitment, appointment and incorporation of the people who have been selected in the training system.

In the area of support and training, the Policy puts the emphasis on flexibility in training and easy access to all the training opportunities, as well as on the need to take into account the Personal Development of Adult leaders, on equal footing with the functional training {training in the competencies required to fulfill an assigned task}

There shall also be follow up process which supports leaders in the pursuit of their activities, assesses their performance and determines the decisions about their future in the Association.

Adult Resources Policy is therefore part of the overall strategy of the Scout Movement. It’s a global approach to the question of the Adult leadership

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
HIV	Human Immunodeficiency Virus
GSAT	Global Support Assessment Tool
KSA	Kenya Scouts Association
NEC	National Executive Committee
NSOs	National Scout Organizations
SGS	Société Générale de Surveillance

1.0 THE KENYA SCOUTS ASSOCIATION EDUCATIONAL PROPOSAL

Kenya Scouts Association (KSA) is a registered member of the World Organization of the Scouts Movement (WOSM). It is a voluntary, non-political and educational Movement for young people open to all without distinction of origin, race, gender, creed or ethnic/tribal background in accordance with the purpose, principles and method as conceived by the founders as stated below;

a) Purpose

To contribute to the development of young people in achieving their full physical, intellectual, emotional, spiritual, social, and character potentials as individuals, as responsible citizens and as members of their local, national, regional and international communities.

b) Principles

- i. Duty to God: - Adherence to spiritual principles, Loyalty to the religion that expresses them and acceptance of duties resulting there from.
- ii. Duty to others: - Loyalty to our country in harmony with the promotion of local, national, regional and international peace, understanding and co-operation/integration. Participation in the development of society with recognition and respect for the dignity of ones fellow man and for the integrity of nature.
- iii. Duty to self:- Responsibility of the ones-self; realization of one's right to develop, learn and grow, learning to assert oneself, make ones decision, set aims and identify the necessary steps to achieve ones full potentiality.

c) Method

Is a system of progressive self-education that should be applied to all sections, taking into account the socio-cultural environment of the young people.

The Scout method is applied in the following ways:

- i. Law and promise.
- ii. Learning by doing.
- iii. Membership of small groups (patrol system) requiring adult guidance, progressive discovery and acceptance of responsibility and training towards self-governance directed towards the development of competence, self-reliance, honesty and leadership skill objectives
- iv. Progressive and stimulating programs (progressive scheme) consisting of varied activities based on one's own interest including games, useful skills and service to community, all taking place largely in an outdoor setting.
- v. Symbolic framework or symbolic background where the scouts relate to their socio-cultural background in order to have a programmed that has a national touch.
- vi. Relationship between adults and young people where leaders have the responsibility to keep an eye on the young ones especially the Sungura, as they are delicate majority.

- vii. Life in nature, it is not just animals, trees, rivers etc for scouts. Nature is a club where one can enjoy oneself; a laboratory where one feels closer to God and can worship Him in one's own way.

KSA VISION

Creating a better world.

KSA MISSION

Educating young people to play a constructive role in the society.

This is achieved by:-

- i. Involving the youth throughout their formative years in a non-formal educational process.
- ii. Using a specific method that makes each individual the principle agent in ones development as a self-reliant, supportive, responsible and committed person.
- iii. Assisting them to establish value system based upon spiritual, social, and personal principles as expressed in the scouts law and promise.

SITUATION IN KENYA

Kenya like many other countries in Africa is faced with unique challenges requiring unique interventions/responses. This makes us give Scouting a specific orientation with the aim of responding to the needs and aspirations of the Kenyan youth thus making Scouting a reliable actor in the Kenyan civil society.

The Kenyan society is still facing a number of challenges notably unemployment, violation of human rights, oppression, poverty, ethnic, strife, high school dropout rates, poor infrastructure, breakdown in family values and morals and gender disparity/imbalance, etc.

Secondly, our natural resources are over exploited without replacement leading to desertification, droughts and floods. Everywhere in the country, the youth are threatened by pandemic diseases i.e HIV/AIDS, drugs abuse and many of them have found themselves in difficult circumstances especially on streets without basic needs i.e. food, shelter, clothing and lack of education. Under development of rural areas has also accelerated rural-urban influx leading to uncontrolled urbanization and the development of slums and shanties. As an Association, we have quite a number of opportunities and strength that can be harnessed to reverse this situation namely;

- i. Large membership of young boys and girls in the association.
- ii. Good will from the members of the public and the government.
- iii. Good organizational structure of co-ordination and networking throughout the country.
- iv. Large number of qualified trainers and scout leaders.
- v. Availability of resource and reference materials.
- vi. Willing partners e.g. Africa Regional office/WOSM, Donor and UN agencies i.e. UNIFA, DANIDA, UNDCP, and other NGOs, Government departments and ministries.

