



THE KENYA SCOUTS ASSOCIATION

**NATIONAL TRAINING AND DEVELOPMENT
POLICY**

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ABBREVIATIONS AND ACRONYMS

KSA Kenya Scouts Association

1.0 Introduction

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 Training and Development Policy has been designed to meet this challenge.

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 (appraisal) and determines the decisions about their future in the Association.

The boys and girls who join the movement expect to have fun and enjoy an attractive and challenging Programme. The Adults in Scouting are responsible for this to happen. They are responsible for the delivery of what Scouting promises. Furthermore, it is their responsibility that Scouting will help these young people develop their potentials to the highest possible level and grow to be active and responsible members of their community.

This will only be possible if we can count on the enthusiastic and active involvement of enough adults. It therefore requires that our purpose and ambitions are known and that the image we project is attractive to competent adults, men and women, who will be prepared to volunteer their time and effort for a specific task.

The youth will therefore need motivated and competent leaders in a variety of functions at all levels. On this basis, the Training and Development 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. All the Trainers need refresher courses from time to time to keep them updated on the emerging needs and trends and other related activities.

2.0 BACKGROUND: THE KENYA SCOUTS 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

- Duty to God

Adherence to spiritual principles. Loyalty to the religion that expresses them and acceptance of duties resulting there from.

- 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.

- Duty to self

Responsibility of the one's self; realization of ones 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

This 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:

Law and promise.

Learning by doing.

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.

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.

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.

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.

Life in nature, it is not just animals, trees, rivers etc. for scouts. Nature is a club where one can enjoy themselves, 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:-

Involving the youth throughout their formative years in a non-formal educational process.

Using a specific method that makes each individual the principle agent in ones development as a self-reliant, supportive, responsible and committed person.

Assisting them to establish value system based upon spiritual, social, and personal principles as expressed in the scouts law and promise.

3.0 SCOPE

The Training and Development Department aims at developing ways and means by which the quality of leadership at all levels in the KSA can be improved through training and support of all adults, in order to provide better services to young people. The policy recognizes that there are six categories of adults in Scouting whose functional needs need to be constantly assessed and suitable support and training be offered so that they are able to play their roles in the Association effectively. These categories of leaders include:

- I. Unit leaders who are directly in contact with the young people and effect the actual delivery of the Youth Programme;

- II. Trainers of Trainers (LT) and Trainers of Unit Leaders (ALT) who need to acquire and develop skills to become managers of learning and the appropriate attitude to motivate other adults to learn;
- III. Administrators, who are not in direct contact with the young people but relate to other adults in the Association. These leaders need suitable administrative skills to enable them perform their designated functions effectively;
- IV. Professional staff at KSA regional and Headquarter offices who need their functional needs met through trainings, workshops and material development; and
- V. Parents of scouts, particularly those whose children are in the Squirrel and Sungura sections. They will be most significant in Youth Program delivery at that level and as such will need training and support suitable for their task.
- VI. Partners who intend to work with the Association to be guided on content and approach.

Above all the policy covers the entire process of recruitment, training, performance appraisal, and recognition. 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. It also recognizes adults for their demonstrated competence and performance, rather than for their attendance of training opportunities or for their position.

4.0 Goal:

To provide KSA with a sufficient, efficient, competent, dynamic and highly motivated adult leadership, through prudent selection, training, appraisal and support that will ensure effective delivery of the Youth Program.

5.0 Objectives

- 5.1 To develop recruitment criteria for all trainers, Unit Leaders, and other leaders
- 5.2 To develop and implement training schemes/systems for all adult categories
- 5.3 To develop training material for all adult leaders’ needs and functions.
- 5.4 To develop the capacity of all the adults to perform their functions effectively through training and support
- 5.5 To develop efficient appraisal systems for all trainers, Unit Leaders and other leaders
- 5.6 To recognize adults for achievements through an award system.

- 5.7 To develop and present for approval appropriate action plans and budgets
- 5.8 Constantly review content of training and delivery of youth program through an approved evaluation tool.
- 5.9 Constantly retrain the adults.

6.0 Success Criteria

- 6.1 Number and quality of activities done in Program and Training
- 6.2 Number and quality of adult leaders trained
- 6.3 Number of Awards and Certificates obtained by both the adults and the Scouts
- 6.4 Number and quality of registered Scouts, units and unit leaders
- 6.5 Performance appraisal and evaluation system in place
- 6.6 Number and quality of resource material developed for training.
- 6.7 Gender equity in membership of trainers and unit leaders.
- 6.8 Inclusiveness of scouts and Scouters with special needs.
- 6.9 National distribution of trained Scout Leaders.

