



NEPAL SCOUTS NATIONAL ADULT DEVELOPMENT POLICY





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NEPAL SCOUTS

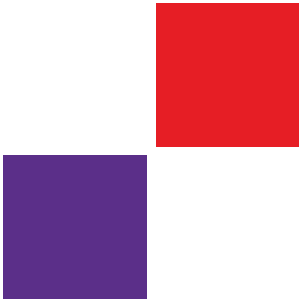
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NATIONAL
ADULT
DEVELOPMENT
POLICY



Scouting is a movement of young people, supported by adults; it is not a Movement for young people managed by adults only (World Scout Youth Involvement Policy, 2015). Young People are always at the core of the movement. But in general, we can say that Scouting could not have existed around the world without millions of adults, the majority of the volunteers, that currently support the Movement by performing a wide range of roles or functions (World Adult in Scouting Policy, 2017).

The history of the policy document related to the Adults in Scouting dates back to 1990 A.D. Adult in Scouting Policy was developed as the first version of policy document during the 32nd World Scout Conference in Paris, France in 1990. World Adult Resources Policy (1933), World Adult Resources Handbook (2005), updates and reviews of the policy at World Conferences held in 2008, 2011, 2014, 2017 are the remarkable milestones set by the World Organization of the Scout Movement (WOSM) for the proper management of Adults in Scouting.

In the same manner, the 1998 WAGGGS Training Policy and Guidelines outlined the WAGGGS' Training Scheme accreditation program and set a benchmark for the Member organizations for supporting their Leaders to carry out their roles and responsibilities. Growing Leaders: Succession Planning Tool Kit (2011), WAGGGS Policy and Guidelines Adult Training, Learning, and Development (2012) and Adult Development Framework are the worthwhile contributions of WAGGGS for Member Organizations and National Associations.

In the context of Nepal Scouts, the official establishment in 1952 A.D was done on the final day of First Scout Master Training with 32 Leaders. Nepal Scouts has been putting its efforts in the best of its capacity for the proper management of Adults involved in Scouting. Several documents were created and many other best practices were being maintained for the efficient and effective operation of Leader Training.

Whereas, Nepal Scouts National Adult Development Policy, the first policy document on Adults involved in Nepal Scouts, based on the World Adult in Scouting Policy and WAGGGS Adult Development Framework is a document created by keeping the best practices and previous documents into core consideration. The purpose of the Nepal Scouts National Adult Development Policy is, as with other World and national Policies, to support the Mission of Scouting. This is achieved by developing the ways and means by which the quality of leadership at all levels can be improved through providing better

Preface

support and management for all adults, resulting in the provision of providing quality youth programs for young people. This policy encompasses all the roles and functions undertaken by Adults in Scouting and all the areas of competency necessary to fulfill them.

Nepal Scouts National Adult Development Policy is an output of tremendous efforts and marvelous inputs from the experts of WOSM and WAGGGS with the Team from Nepal Scouts working at the ground level. This document would not have been created without the support of the individuals listed below:

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Purpose

The purpose of the Nepal Scouts National Adult Development Policy is, as with other World and National Policies, to support the Mission of Scouting. This is achieved by developing the ways and means by which the quality of leadership at all levels can be improved through providing better support and management for all adults, resulting in the provision of providing quality youth programmes for young people.

Scouting could not have existed around the world without millions of adults, particularly volunteers, who currently support the movement by undertaking a wide range of roles and functions.

This policy encompasses all the roles and functions undertaken by Adults in Scouting, and all the areas of competency necessary to fulfil them.

The roles of these adults fall into three categories:

- those who support the design, development and facilitation of programs adapted to the different age groups, and to the specific conditions in which young people live.
- those who operate directly with adults in management, leadership,

training and support roles and functions.

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

Adults in Scouting is one of the three strategic areas that constitute an effectively functioning National Scout Organisation (NSO) – Youth Programme, Adults in Scouting and Organisational Development. The implementation of National Adult Development Policy requires Nepal Scouts vision and leadership, and is integrated into the National Strategic Plan.

For instance, the area of Youth Programme establishes the requirements for adults (e.g. functions) that work in this area, and determines the logistical requirements to develop the Programme. Organisational Development establishes the organisational framework that provides the administrative and financial support so that the Programme can be developed.

National Adult Development Policy 'translates' these functions into relevant competencies, and identifies the training experiences needed to develop these competencies. It also determines the logistic needs for this process to work properly (e.g. requirements to conduct the training experiences and, in general, to operate the whole adult management system), and requires the overall support of the organisation to do so.

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

The strategic outcomes of the implementation of National Adult Development Policy are:

- improved quality of youth programmes facilitated by adults (Youth Programme)
- better programmes for and by young people (Youth Programme)
- improved effectiveness, commitment and motivation of adult leadership (Adults in Scouting)
- learner-centered approach for adult leaders where they take ownership of their learning process in a positive learning environment (Adults in Scouting)
- more effective and efficient organisations (Organisational Development)
- a competitive advantage and impact on social or external well-being.

The following diagram provides an outline of the results of a well-developed National Adult Development Policy. This is the direction and intent of the Nepal Scouts National Adult Development Policy.