- vii. Existence of a rich youth programme that is able to address the contemporary issues facing out youth.

Today, KSA in co-operation with various partners is involved in a number of community development programmes giving young people opportunities to improve the quality of life in their community and acquire the necessary skill and attitude to enable them become real agents of development. These include children in difficult circumstances project, peace and reconciliation campaigns, reproductive health and HIV/AIDS education, drug abuse control, environmental awareness, human rights advocacy, etc.

The contribution scouting can give to the development of this county in the long term is to train the future leaders that Kenya needs to overcome its problems. This is the main reason why we are making this education proposal and commitment for the Kenyan youth.

OUR COMMITMENT.

We, the Kenya Scout Association want to contribute in preparing free, supportive, responsible and committed citizens, who are needed to build a better future for Kenya.

They will be;-

- i. Men and women of character Integrity responsible and self-reliant, constant and true to the word, able to value human labor and to build their family on love; aware of their won dignity and that of others, able to share with everybody joyfully and affectionately.
- ii. Agent of development ready to serve other, involved in their community, defenders and respecters of other people's rights, pledged to democracy and committed to development, lovers of justice and promoters of peace.
- iii. Creative persons keen to leave the world better than they found it, able to strive for the integrity of the natural world, learning continually and searching for ways to solve problems and do their work well.
- iv. Spiritual people free from the hunger to possess, with a transcendental sense of life, able to open their hearts to God, live their faith joyfully and make it part of their daily life, open to dialogue and understanding and able to respect others' cultural traditions and religious beliefs.
- v. Therefore our choice is to act as educators, as supporters of our youths to work with all the citizens who believe in young people as real agents of a brilliant future for all Kenyans and the world at large

2.0 Overview

The development of this Policy is as a result of the following significant activities

2.1 It follows the adoption of the World Adult Resources Policy by the 33rd World Scout Conference in Bangkok on 21st July 1993 {Resolution no. 4/93}

2.2 The Triennial Plan for Scouting in the Africa Region 2015-2018 and the global strategy for Scouting - Vision 2023.

2.3 WOSM Strategic Priorities - The 5th of the 7 Strategic Priorities is Volunteers in scouting with emphasis on developing new approaches to broaden the base of Adult Support hence the Adult Resources Policy.

2.4 KSA Strategic plan 2013-2017

2.5 GSAT/SGS Standard on Best Management Practices for NSOs

3.0 Background/ Rationale

KSA is estimated to have over 1 million Scouts and over 40,000 Scout Leaders spread across the 47 County Associations in Kenya. This figure is expected to grow to about 2,000,000 by the year 2017. The integration of new programmes i.e. peace and environmental conservation, HIV and AIDS prevention dubbed, Extension Scouting Programme {ESP} and Drug Demand Reduction and the Co-education introduced in our Association and in addition the Out of School Scout units will make the number increase even more.

The youth will therefore need motivated and competent leaders in a variety of functions at all levels. On this basis, the Adult Resources Department is expected to develop in the adult's abilities and competencies that are necessary for them to cope with the rapid growth of the youth in the Movement. The census carried out also revealed that they are over 10,000 Scout Leaders in the country who are far from our reach.

Secondly, in order to implement the strategic plan of KSA, Headquarter professionals and Volunteers need to be trained and encouraged to communicate and deliver the services to the Scouters and Scouts countrywide. The members of the Training Team need refresher courses from time to time to keep them updated on the emerging needs and trends and other related activities.

In order to meet this challenge we have to review our established systems and practices.

4.0 Scope of the Policy

1. Aims at developing the ways and means by which the quality of leadership at all levels in the KSA can be improved through better management of all Adult Resources, in order to provide better services to young people.
2. Is the process of attracting and developing adults to provide competent leadership, professional's and volunteer's, for all positions, at all levels in the movement.
3. It accommodates the needs of individual adults while achieving the KSA vision. It emphasizes the provision of opportunities for personal growth and development as one of the rewards for contributing to the achievement of those goals.
4. It recognizes adults for their demonstrated competence and performance, rather than for their attendance of training opportunities or for their position.
5. It covers the entire process of selection, recruitment, contracting, training, performance appraisal, recognition, promotion, reassignment and retirement of adult members.
6. It supports the acquisition, use and future development of the knowledge, skills and attitudes required to achieve the Vision of the Association.
7. Above all it recognizes that an individual is appointed "to do", a specific task for a specific period rather than "to be" the holder of a position.