7.0 Structures

7.1 National Training Team

The National Training Team, hereafter referred to as “the Team” shall apply to the functional organ of all those leaders who have undergone special training (ALT/LT) and been warranted to play the role of training all cadres of adults in scouting. There shall be four (4) categories of Trainers who make the National Training Team:

- i. Support Leader Trainers
- ii. Assistant Leader Trainers
- iii. Leader Trainers.
- iv. Resource Persons.

The chairman of the National Training Team shall be the National Commissioner -Training.

7.2 National Training Committee.

- a) The National Training Committee shall be composed of 13 members of ALT and LT qualification and shall have mandate to co-opt depending on the need.
- b) The committee shall consist of:
 - i. The National Commissioner -Training
 - ii. Eight elected members from among the County Training Commissioners representing the clusters.
 - iii. Ex officio members shall be the National Commissioner - Programme, the Training Executive, and the National Youth Representative.
 - iv. The Training Executive shall be the secretary to the Committee.

Functions of the National Training Committee

- i. The National Training Committee shall serve as an advisory body to the National Commissioner - Training on *inter alia*
- ii. Be responsible for all matters pertaining to training on behalf of the National Commissioner -Training and the Team
- iii. Conduct or authorize research on training matters as and when necessary.
- iv. Review the Training Policy from time to time.
- v. Prepare and submit annual departmental reports.
- vi. Prepare the National Training Plan.
- vii. Establish and maintain high standards in training.
- viii. Establish and maintain high standards of discipline among trainers nationally.
- ix. Evaluate the effectiveness of training from time to time as may be deemed necessary.
- x. Prepare trainers appraisals on behalf of the National Commissioner -Training
- xi. Select and appoint suitable trainers as markers of theory books/assessment tests;
- xii. Carry out arbitration between disagreeing trainers;
- xiii. Review or cause to be reviewed the training schemes for all categories of leaders from time to time
- xiv. Set assessment test questions and review them from time to time;
- xv. Verify the forwarded names of competent and qualified Scout Leaders to the training team for award of Wood badge and for appointment to support leader trainers.
- xvi. Vet proposed support leader trainers and assistant leader trainers for recommendation by Leader Trainers Forum for the awards of 3 and 4 beads respectively;
- xvii. Keep a comprehensive register of all trainers in the country
- xviii. Recommend its members for the awards to the Awards Committee.

7.3 County Training Committee

- a) Shall be composed of the District Training Commissioner and the County Training Commissioner.
- b) The County Program Commissioner shall be an ex-officio member of the County Training Committee.
- c) The County Training Commissioner shall be the Chairman of the Committee.
- d) The Committee shall elect one from among the District Training Commissioners to be the Secretary.
- e) The Committee shall:
 - i. Meet at least three times every year.
 - ii. Convene a special meeting any other time in case there is an urgent matter to be deliberated by it.
 - iii. Receive training reports from all Districts and make decisions on them.
 - iv. Identify the training needs of the adults leaders in the County
 - v. Draw annual training plans
 - vi. Recommend deserving trainers and unit leaders for other awards to the National Training Committee

- vii. Recommend disciplinary measures on errant or non performing trainers and unit leaders in their county.
- viii. Keep a comprehensive register of all trainers in the County.
- ix. Be the custodians of the Training and Development Policy

7.4 Leader Trainers' Forum

- i. Shall be convened once every year before the national awards day
- ii. Shall comprise all Leader Trainers in the country.
- iii. Shall play supervisory role on conduct of training and delivery of Youth Programme.
- iv. Shall compile a report for the National Commissioner -Training on the impact of training activities on program delivery.
- v. Shall play a consultancy role for the trainers.
- vi. Shall discuss and moderate the list of awardees for ALT and LT as presented to it by the National Commissioner -Training.

7.4 Term of Office.

- i. The members of the National Training Committee shall be elected every five years.
- ii. Members can seek re-election for one other term only. The National Training Committee shall be chaired by the National Commissioner -Training.
- iii. The NTC will have been elected at the County Trainers' Forum from those Leader Trainers who will have indicated their desire to contest for that position in writing to the National Executive Committee and have been ratified.
- iv. He/she will serve in that position for a period of five (5) years, renewable only once.
- v. The NTC shall also be the chairman of the Leader Trainers' Forum. In the absence of the National Commissioner -Training, the members of the National Training Committee shall appoint one from among themselves to chair their meeting.
- vi. In case of permanent separation from the committee for whatever reason the committee will appoint one from among themselves to take up that position on acting capacity till the National Executive Committee advertises the vacancy and calls for a meeting of all County Training Commissioners to elect another National Training Commissioner.