At the World level, the World Adults in Scouting Policy is regarded as a tool to strengthen unity in the Movement. The policy is based on the principle of voluntary adherence to the World Organisation of the Scout Movement (WOSM), expressed through the adoption of resolutions by the World Scout Conference.

The World Association of Girl Guides and Girl Scouts (WAGGGS) recognises adults as lifelong learners and role models for the youth and the Adult Training, Learning and Development policy takes a holistic approach to adult learning and provides a positive learning environment for adults.

Similarly, Nepal Scouts uses this policy to guide and assist the development and management of all our Adults to enable Scouting in Nepal to grow stronger and meet the needs of our communities and society more broadly.

This National Adult Development Policy has been aligned to both WOSM Adults in Scouting Policy and the WAGGGS Adult training, Learning and Development policy.



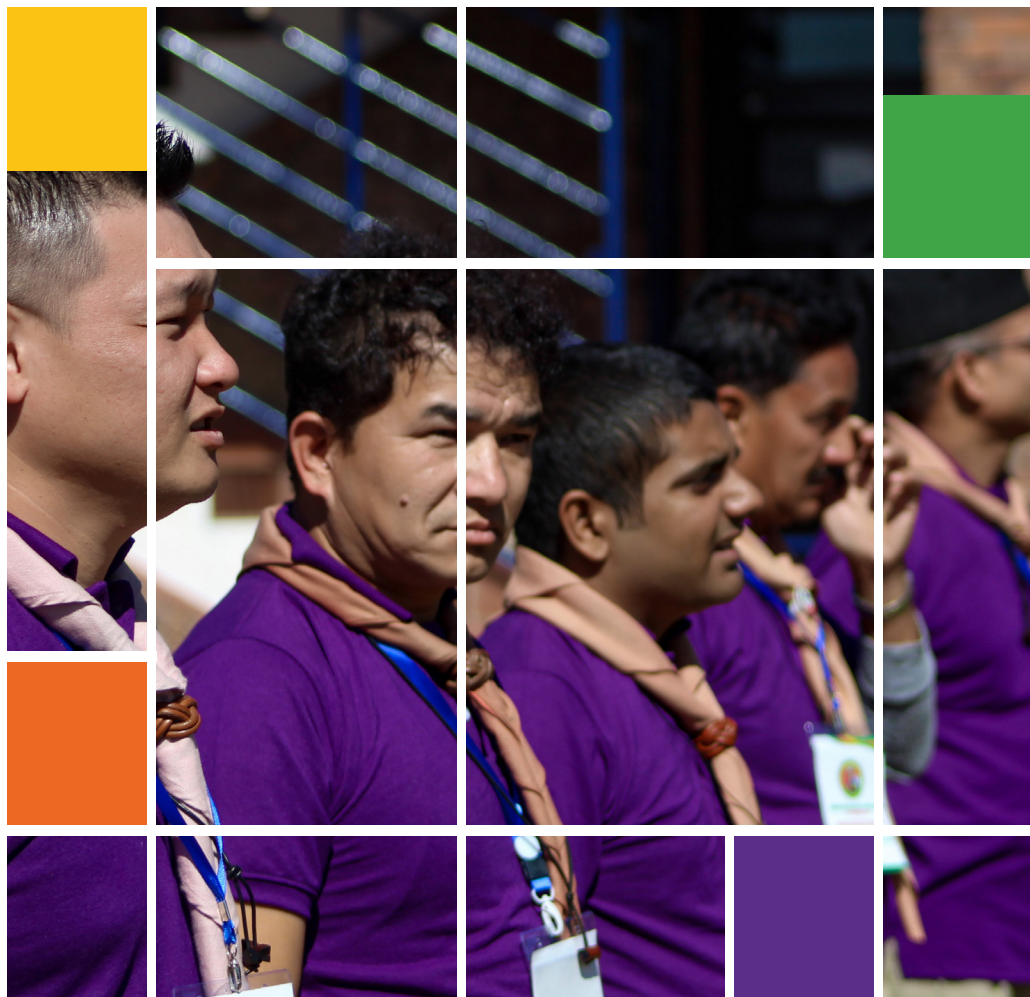
The Nepal Scouts National Adult Development Policy is underpinned by a clear set of values regarding the involvement of volunteers.

The policy:

- recognises and enhances the youth-centred, volunteer-based and volunteer-led nature of the Scout Movement
- values the unique contribution of volunteers in achieving the purpose of Scouting
- acknowledges that volunteering is a beneficial experience for adults, young people and the wider communities in which they live
- reinforces our commitment to ensure equal access to high-quality volunteering opportunities and equal treatment of volunteers in all our practices
- reinforces the need to be inclusive of all members, and to encourage, recognise and celebrate the diversity of our membership - adults and young people, and ensures that its membership reflects the composition of each of the local communities where Scouting operates
- provides a framework to be used to manage professional staff and recognises their contribution in supporting volunteers

This policy is not intended solely for the use of senior Commissioners and Managers of Nepal Scouts nor is it intended to be an “operational” document. Instead, it seeks to provide perspective and guidance to all in Scouting as to the effective and efficient utilisation of all adults and the important role they play in the growth of Scouting and the benefits young people derive from being a member.