5.0 Policy Justification

1. Scouting exists for the benefit of young people. It is a Youth Movement in which adults provide guidance and support to the young member. The development and delivery of the Scout programme require the active involvement of many adults who need to be recruited, equipped with the competencies required to fulfill their tasks, continuously supported and reassigned to new tasks whenever appropriate, until their retirement.
2. However, the impact assessment of the Youth Programme has revealed existing gaps in the effective management of resources in KSA hence the need for a reviewed Policy guideline for instance:
 - i. KSA had difficulty recruiting leaders, Commissioners and Administrators of the right calibre, with the appropriate background, a strong commitment to the task, and the will to develop the skills and attitudes that their functions require.
 - ii. Difficulties in providing appropriate training for their leaders. This affects the availability of training for the various levels of responsibility as well as the quality and relevance of the training opportunities offered.
- 5.1 Difficulties with the tenure of office for the leadership. In many cases the turn - over of leaders is too high or tenure of some leaders in key positions is too long.

- 5.2 In most cases, appointments were made on the basis of previous experiences and training. Often the latter merely required attendance at courses rather than standard of achievement.
- 5.3 Lack of performance appraisal system for volunteers.
- 5.4 Inadequate control system which made accountability and delegation at both National and Local Association levels difficult to enforce.
- 5.5 Gender disparities in the Association's adult membership and leaderships
- 5.6 The policy is necessary in view of the continued growth of the Association and ever increasing need for revitalization of Policies and training for the adults in order to respond to increasing demand for adult leadership to effectively develop, implement and deliver the Youth Programme

6.0 Purpose

To provide KSA with a systematic approach of Adult Resources Management to improve the effectiveness, commitment and motivation of the leadership in order to produce better programmes for young people and a more efficiently managed Organization

To develop the capacity of the Association to recruit, train and manage the Adult Resources in a coordinated way for better quality scouting for more young people and better chances of obtaining job satisfaction for adults.

7.0 Equal Opportunities

1. All provisions of this policy shall apply to both gender at all steps of the process (i.e. selection and recruitment, the provision of training and support, follow-up and evaluation). Each opportunity will therefore be provided to each gender to help them understand and accept the provisions, adhere to the values which underlie them and continually develop the competencies required.
2. In KSA, all adults shall have access to all functions and selection must be on the basis of the competencies required for the job and demonstrated by a potential candidate, not on gender.
3. In order to fulfill its mission KSA shall have the adult leadership it needs to develop and function effectively. This requires:
 - i. A distribution of roles and functions within all operational teams based on competencies, not gender, while continually striving to achieve and maintain a balance between male and female membership at all levels.
 - ii. The development of competencies (knowledge, skills and attitudes) required to deal with both gender.
 - iii. Relationships among all team members based on an attitude of respect, acceptance of differences and acknowledgement of demonstrated competencies.

7.1 Gender Balance

1. The structure of the Association and the decision making process at all levels and in all sectors, will reflect that the Association is open to both genders in a spirit of equal partnership and shared responsibility between men and women.
2. The representative functions, within the movement and internationally will reflect an image of an Association which is open to both genders.
3. The marketing of the Association, which aims at providing the right service at the right time, shall take the needs of both into consideration in the definition, promotion and distribution of all products and services offered by the Association.

8.0 The Adult Resources Department

8.1 Responsibilities

- 1) Provide support to KSA in the implementation of this policy statement in order to assist in ensuring that gender equality becomes a reality in terms of membership, youth programme, Adult resources, management and all other aspects of the movement
- 2) Encourage equitable representation of male and female members on Executive committee, Sub – County and County committees

9.0 Management of Adult Resources

1. The intention of this policy is to ensure better use of all human and material resources and offers greater challenge to those who are involved. It provides for the establishment of a contract from the time of recruitment or reassignment.
2. The establishment of contracts includes:-
 - i. The formation of mutually agreed objectives
 - ii. The clarification of expectations both on the part of the individual leader and of the Association.
 - iii. The need for support and provision of training
 - iv. The conditions and timing of performance appraisal and
 - v. A specified term of office
3. This policy is based on the premise that:-
 - i. Adult Resources need to be managed
 - ii. Managing Adult Resources is a corporate responsibility
 - iii. Training is only one element in the process
 - iv. Training should be on-going
 - v. Principles of management by objectives also apply to Human Resources that is:-
 - a) People are recruited for a task
 - b) Appraised on their performance
 - c) Assigned to a new task

4. Adult Resources embraces all functions Unit leaders, Commissioners, Administrators, Managers, Trainers - whether Volunteers or Professionals. Whatever their tasks, functions and levels of operation may be, Adult Resources need to be managed as a whole, in a consistent and coordinated way.