8.0 ELIGIBILITY FOR APPOINTMENT

8.1 National Commissioner -Training.

- (i) The National Commissioner -Training shall be elected to serve for a 5-year term renewable once.
- (ii) The age of the National Commissioner -Training shall not be less than 35 years or more than 65 years on first appointment.
- (iii) He / She shall be an appointed Leader Trainer.
- (iv) He / She shall be a graduate of tertiary institution

(v) Shall be morally upright and of high integrity.

Nominations of candidates shall be through applications. Only those who will have been cleared for election by the National Executive Committee shall be allowed to contest.

9.0 ELECTION MODALITIES SHALL BE:

As per the KSA Constitution

10.0 MEETINGS:

There shall be the following types of meetings:

10.1 Training Team Meetings

The Training Team meetings may be of two categories:

a) *Annual General Meeting*

- i. Shall be the supreme decision making organ for the training department
- ii. Shall be convened every year at a date preceding the Council AGM.
- iii. The chairperson of the AGM shall be the National Commissioner -Training.
- iv. In the absence of the chairman the members shall appoint one from those members present to chair the meeting.
- v. The secretary to the meeting shall be the KSA Training Executive
- vi. The quorum shall be 50 per cent of all appointed trainers.

b) *Special General Meeting*

- i. Shall be convened by the National Commissioner - Training depending on need.
- ii. 30 percent of the members of the Team may also cause the meeting to occur.
- iii. The chairman of the meeting shall be the National Commissioner - Training.
- iv. The secretary shall be the KSA training Executive.
- v. The quorum shall be 50 percent of all appointed trainers.

10.2 Training Committee Meetings:

- i. The Chairperson of the Committee shall be the National Commissioner - Training.
- ii. The Secretary to the Committee shall be the Training Executive.
- iii. In the absence of the Chairperson, the Committee shall appoint a chairperson for that meeting.
- iv. The quorum for meetings shall be at least five members other than those co-opted.
- v. There shall be at least 4 meetings in a year.
- vi. A member failing to attend three consecutive meetings without proper reasons or apologies will be replaced by the Committee and the vacancy will be advertised for replacement.

10.3 Special Training Committee Meetings

A special Committee meeting shall be convened with the approval of the Management Committee.

10.4 Annual Leader Trainers' Forum

There shall be an annual Leader Trainers' Forum convened once every end of the year at the recommendation of the National Commissioner -Training.

- i. The quorum shall be at least 50% of all the appointed Leader Trainers.
- ii. The chairperson shall be the National Training Commissioner.
- iii. The Training Executive shall be the secretary to the forum.

11.0 DUTIES OF NATIONAL, COMMISSIONER TRAINING

- i. Representing the Trainers at the National Executive Committee meeting.
- ii. Presenting the Training plan, budget and annual training reports to the Executive Committee
- iii. Coordinating training activities nationally.
- iv. Assigning trainers various training and/or training resource development duties countrywide.
- v. Supervision of all training for Adults in Scouting. -
- vi. Signing and issuing of relevant certificates achieved in various training activities.
- vii. Coordinating research on training matters.
- viii. Custodian of the National Training and Development Policy in the Executive Committee
- ix. Chairing of County Trainers' Forum, Training Committee, and Leader Trainers' Forum meetings
- x. Signing and issuing Letters of Appointment to Trainers.

12.0 APPOINTMENT OF TRAINERS.

- i. Potential Trainers shall be identified by the County Training Committee from among the active Scout Leaders who shall have shown abilities to train adults, and shall be holders of the wood badge beads

- ii. Such names shall be presented at the National Training Committee for discussion, and appointment as Support Leader Trainers if they meet the criteria stipulated in Article 19.1 below.
- iii. The Trainers shall be appointed and warranted for a period of three years during which they must attend an Assistant Leader Trainer course.
- iv. The age of a Trainer shall be at least 26 years on the first appointment.
- v. Members thus appointed shall be given honorary charges and be issued with warrants as Traveling Commissioners.
- vi. Attending an ALT course alone shall not translate into one becoming an ALT. One must complete the project work and meet the criteria stipulated in Article 19.2, to the satisfaction of the Personal Training Advisor and the National Training Committee before appointment as an Assistant Leader Trainer.
- vii. Attending an LT course alone does not make one a Leader Trainer. The person must complete the project work and meet the additional Criteria stipulated in article 19.3, to the satisfaction of the National Training Committee. He/she will then be awarded the four beads and be appointed Leader Trainer.