This document represents Nepal Scouts review of the World Adults in Scouting Policy (2018) in the context of our existing practices. As such, it represents a different approach to policy formulation. That is, less operational in nature and more holistic in design. The operational aspects of this policy are embedded in both the National Policy & Rules and various administrative procedures, which are in alignment with this policy.



Definitions

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. Also, it enhances the overall effectiveness and efficiency of the organisation.

Young leaders are youth members delivering the Youth Programme to other youth members; supporting other adults in their role or function; or participating in organisational structures. In this case, 'leader' defines

the role or function they are performing on behalf of the organisation. The Crew leaders, in the Rover and Ranger 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).

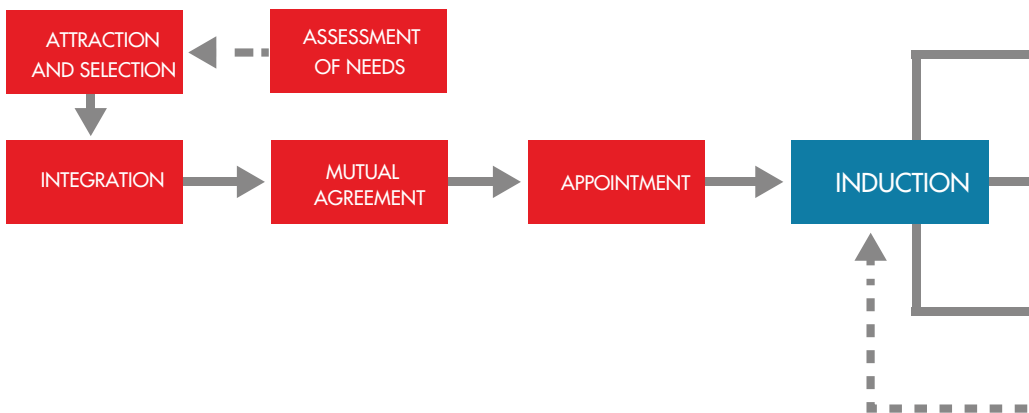
Professional staff are people recruited to serve Scouting in a specific role or function in a paid, and often full time, capacity. They should take the Scout Promise within 6 months after joining Nepal Scouts and be committed to the Mission and Values of Scouting, and the priorities of the Scout organisation. 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.

Nepal Scouts is responsible for developing, managing and supporting Scouting in Nepal. Nepal Scouts designs the Scouting programme (Youth and Adult) according to the needs of Nepalese society.

The delivery of Scouting Training (Adult) and Programme (Youth) will be performed as per the provisions illustrated in Standard Operating Procedures.

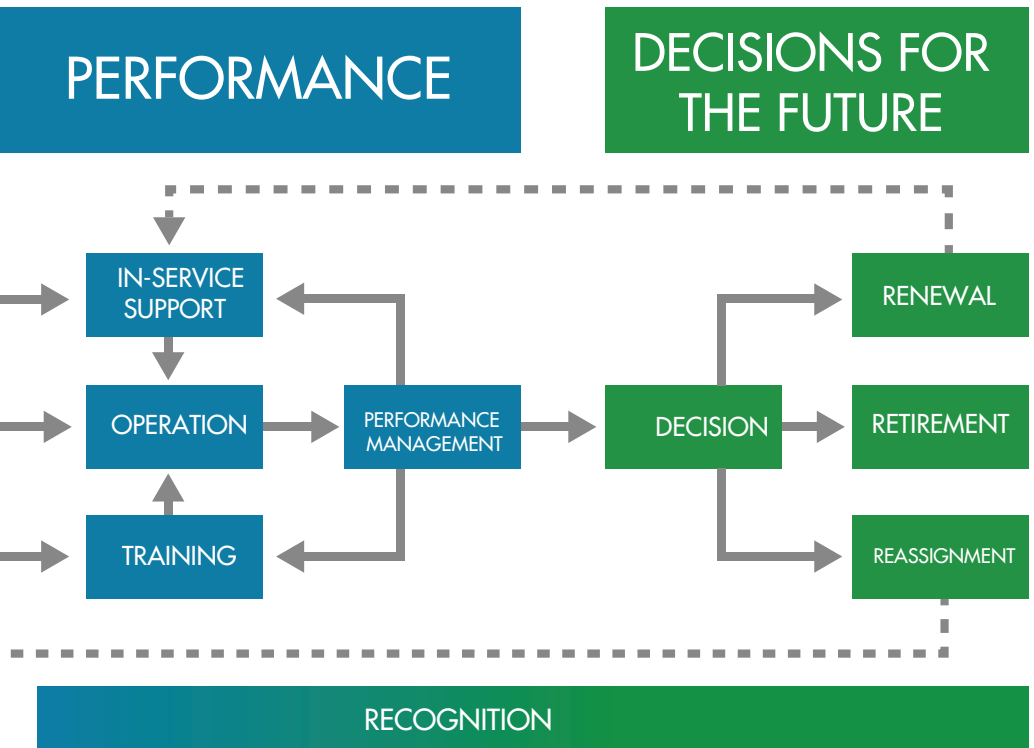


RECRUITMENT



The Adult Life Cycle

The approach set out in the World Adults in Scouting Policy and adopted by Nepal Scouts recognises the concept of a 'life cycle' in every role or function undertaken by an adult in Scouting. It is a complete and systematic approach and gives careful consideration to all aspects of the management of adults in the Movement. It includes attracting the adults we need and supporting them in their role or function, assisting them in their development and in their choices for their future. One or multiple life cycles cover all stages and components in the lifespan of an adult in the Movement.