10.0 Engaging Adults in Scouting

In order to fulfill its mission, Kenya Scouts Association shall have the adults it needs to function effectively. To build these resources and maintain them at optimum level; in terms of quality and quantity, KSA must have the clear view of its needs and undertake a systematic recruitment process.

11.0 Recruitment

The National Executive Committee shall ensure there is a clear process of recruiting of all categories of adults joining Kenya Scouts Association (KSA) to perform various tasks as volunteers. There shall be an Independent Recruitment Committee that shall be constituted by the NEC.

All other adults joining KSA as professionals working under the secretariat shall be subject to the KSA HR policy. These categories shall be as follows: -

1. Volunteers who include Scout leaders, all Commissioners, council members and committee members at National and Local levels.
2. Volunteers with specialized skills i.e. the Legal Advisor, Auditors, etc {skilled volunteers}

11.1 Duties of the recruitment committee

- 11.1.1 Advertise the vacancies as submitted by the adult resource and training committee.
- 11.1.2 Short-list the applicants.
- 11.1.3 Carry out interviews in capacity assessment.
- 11.1.4 Recommend the successful interviewees for engagement

11.2 Duties of the Adult Resources and Training Committee

- 11.2.1 Assess the Human Resource needs for volunteers.
- 11.2.2 Develop the list of job profiles for the vacant positions
- 11.2.3 Hands over the list to the recruitment committee
- 11.2.4 Receive the list of successful applicants from the recruitment committee
- 11.2.5 Coordinate the acceptance and signing of the Mutual Agreement
- 11.2.6 Provide documents of Temporary Appointments, Permits, Letters of Appointment, Certificates, Warrants
- 11.2.7 Coordinate probationary activities, induction, orientation and the subsequent appointment.
- 11.2.8 Design a syllabus for Training of non-uniformed adults to be included in the existing training scheme of the uniformed members.

- 11.2.9 Design insignia/ appropriate wear for non-uniformed adults.
- 11.2.10 Develop Pre-course pamphlets/ handouts that can be used or passed over during training experiences
- 11.2.11 Develop a questionnaire (Pre-test, pre-course) that will determine the training needs for each individual.
- 11.2.12 Formulate information course/center where the adult will have access to information related to Scouting for training.
- 11.2.13 Appoint a Personal Training Advisor who will be attached to newly appointed adults.
- 11.2.14 Ensure that any adult taking a position in the Association is inducted before assuming office.
- 11.2.15 Design and provide for the inclusion of all competencies required for the functions together with the personal development of all adults.
- 11.2.16 Be flexible and ensure access to training opportunities in terms of their frequency, proximity and qualifications for participation. Decentralization for training shall be endeavored without sacrificing standards, to allow for maximum participation of people concerned including young adults in sharing their competencies.
- 11.2.17 Continue to identify training terms & conditions, organize the conduct of training and develop and manage the training resources required.
- 11.2.18 Appoint a team or individual to coordinate the overall operation of the training system at National, County and Sub - County levels. Teams and individuals likewise are appointed at other levels.
- 11.2.19 Endeavor to tap internal & external resources that are using resource people to train or sending adults to other organizations for specialized training.
- 11.2.20 Develop or design modes of training, which include and not limited to handouts and modules for courses, workshop, seminars, distance learning & e-learning etc.
- 11.2.21 Ensure that any adult involved in Scouts Management is accorded Management Training.
- 11.2.22 Develop and recommend policy related to adults in scouting and the development of the management capacities of KSA
- 11.2.23 Monitor and report on the implementation of the Adult Resources Policy
- 11.2.24 Ensure the development and use of resources, mechanism and materials to support the policy
- 11.2.25 Recommend and monitor the development and deployment of KSA resources in support of the Policy
- 11.2.26 Review and report on the effectiveness of the committee and supporting structures that it employs {in relation to the policy}

11.2.27 Develop and /or review the AR Policy from time to time as may be deemed necessary

11.2.28 Shall have powers to co-opt not more than three persons into the committee.

11.3 The recruitment process

11.3.1 Assessment of Adult Resource needs

1. The committee shall draw a comprehensive list of functions at each level (National, County or Sub - County)
2. This shall be compared to the actual leadership situation (vacancies, transfers and departures) and probable growth of KSA, assessing its short, medium and long term adult requirements.
3. When new functions are mentioned which will require the amendment of the KSA POR the filling up of such particular functions shall wait until such a time that the necessary amendments to Governing Laws and Regulations (P.O.R) shall have been made.