13.0 CANCELLATION OF APPOINTMENT OF TRAINERS.

A person shall cease to be a trainer in the event of:

- i. Failing to take part in training activities for one year without reasonable cause.
- ii. Death or incapacitation due to ill health.
- iii. Suffering from pecuniary embarrassment.
- iv. Drug addiction and abuse.
- v. Being guilty of sexual abuse and/or child abuse.
- vi. Not conforming to the moral principles and/or integrity of the Kenya Scouts Association.
- vii. Gross misconduct in line with the code of ethics and the POR.

14.0 DUTIES OF TRAINERS.

All trainers shall:

- i. Take active part in initiating, organizing, monitoring and evaluating training activities in their local areas.
- ii. Assist in pre and post training activities.
- iii. Be responsible for all training activities.
- iv. Draw up and review from time to time the duties of each category of trainers
- v. Assist in organizing and playing active role in all Youth Programme activities
- vi. Assist in the Training of leaders of adults in scouting.
- vii. Jointly assist in raising funds for training activities.
- viii. Take part in writing training handouts and training manuals.
- ix. Assist in setting questions for the training resource bank.
- x. Shall be ex-officio members of Sub County and County Training Committees.

14.1 Duties of Support Leader Trainer.

- i. May be in charge of an Introductory level training, (ITC).
- ii. Shall sign the certificates of an introductory training level.
- iii. Shall assist in running preliminary level training.

14.2 Duties of Assistant Leader Trainer

- i. May be in charge of an Introductory and Preliminary level training, (ITC and PTC)
- ii. Shall sign the certificates of Introductory and Preliminary training level.
- iii. Shall assist in woodbadge training level.
- iv. May be in charge of specialized courses.
- v. May assist in running an Assistant Leader Trainers' course.

14.3 Duties of Leader Trainers.

- i. May be in charge of introductory and preliminary training level.
- ii. Shall be in charge of advanced wood badge training level for unit leaders.

- iii. Shall be in charge of Assistant Leader Trainer Training and Leader Training levels
- iv. Shall be in charge of specialized courses and any duties as may be assigned by NTC
- v. Shall sign certificates of the courses he/she is in charge.

15.0 WELFARE OF TRAINERS

- i. In the course of their duties, the Association shall provide trainers with:
- ii. Transport, food and accommodation.
- iii. Out of pocket allowance as shall from time to time be determined in line with the Financial Guidelines of KSA.
- iv. Opportunities for personal development.

16.0 TRAINING LEVELS

Training of Scout Leaders and Trainers within Kenya Scouts Association shall be as follows:

16.1 Unit Leader Training (Wood badge)

a) Basic levels:

- i. Introductory level (ITC)
- ii. Preliminary level (PTC)
 - (i) Pre PTC self study
 - (ii) PTC Camp phase

b) Advanced level (Wood badge I, II, III):

- Woodbadge I : Theory Phase.
- Woodbadge II: Camp Phase
- Woodbadge III: Practical Assessment of unit. A person will only be allowed to apply for woodbadge III at least three months after attending woodbadge II.

c) Specialized courses to supplement all levels

16.2 Training of Trainers

- a) Assistant Leader Trainer Level (ALT)
- b) Leader Trainer Level (LT)
- c) Specialized courses to supplement both levels

16.3 *Training of other adults in scouting*

The National Training Committee shall endeavour to prepare appropriate training schemes for all other adults in scouting to empower them to perform their roles effectively.

17.0 TRAINING REQUIREMENTS / OPPORTUNITIES

The Training Committee shall set up requirements to be met by the prospective participants of any training activity -

17.1 *Unit Leader Training (Wood badge)*

17.1.1 Basic Training level

(a) *Introductory Training Level*

- i. Shall be an adult of at least 25 years of age who has displayed an interest in working with scouts.
- ii. Shall be a person who may not have experience the youth Programme as young person and is just getting into the movement for the first time
- iii. Shall be an acceptable member of the Community.
- iv. Shall be recommended by the institution where he/she wants to run a unit.
- v. Shall have proven understanding of the aspirations and needs of scouts and/or youth.
- vi. May have been a scout or not but is ready to live by the Scouting Principle.
- vii. Certificate of good conduct.

(b) *Preliminary Training Level (pre-PTC and PTC Camp Phase)*

- i. Shall be an adult of at least 25 years of age who is actively involved in running a unit or is assisting in running a unit at the time of applying for the course.
- ii. Shall be recommended by the institution where he/she is running the unit.
- iii. Shall be an acceptable member in the Community who is productively involved in community service and development.
- iv. Shall have attended an Introductory Training Level if he/she had not been a Scout in his youth.