1. RECRUITMENT

- 1.1. Assessment of Needs
- 1.2. Attraction & Selection
- 1.3. Integration
- 1.4. Mutual Agreement
- 1.5. Appointment



1. Recruitment

To fulfil our Mission and Vision, Nepal Scouts requires adult leadership to develop and function effectively. To build this specific team of adults and maintain them at an optimum level in terms of quality and quantity, National Adult Development Policy defines a clear view of its needs, recruitment procedures and undertake deliberate activities to attract adults for every role or function (e.g. targeted recruitment, concentric circle or ambiance recruitment and warm body recruitment).

This approach highlights the need for strategic planning, ensuring ongoing availability of adults at all levels with a set of competencies needed to implement a variety of roles to support Scouting.

Recognising the Mission of WAGGGS and WOSM as dedicated to the development of young people, the adult leadership must include young people in roles or positions of responsibility.

Recruitment strategy should take into consideration the diversity and inclusion (strategy adopted by Nation) of the adults, special efforts need to be made to develop specific approaches and tools for specific targets but also to respond to the expectations and interests of adults.

1.1. Assessment of Needs

As part of its Strategic Plan, Nepal Scouts regularly reviews its operations and structure to ensure it is meeting the expectations of the Scouting Movement and the broader community. This is done by performing an assessment of needs, and establishing a complete list of roles or functions to be filled with required competencies, recognising that volunteers who may be supported by some professional staff, will fill the majority of the roles or functions. This assessment identifies permanent roles or functions as well as short term or temporary functions. The assessment of needs of volunteers (Unit Leaders) will be done by Local Levels whereas the assessment of need of Leader Trainers will be performed by National Level. In case of Professional and short term roles, the respective levels that assess the job description will assess the need of adults.

This list is then compared to the actual leadership situation (newly identified roles and functions, vacancies, transfers or resignations), and taking into consideration the growth of the organisation, the short and medium term requirements for adult involvement.

Short term, temporary or 'job-share' roles or functions are offered to all adults who want to support Scouting in specific tasks or activities, but who may not have time to volunteer full time.

The management of adults in Nepal Scouts is based on a 'team approach' and therefore, allows some flexibility in terms of recruitment. Wherever they may operate – with young people at unit level or with other adults – adults work in teams and it is not expected that any individual will personally display all of the competencies required. These, however, should be collectively available from the entire team in which members complement each other.

1.2. Attraction & Selection

Nepal Scouts adopts a proactive attitude and a systematic approach to adult recruitment. Recruitment takes place in accordance with specific functions based on role descriptions that clearly define the tasks and functions to be performed within a specific team of adults. Nepal Scouts recognizes the importance of recruiting those adults with an appropriate attitude and approach, as the skills and knowledge required for the role or function can be learned.

During the recruitment process, the adult is informed of what Nepal Scouts' expectations are, and in return given the opportunity to express their own personal expectations of Scouting. There is an interrelationship between the Mission of Scouting and the beliefs and values of the adult to be recruited.

The recruitment procedures and strategies take into consideration the diversity of adults within each community, and special effort is made to develop approaches and tools to attract and recruit members from specific segments of society (e.g. groups that are under-represented in membership) and also to respond to the expectations and interest of other adults.

It is the intention of Nepal Scouts to help young people to achieve their full potential through the Scout Method (WOSM and WAGGGS) by providing an environment within which Scout activities can be implemented in a safe, non-discriminatory and respectful manner. A key function of the adult recruitment process in Nepal Scouts is to ensure that only suitable adults are recruited.

Nepal Scouts recognizes the rights of adults. It is of great importance that adults, who are in relatively close contact with children and young people, are appropriately assessed and given relevant and timely training so that they do not put themselves in situations which could lead to accusations of inappropriate behavior.

Nepal Scouts recognizes its responsibility to create the best and most appropriate conditions for adults to be able to play their role as educators, either as volunteers or professional staffs.

A comprehensive framework for the protection of youth and the processes provided by Nepal Scouts to recruit appropriate adults is detailed in the Nepal Scouts Child Protection Policy. Local Levels of Nepal Scouts are accountable and responsible for the collection, assessment of information to form a view as to an adult's suitability and for treating all information confidentially with appropriate storage.

In addition, it is a requirement of membership that all adults undergo specific Child Protection training and that this is renewed every three years to ensure currency of knowledge.

1.3. Integration

The recruitment process aims to not only enable adults to determine their vocation, role and contribution to the Mission and Vision of Nepal Scouts, but also to consider the specific context in which the adult will operate.

The integration period presents an opportunity for every adult to discover and learn about the role they may have in Scouting, identify opportunities for development and personal growth, and promote a better understanding of the role to be performed.

Ultimately, this is achieved by providing the adult with the opportunity to be in direct contact with the real context (e.g. the team as well as the local group and community). Appropriate advice and support are necessary to ensure a full integration of the adult into the Movement.