11.3.2 Advertisement of the vacancies or positions to be filled

The Association shall advertise the positions to be filled depending on the level, scope, the urgency and the skills required through various modes of advertisement, electronic and print media.

Every adult applying for membership must do so in the prescribed Adult Membership Application Form

11.4 Key requirements

- i. All applicants *must* avail at least one reference from community leaders outside scouting.
- ii. Certificate of good conduct from the CID headquarters

It will be required that all prospective Adults who will be working with KSA comply with the provisions of The Kenya's Children Act and the KSA Child protection policy.

12.0 Training And Personal Development

The KSA shall design and operate a system of training and Personal Development for adults for all functions and at all levels *{Adults Training Scheme}*. This system shall: -

- a) Conduct Induction / Integration of new adults, Basic Training, further and on-going training and support for the duration of the term of office of the adult.
- b) Include the acquisition and development of the knowledge and skills necessary for accomplishing each function and also the personal development of the adult.
- c) Be flexible and allow for previous experiences and skills to be taken into consideration.
- d) Allow for the acquisition of additional skills and knowledge to facilitate the transfer from one function to another.

13.0 Integration of a New Adult.

1. The Adults Training Scheme shall provide for a systematic integration period of not more than six months during which adults will understand the responsibilities of their tasks and the need for the Training in it. This implies that they will also be trained in the techniques essential for its implementation.
2. Every appointed candidate shall undergo KSA's induction programme. The induction will be facilitated by the Candidate's training advisor/ mentor or any other person appointed by the Recruitment Committee
3. Induction Training will be made up of three modules which must be completed before the adult can be fully appointed; Essential Information, Personal Learning Plan and Tools for the Job
4. Once a learner has completed *Induction Training*, they will get a completion certificate and full appointment.

14.0 Training System.

All adults taking appointment in KSA need to demonstrate that they have the skills needed or are prepared to acquire the necessary skills through training offered by the association. Training shall be modular in nature and presented in course type format. KSA will whenever possible ensure that the skills taught in training are relevant and applicable to members' general work, life and KSA. Training will be undertaken using familiar scouting methods such as learning by doing, small work groups, etc. which may be complemented by other methods such as work books and VCDs. Training should be considered as a continuous process and the adult's regular contact and activities within his or her team must be considered as part of the learning process. The *Adult Training Scheme* for KSA shall detail the approach to training as:

14.1 Prior Training Recognition

KSA recognizes relevant prior learning, experience, and existing knowledge of adult volunteers and members. Where a volunteer holds a relevant competency, it is not necessary for them to attend the relevant training modules if they can clearly show that they are able to meet module objectives by demonstrating their skills in their Scouting role. The assessment of the competency may take the form of a discussion, a requirement for a demonstration of the skill or observation of the volunteer in action. On acceptance of a member's competency, the volunteer's records will be updated to reflect the training that corresponds with that competency. Prior Learning Recognition also extends to the common training modules that members have completed at an earlier stage in their scouting career.

14.2 Personal Development

Adult leadership and personal development training will be provided throughout the training period. The learner-centred approach ensures that each learner is engaged throughout the training process and that they absorb their new knowledge and experiences in a meaningful and applied way. It will also provide opportunities for the individual to develop socially, intellectually, physically, emotionally, spiritually, and morally. Personal Development forms will be issued upon appointment and reviewed annually.

14.3 Supporting adults

Each adult will receive direct support in terms of technical, educational, material, moral or personal whenever required.

14.4 Mentoring

When an individual joins KSA, they will be assigned a training advisor/mentor; a person who has experience in the role in which the person is appointed to. The mentoring system is critical to provide the support that a member needs that extends beyond the purely technical skills provided in training courses. The mentor will play a role in the on-going development of the volunteer. This includes developing the career path for a volunteer within KSA and identifying growth areas and opportunities for the volunteer to contribute.