- v. Shall have at least form 4 level of education and proficiency in oral and written communication

17.1.2 **Advanced** **Level:**

(a) Phase I (theory)

- i. Shall have successfully completed the Preliminary Training Level.
- ii. Shall have continued to be active in running a Unit
- iii. Shall be a warranted leader.

(b). Phase II (Camp Phase)

- i. Shall have successfully completed the Phase I of Woodbadge
- ii. Shall have continued to be active in running a unit prior to this phase.
- iii. Shall be a warranted leader.

(c) Phase III Practical Application

- i. Shall have successfully completed the Preliminary Training level, Advanced Woodbadge Phase I and II
- ii. Shall be a warranted leader actively running a Unit. for at least three months.
- iii. Shall have maintained a high degree of acceptability within the Community.
- iv. Shall be actively running the Unit(s) after the camp phase.

18.0 TRAINING OF TRAINERS (T.O.T).

18.1 Support Leader Trainer

- i. Shall have been an active and competent Wood badge holder who has run a unit for at least 3 years
- ii. Shall have run at least three Introductory Level training courses under supervision.
- iii. Shall have assisted in running at least three Preliminary Training courses.

18.2 Assistant Leader Trainer

- i. Shall be a Wood badge holder who has served as Support Leader Trainer for at least 3 years
- ii. Shall have attended an Assistant Leader Trainer Level course and implemented proposed project.

- iii. Shall have assisted in at least four Preliminary level trainings and run two preliminary training courses under supervision.
- iv. Shall have assisted in one advanced wood badge training (Camp Phase).
- v. Shall have been appointed as Support Leader Trainer..

18.3 Leader Trainer

- i. Shall be a Wood badge holder who shall have served as Assistant Leader Trainer for at least one year.
- ii. Shall have attended a Leader Trainer level course.
- iii. Shall have participated in at least three Wood badge Camp courses and demonstrated capability to assist in or facilitate in one Assistant Leader Trainer level course.
- iv. Shall have been appointed to serve as ALT.

19.0 MANAGEMENT OF TRAINING COURSES

No courses for adult leaders in KSA will be conducted without being cleared by the KSA Headquarters. Notice of at least two month MUST be sent to the HQ before any course takes place and the HQ will acknowledge receipt of the application by mail and issue a course reference number. Each county is expected to send its annual training plan to HQ for the purpose of planning. Different categories of courses will be managed as follows:

- i) ITC - Sub county Level
- ii) PTC - County Level
- iii) Woodbadge - National
- iv) ALT/LT - National/Zonal
- v) Specialised - National

20.0 THE TRAINING INSIGNIA

20.1 Unit Leader

1. *Introductory Training Course*
 - Certificate
2. *Preliminary Training Course*
 - A warrant
 - Certificate
 - Gilwell woggle
3. *WB Theory*
 - Certificate

4. *WB Camp Phase*

- Certificate

5. *WB Application*

- Parchment Certificate
- Gilwell scarf
- A badge
- Wood badge (2) beads.

20.2 Support Leader Trainer

- A letter of Appointment

20.3 Assistant Leader Trainer

- A letter of appointment
- Three beads
- Certificate
- A warrant

20.4 Leader Trainer

- A letter of appointment
- Certificate
- Four Beads
- A warrant

20.5 Other adults in scouting

- Letter of appointment
- Relevant Certificate for the function.
- Warrant.

Note:

Being honorary charge, the trainer's beads shall be returned with the warrant to the Kenya Scouts Association after a trainer ceases to be active by way of retirement, resignation, or otherwise.

21.0 POLICY IMPLEMENTATION AND AMENDMENT

- For effective implementation of this policy, KSA has the responsibility of funding the Training department.
- National Training Committee shall be charged with responsibility of the administration and management of finances and other resources allocated to the department.
- All courses shall have a cost-sharing effect unless otherwise fully sponsored.

- iv. The existence of the **Training and Development Policy** of Kenya Scouts Association as legal document may be terminated in the event that:
- a) It is repealed by the National Executive Committee;
 - b) The NSO is dissolved;
 - c) There is reorganization or merger of subcommittees by the National Executive Committee.
 - d) The Constitution is repealed or changed.

22.0 CONCLUSION

Specific procedures for the Management of Adults 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, Training and Development Policy shall be reviewed regularly by the National Training Committee. Final approval shall be sought from the National Executive Committee for any amendments made on this policy. The National Executive Committee shall be kept updated on the progress of the implementation of this policy. This Training and Development Policy is subject to the Kenya Scouts Association Constitution of 2012. The Policy shall be reviewed every five years after a new strategy is formulated.