Adequate time is allowed for this to happen and flexibility is offered to ensure the adult feels they have been adequately trained and supported.

Nepal Scouts should also allow the adults to be able to take ownership of their learning and ensure that the training and support provided are done in the positive learning environment for Adults.

1.4. Mutual Agreement

The Mutual Agreement is based on the principle of negotiation and allows Scouting and the adult to set out a clear agreement concerning the time limits, mutual obligations and rights of Scouting and of the adult.

The mutual agreement highlights the common commitment to pursuing Nepal Scouts' goals through a culture of mutual support and shared values where individuals' motivation, expectations and issues are properly addressed.

It also provides an opportunity for Scouting to explain the policies, regulations and rules (internal and external) that all members must follow.

Nepal Scouts ensures that the agreement is two-way so that it is clear what the adult will contribute for Scouting and what Scouting will offer the adult. The Mutual Agreement sets out the level of commitment to be expected as well as the training obligations and support that will be available. It provides the basis for performance management.

1.5. Appointment

Nepal Scouts is responsible for nominating, appointing and registering adults to positions in accordance with the following general principles:

- 1.5.1. Only responsible officials (National Training Commissioners/ National Adult Development Commissioner) within Scouting are authorised to appoint an adult for any function within the organisation.
- 1.5.2. Every appointment is made on the basis of a mutual commitment between the organisation and the person recruited.
- 1.5.3. Every appointment is made for a specified duration.
- 1.5.4. There is a documented process for reviewing and, if necessary, terminating each appointment. Any conditions regarding the Decisions for the Future of the appointee (renewal, reassignment or retirement) should be stipulated.



2. Performance

- 2.1 Induction
- 2.2 Training
- 2.3 Training Scheme
- 2.4 Recognition of Proficiency
 - 2.4.1 The Wood Badge/
Advance Training
- 2.5 In-service Support
- 2.6 Performance Management
- 2.7 Appraisal
- 2.8 Recognition



2. Performance

Nepal Scouts is responsible for designing and operating a system for the training and development of adults in Scouting, encompassing all roles and functions (uniformed, non- uniformed and professional!) and at all levels.

The training scheme recognises adults as lifelong learners and facilitates development opportunities for every volunteer. It is designed to be appropriate for all adults and takes into consideration the differences and diversity of individual members of society.

This system:

- includes the integration of the new adult, formal (initial and specific) training, informal and ongoing learning, and support for the entire duration of the term of appointment
- includes not only the acquisition and development of the knowledge and skills necessary for accomplishing each function, but also the personal development of adults
- is flexible and uses learner-centered approach where the adult's previous experiences and competencies are taken into consideration
- recognises current and relevant competencies acquired outside Scouting.

- allows for the acquisition of additional skills and knowledge to facilitate the transfer from one function to another
- provides follow-up training opportunities and support for adults who have successfully completed a training scheme

The personal development of adults in Scouting is explicitly included as part of the training to be provided. Emphasis must be put on the flexibility of the system used to provide training.

2.1. Induction

The Nepal Scouts National Adult Development Policy requires a systematic induction period, during which adults will understand the responsibilities of their role or function and the need for training. This implies that all those supporting other adults are trained in the techniques essential for the implementation of the policy.

During this induction period, the adult will be introduced to the role. Training, support, assistance and guidance will be provided as the individual is integrated into the team. The needs, expectations and challenges require that guidance and support be provided to every adult. This guidance and support should be primarily provided by a personal adviser (mentor) who is appointed from as early as the induction phase. The person who held the role previously should also be involved in this process where possible.

A settling in period is helpful in providing an opportunity to assess the suitability and progress of the placement, and allowing any problems to be resolved at an early stage. All levels within the organizational structure of Nepal Scouts are accountable for policies to ensure consistent implementation of the procedure and reassurance for new adults as to the reasons for such a measure.

2.2. Training

The purpose of the training offered to adults is to provide them with the means to make a significant contribution to the accomplishment of the Mission of Scouting. The learner-centred training recognises the adult learner as a person with knowledge, perspectives and unique learning needs based on their life experiences and their current role as a volunteer / professional.

It should be considered as a continuous process and the adult's regular

contact and activities within their team must be considered as part of the learning process. In addition, Nepal Scouts encourages the Local Council to organize Adults Leaders' Meet to help facilitate this growth and learning.

2.3. Training Scheme

Nepal Scouts' training scheme is regularly reviewed for all adult roles and functions. This will include all the competencies required for these functions and the personal development of these adults. The training scheme is used as a strategic tool involving all adults within all the structures in the training processes to improve the collective competencies.

Building on the principles of learning organisations, the training scheme not only focuses on internal needs but also recognises and responds to trends in the community and in wider society. This approach develops a growth strategy in which it enables the adult to learn more about global issues and themes through providing opportunities through its diverse training and learning opportunities and participating in the different levels of Scouting. These opportunities challenge adults to extend their vision and mobilize energy to create change.

The system is flexible and ensures easy access to training opportunities in terms of their frequency, proximity and conditions for registration. This may require the decentralization of training, and needs the participation of many people, including young people, in sharing their competencies with others.