14.5 Recognition of qualification

It is the exclusive responsibility of KSA to recognize the qualifications of a volunteer. Certificates of qualification for a job or function will be issued on the basis of demonstrated and currently used competence and have a set validity period with a date of expiry. This will be recorded in the member's personal logbook. Certificates will be renewed on the basis of demonstrated and updated competence and for the same limited period of time. Certificates of attendance on courses or other training activities may be issued or attendance may be recorded in the log- book.

KSA offers a wide range of courses and training, some of which are competency courses which will require demonstration of the learned skills, and some of which are for attendance only.

15.0 The Follow up Process

15.1 Definition: The process of supporting leaders in pursuit of their activities, assessing their performance and determining their future in the Association shall be guided by the Training Scheme.

16.0 Structures

1. At all levels of the KSA National, County and Sub - County Management of Adult Resources requires the establishment of specific structures covering three dimensions-

- i. Acquisition of resources,
 - ii. Training and personal development and
 - iii. Management allowing a National and coordinated approach.
2. In accordance with the mission of the movement, it is important that these structures should include young adults.

16.1 National Level

1. The National Adult Resources and Training Committee of the KSA supported by the National Executive Committee shall be responsible for providing technical expertise in the management of adult resources.
2. It shall take into account the Associations particular situation needs and available resources.
3. It shall coordinate the acquisition, training, personal development and management of adult resources and reports such to the National Executive Committee
4. It shall be represented in the units responsible for the development and delivery of the Scouting program at all level. Those coordinating training activities shall belong to the network, i.e. National Training Commissioner, members of the National Training Committee and County Scouts Training Commissioners together with those having recruitment and resources management functions.

16.2 Adult Resources and Training Committee:

It is composed of:-

- (a) Chairperson - National Adult resources and Training Commissioner.
- (b) National Youth Representative
- (c) 8 Cluster Training Coordinators.
- (d) Chairperson Ethics Standards Quality Assurance and Awards Committee
- (e) National Executive Commissioner - ex officio member
- (f) National Training Executive - the secretary to the committee.
- (g) The National Programme Commissioner shall be the vice chairperson of the sub-Committee.

16.3 Cluster Level

The entire County Training Commissioners in a Cluster shall form the Cluster Adult resources and Training Committee. They shall elect their officials and the Chairperson shall represent the committee at the National Training Committee as the Cluster Training Coordinator.

16.4 County Levels

There shall be corresponding County Adult resources and Training Committees to interpret this policy and the procedures for use at all levels.

16.5 Sub County - LEVEL MEMBERSHIP

- a) Chairperson - Sub County Adult resources and Training Commissioner

- b) Vice Chairperson – Sub - County Programme Commissioner
- c) Sub – County Youth Representative
- d) Section leaders
- e) Co-options {not more than three}

16.6 Qualification for membership

Consistent with this policy the qualification for membership on the committee and affiliation with the committee, as resource persons shall be based on the skill, knowledge requirements of the committee.

16.7 Terms of service/ office

- i. The members of the National Adult resources and Training Committee shall be appointed for a term of five years. The appointment may be renewed once, subject to review.
- ii. Except where an individual is appointed as chairperson of the committee, committee term of office shall not exceed 10 years.

16.8 Reporting relationship

The National Adult resources and Training Committee is a Sub – Committee of the National Executive Committee and therefore shall report direct to the National Executive Committee.

16.9 Function

Is to advise and support the National Executive Committee on all matters pertaining to the effective management of adults in scouting.

16.10 Mode of operation

1. The committee's specific mode of operation may not be defined in order to allow a maximum degree of flexibility to changing needs according to the developmental and organizational structure of KSA
2. The committee shall facilitate the exchange of information and assistance among the KSA structure through a network of resource persons, task forces etc rather than or in addition to being a source of such support
3. The committee shall establish a five year plan to be reviewed annually, indicating its objectives, resources requirements, work schedule and accomplishment indicators.
4. The committee's objectives, achievements and recommendations shall be reported to the National Executive Committee Meetings.
5. The issues related to the Management of Adult Resources in KSA are diverse and from time to time will require communications with varying positions in the association.

17.0 CONCLUSION

- Specific procedures for the Management of Adult Resources at all levels of the KSA to conform to this policy shall be established.
- In order to remain faithful to the principles on which it is based, the Kenya Scouts Association, Adult Resources Policy shall be reviewed regularly by the National Adult resources and Training Committee.
- The National Executive Committee and National Scouts Council shall be kept informed and updated of the progress on the implementation of this policy.