As part of Adults in Scouting, the commissioner responsible for Adult Development, (National Training Commissioners / National Adult Development Commissioner/ National Educational Methods Commissioner) is responsible for the organisation and coordination of training at all levels and identifies and organises training teams, designs the training of trainers programme, ensures the provision of training, and develops and manages the training resources required. This translates to a better gender balance, diversity of adults and opportunities for young leaders to participate.

The training scheme is considered as a continuous cycle, consisting of defining training objectives, carrying out training needs analysis, delivering training, assessing reactions to training, measuring the bottom-line effects of training and training scheme renewal.

Structurally, and where possible, the training scheme is delivered through a blend of methods (e.g. on-line) and face-to-face learning experiences (both Course based and one-to-one) and other forms as identified from time to

time.

It is important for the training scheme to consider the changing trends and attitudes in society. Such changes need to be considered if it has an impact on the adults and the trainers conducting the training.

Membership growth and retention can be considered as key indicators of the effectiveness of training in supporting the delivery of quality Scouting.

Opportunities for continuous development must be offered to all adults so that they can maintain and complement the knowledge, skills and attitudes necessary to perform in a role or function. Continuous development and improvement are part of training and development activities.

After the completion of basic training, continuous learning should be facilitated throughout the adult life cycle. This process focuses on the personal development of adults, which may include any reasonable personal aspirations to other roles and functions in the future.

In specialised areas, training may be provided through external organisations recognised by Nepal Scouts . Generally, these recognised relationships are negotiated at all three levels; National, Province and Local Levels.

2.4. Recognition of Proficiency

A Certificate of Adult Appointment for a role or function is issued on the basis of demonstrated and currently used competency, clearly stating the role to which the individual has been appointed and a validity period with a specific date of expiry. This function is performed by National Level.

The adult appointment may be renewed on the basis of demonstrated and updated proficiency and for the same or a limited period of time.

Records of attendance and / or completion of training activities are issued, validated and noted at all three levels; National, Province and Local Level to form a continuous history of the individual's Scouting journey.

It is the responsibility of each Local Levels to maintain data records of all qualifications of their members. Adults may choose to keep a personal record of their qualifications. In the case of adventurous activities such as canoeing, abseiling, it is important to maintain a "log book" for all activities / events undertaken as a means of evidencing currency in a certain area of competency.

2.4.1. The Wood Badge / Advance Training

The Wood Badge is used as recognition of training completion as prescribed by Nepal Scouts Training Scheme.

The use of the Wood Badge symbols (i.e. Leather lace with beads and the Gilwell Scarf/ Girls Scouts Advance Scarf) are a sign of unity of the Movement.

2.5. In-service Support

Each adult must receive direct and adequate support – technical, educational, material, moral or personal – when it is needed to enable them to perform their role and function in Scouting. Adults are expected to feel comfortable with their tasks, to perform efficiently and to successfully implement the activities for which they are responsible.

This means that each adult must be encouraged, listened to, guided and supported. They need to be organised by those in their current teams as well as by other adults. Through regular meetings, they can strengthen their motivation, modify their behaviour, alter their approach to problems and overcome their difficulties by identifying the necessary training and development opportunities. A personal Counselor is appointed and plays a key role in providing this support.

Local Levels are also encouraged to develop an understanding of specific needs that may be expressed by adults belonging to groups within each of their communities and to ensure that their practices recognise those needs and become inclusive of all members.

2.6. Performance Management

For the effective management of adults in Scouting, evaluation of what has been done is necessary for a full understanding of what has been learned and achieved. It is essential to understand what adults are doing, to help them to develop greater autonomy in their role or function and so become responsible for their own development and performance.

Performance management is a continuous, comprehensive and natural process of management that clarifies mutual expectations and the support required.

Performance management is based on a three-phase process:

1. Planning phase (adults contribution is planned)
2. Developing phase (adults develop competencies with training and support)
3. Performing phase (adults perform the tasks of their role or function)

It also emphasizes the support role of those directly managing other adults and their teams who need to facilitate the process, acting as advisers rather than just implementing formal assessments. Performance management focuses on planning for the future and supporting the individual.

Developing the performance of adults and teams is essential for improving the success of Nepal Scouts. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements.

Performance management also increases the understanding of what is to be achieved, and clarifies expectations in terms of role responsibilities and accountabilities, skills and behaviours. This approach helps increase the motivation of adults and enable them to take responsibility for the development of their own competencies and contributions to the Movement.

2.7.Appraisal

Appraisals are regular elements in the management of the organisation's adults. The appraisal process provides an opportunity to assess the extent to which the adult is meeting the requirements of their role or function, their motivation level and whether adjustments to the role are required.

It is based on a series of pre-established objectives known to the adult, and is constructive, participatory, transparent and supportive so that they can learn from the experience and develop the competencies needed.

The appraisal seeks to identify what an adult needs to develop and how, including the competencies related to their role or function and personal development. This information is used to restructure their performance planning by providing appropriate training and support.

In Nepal Scouts this process is facilitated using the "Adult Development Plan", a tool that can be utilised at any stage in an adult in Scouting's journey (e.g. three yearly review, change of role or circumstance, etc.).

2.8. Recognition

The uniqueness of Scouting is its biggest advantage when it comes to recruiting and retaining adults.

It is important to create opportunities for more people to receive recognition and acknowledgement for their contribution to Scouting in volunteer or professional roles or functions and should not be underestimated.

By 'recognition', this policy refers to the management of the processes of informal and formal recognition in a flexible and expedited way, which are adapted to individual needs. Timely informal and formal recognition are normal and permanent processes are to be undertaken by and within Nepal Scouts including Province and Local Level.

Recognition of members should be fair, significant and motivating to adults in the organisation and should serve to send a message to society about our values and the commitment shared amongst ourselves.

Informal recognition does not require special regulations or standards. This type of recognition should be used every time we gather to recognise the contributions of individuals, teams and work groups. We must communicate on a regular basis to our volunteers and professionals, our permanent attitude of genuine gratitude for a task well done. A simple 'thank you' said at the right time and in a meaningful way goes a long way.

The adult life cycle calls for the recognition of all members who have successfully delivered on their agreed commitment to their role or function. This recognition can be informal but there will come a time when informal recognitions will not be enough and a more substantial acknowledgement of the contribution made is required.

Formal recognition in Nepal Scouts is provided through the Adult Recognition Awards Scheme which is documented, openly disseminated and reviewed periodically to ensure adequacy, appropriateness and usefulness. A full description of the scheme is contained within Nepal Scouts Policy and Rules. Nepal Scouts provides awards for:

- 2.8.1. Medal for Good Service (Uttam Sewa Padak)
- 2.8.2. Long Service Medal (Dirgha Sewa Padak)
- 2.8.3. Award for Gallantry; First Class and Second Class (Parakram Patta Padak; Pratham Darja and Duittiya Darja)
- 2.8.4. Award for Meritorious Conduct Medal (Prasanshaniya Aacharan Padak)

- 2.8.5. Silver Acorn (Rupaula Katus)
- 2.8.6. Golden Rhino (Sunaulo Gaında)
- 2.8.7. Other awards defined at specific circumstances like Bippad Uddhar Padak 2073

These awards are available to all members of Nepal Scouts (uniformed and non-uniformed). An important point is that recognition in Scouting is not based on 'position' or 'career moves', rather based on demonstrated performance and proficiency, and is critical for increasing members' engagement, leading to higher retention. Recognition is not only based solely on awards and, mostly, is not material.

Finally, it may be appropriate to recommend individuals for Civil Awards like Rastriya Yuwa Prativa Puraskar and Shiksha Puraskar upon the correspondence from related Ministries of Nepal Government. The recommendations for these awards are forwarded to National Level by Local Levels through Province Level. The final recommendations to the related ministries will be done by National Level. Established processes to review and support requests to the relevant authorities where the nomination relates to Scouting achievement need to be followed to ensure a successful submission .

Awards from WOSM

Nepal Scouts will also make recommendations for different awards provided by WOSM in reference to the correspondence of Asia Pacific Region, WOSM with Nepal Scouts.

Awards from WAGGGS

As Nepal Scouts is a Member Organization of Asia-Pacific Region, WAGGGS, Nepal Scouts will make recommendations for competent leaders to receive the awards provided by WAGGGS.



3. Decisions for the Future

- 3.1 Renewal
- 3.2 Reassignment
- 3.3 Retirement
- 3.4 Retention
- 3.5 Conflict Management



3. Decisions for the Future

The Nepal Scouts National Adult Development Committee coordinates the overall management and operation of Adults in Scouting and reports to the National Executive Committee.

To ensure mobility and flexibility across roles and functions, the Nepal Scouts Adult Development Policy advocates for the decentralisation of processes and a limit of terms for all positions, in line with the life-cycle concept of adults in Scouting. This places the emphasis on networking rather than hierarchical systems; to provide more flexibility, more opportunities to participate at all levels.

Decisions are factually based with appropriately documented evaluations and focus on the performance of the adult, relative to the functions of the role they have been performing.

Better programmes for young people, membership growth and retention are indicators of a quality adult management system. These outcomes are only possible in a system that is well-functioning, flexible to needs, with a high emphasis on support to all adults in Scouting.

3.1. Renewal

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 (often their team leader). In this process, the adult will receive constructive and timely feedback and advice about their future within Scouting.

Nepal Scouts encourages the support and training of the people in charge of the appraisal process to help them to avoid mistakes and difficulties.

3.2. Reassignment

Reassignment of one or more individuals to another role or function within Scouting is used as a means 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 an application for another position or function and if successful is selected.

3.3. Retirement

In some circumstances, retirement may be the best option for an adult. The retirement of an adult from the organisation may happen because: the adult took this decision voluntarily (e.g. they wish to do other things or they don't consider themselves suitable for a role in Scouting) the organisation and the adult responsible for follow-up and appraisal determine that there are major non-conformities the position or function ceased to exist

3.4. Retention

Retaining Members in Scouting is crucial. Nepal Scouts Adult Management System includes key retention strategies. WOSM has identified five major elements influencing the likelihood of retaining adults in Scouting:

Adults need to trust the organisation and feel that they are trusted, respected and supported.

Adults need to feel a sense of commitment to their National Scout Organisation.

Adults need to access learning opportunities on a regular basis.
Adults need to continuously develop leadership competencies.
Adults need to receive a sense of achievement from their role or function in Scouting as well as being recognised for it.

And WAGGGS believes in the implementation of a robust volunteer management programme which will help to develop and maintain a positive volunteer environment. Formal structures will help both the organization and the volunteer better understand their relationship.

Good volunteer management that motivates volunteer and increase retention means:

- You know what motivates each volunteer
- Volunteers know what their roles are and what sort of training they can expect
- Volunteers know how their contribution fits in with the association's goals
- Volunteers know who to approach for help and support
- Volunteers receive validation and recognition for their contributions.

Aligned with what WOSM and WAGGGS believes in with retention of adults, Nepal Scouts will practice the following retention strategies:

Nepal Scouts supports the following retention strategies:

meaningful regular recognition of adults
providing training and offer help, support and opportunity for continual personal development for all adults in Scouting
screening at the induction process and matching volunteers knowledge, skills and attitudes to the task
- "Right person / Right role / Right time / Right place"
providing regular supervision, open communication and ongoing feedback
providing written policies and role descriptions
maintaining systems that provide appropriate resources (i.e. Scout Central)
remaining contemporary and matching technology and resources to future needs and being open to change.

3.5. Conflict Management

Nepal Scouts have in place processes for:

Resolving conflicts between adults

Resolving grievances of members, parents, carers, supporters, and/or the community, and

Addressing unacceptable behaviour by members, particularly adult members

A national guideline for addressing issues surrounding grievances and disputes as well (if needed) suspension and termination is in place.

Key Principles of the World Adults in Scouting Policy

WOSM has identified 12 key principles in the selection and ongoing management and support for adults in Scouting. Nepal Scouts 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 competencies, 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 competencies 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 competencies 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 competencies 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 organisation.

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.

WAGGGS believes that the Fundamental Principles and Values of Girl Guiding and Girl Scouting should inform all training, learning and development for all adults and be reflected in most of the National Association's policies and educational programme.

The following should be reflected:

The Mission and Vision of WAGGGS

- Promise and Law
- The Girl Guide and Girl Scout Method
- Guiding and Scouting Principles
- Non-formal education
- Adult learning in WAGGGS
- WAGGGS' Values



Policy Implementation

Nepal Scouts, through open and clear communication develops strategies to ensure members and stakeholders are informed of the policy implementation and in accordance with WAGGGS & WOSM policy makes an undertaking to adhere to:

- adopting a National Adult Development Policy that is consistent with the World Adults in Scouting Policy and WAGGGS Adult Training, Learning and Development Policy
- adopting management and administrative procedures in harmony with the National Adult Development Policy
- convening a National Adult Development Committee coordinated by National Training Commissioners reporting to the National Executive Committee that works closely with the National Youth Development Committee
- ensuring the National Adult Development Committee is inclusive and representative of the composition of the organisation (e.g. gender, different segments of society, etc.) 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 Adult Development Policy
- providing all relevant stakeholders with the opportunity to contribute input on the implementation and review of its National Adult Development 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 policy

Policy Review and Update

Nepal Scouts has a process that ensures this Policy will be reviewed at least every five years or at more regular times should circumstances arise (e.g. a change in the World Adults in Scouting Policy / review in WAGGGS Adult Training, Learning and Development Policy).

Those tasked with reviewing this Policy will consider the following:

- Has the legal environment or regulations changed in a way that impacts 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 labor law (in the case of professional staff).
- Has the Policy been effectively implemented?
- How effective has it been in dealing with issues and challenges within the organisation?
- Has current academic and practical research by formal and non-formal education experts and institutions shown relevant evidence that will affect changes in the Policy? The cycle for the review will take account of any review of the Youth Programme.
- What kind of feedback has the volunteers and professional staff provided on the Policy?
- Is the Policy accomplishing the objective for which it was intended?

Any changes at a WOSM level will be kept informed through a triennial progress report, if applicable.

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. This is referenced as "Youth Leading / Adults Supporting".

From an organisational perspective in the area of Adults in Scouting, Nepal Scouts therefore supports the implementation of the Youth Programme by:

- identifying the needs of the organisation in relation to the Youth Programme
- clearly setting out the tasks required to support the area of Youth Programme
- 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 competencies that are required to undertake the tasks in relation to the Youth Programme
- assessing the current competencies of adults and then exploring learning opportunities, internal and external, to help them to improve their competencies
- providing flexible learning opportunities by delivering training that meets the specific needs of the Youth Programme
- 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 Programme work in close cooperation with those

responsible for managing and supporting adults. If the Youth Programme is developed in isolation, it cannot be adequately supported.

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

Structures - Roles & Responsibilities

Nepal Scouts has structures in place to ensure a coordinated approach to enable the:

- development of tools and providing training which are inclusive to all areas and levels of organisations in the recruitment and retention of adults, through short and long term approaches, targeting all segments of society
- training and supporting adults according to the organisation's needs as well as personal development expectations
- continuous management of adults, including decisions for the future

In accordance with the Mission of Nepal Scouts, these structures will include people at all levels, gender and age balance (including young people), those with special needs and/or belonging to different segments of societies. Scouting is a Movement open to all.



NOTES

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