

181 Natividad Almeda-Lopez Street, Ermita, 1000 Manila PO Box 1378, Manila CPO, Philippines

Website: www.scouts.org.ph E-mail: bsp@scouts.org.ph

(632) 528-05-55 / (632) 527-51-09 / (632) 527-83-17 to 20 / Fax: (§

12 April 2023

# NATIONAL OFFICE MEMORANDUM NO. 37 Series 2023

TO: National Office Staff, Executives and Directors

Regional Office Staff, Executives and Directors
Council Scout Executives and Officers-In-Charge

Council Chairpersons and Local Council Executive Board Regional Chairpersons and Regional Scout Committees

**Commissioners at all Ranks and Levels** 

SUBJECT: UPDATED AND REVISED SCOUT YOUTH FORUM GUIDELINES 2023

 Upon the recommendation of the Youth Program Committee, the National Executive Board has approved in its meeting last 24 March 2023, the Updated and Revised Scout Youth Forum Guidelines 2023, which will take effect during the conduct of all Scout Youth Fora at all levels in 2024.

- 2. **Background.** The Scout Youth Forum is a primordial part of the Youth Development Program of the Boy Scouts of the Philippines and is organized to fill in the need and the clamor for more Youth Participation in the decision-making processes in the Scout Movement, especially in matters and issues directly affecting them, and serves as a laboratory for the development of leadership from among our young Scouts.
- 3. **Rationale.** The Scout Youth Forum is also an educational tool to support the process of developing youth participation. It is an event that inspires and empowers young people through a participatory approach, helping them to develop skills in decision-making which can be used within Scouting and in the society. The Forum is a place for information, training and concrete experience of discussing, raising the level of awareness and acquiring a deeper understanding of various issues. It is also a source of inspiration by providing contact with new people, fresh ideas, innovative thoughts, different experiences and working methods.
- 4. The Article I of the Constitution of the World Organization of the Scout Movement supports and bolsters our responsibility to the young people. It clearly provides, "The purpose of the Scout Movement is to contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities." (Emphasis supplied).
- 5. Relative to the preceding paragraphs, it is hereby announced and made the matter on record and official policy document, the strict implementation of the stipulated guidelines in the conduct of the Scout Youth Forum at all levels.
- 6. The conduct of the Scout Youth Forum, including the election of the Scout Representatives to the different policy-making bodies of the Boy Scouts of the Philippines is in accordance with the mandate of the law, as stipulated in Section 5(e) of the Commonwealth Act No. 111 as amended by Presidential Decree No. 460 and Republic Act No. 7278, respectively.



- 7. The conduct of the Scout Youth Forum ensures actual representation of the primary stakeholders of this Movement the young people, those directly affected by the policies and programs enacted by its different policy-making bodies at all levels.
- 8. The Council Scout Executives, Officers-in-Charge, the Regional Scout Directors, Regional Field Scout Executives, National Office Staff, Executives and Directors shall ensure that all duly elected Senior Scouts assume their posts as the Scout Representative/s to the different policy-making bodies of the organization as mandated members.
- 9. On a regular basis and as the need arises, the Field Operation Division and Youth Programme Committee— Program and Adult Resources Development Unit of the Field Operations Division shall monitor the implementation of these Guidelines and shall cause the creation of an annual registry and directory of all duly elected Scout Representatives to the different policy making bodies of the Boy Scouts of the Philippines for reference.
- 10. Necessary attachments in the guidelines provided are herein attached.
- 11. Should there be any concern, clarification and/or query relative to the attached guidelines, you may course it directly to any of the following:
  - a. Mr. Yasser F. Sarona at <a href="mailto:yaz@scouts.org.ph">yaz@scouts.org.ph</a>,
  - b. NSR for Luzon: Mr. Elijah G. Esteban at elijahg.esteban@gmail.com,
  - c. NSR for Visayas: Mr. Jason Paul G. Mendez at mendezjasonpaul013@gmail.com
  - d. NSR for Mindanao: Mr. Jamber Alexis J. Idulsa at jamberalexis.idulsa@gmail.com.

12. For your information, guidance and strict compliance.

DIOSPADO M. SAN ANTONIO

Officer-In-Charge

Office of the Secretary General

FOD.SDH.yfs

# Republic of the Philippines

# **BOY SCOUTS OF THE PHILIPPINES**

National Office • Manila

# **REVISED GUIDELINES FOR SCOUT YOUTH FORUMS (2023)**

Approved last NEB Meeting on 24 March 2023

- 1. **Qualification.** For an individual to qualify to participate in a Scout Youth Forum, the following requirements **must be met**:
  - a. Must be a currently registered Senior Scout
  - The age bracket for the Scout Youth Forum is to be patterned with the advancement quidelines which states that the Senior Scouting section is from 14-18 years of age.
  - Scout Representatives must be within 14-18 years of age upon the time of election as they will be serving a term of one (1) year and it will maintain them as valid members of the Senior Scouting Section.
  - Senior Scouts who are 19 years of age upon the election shall not be allowed to participate due to technicalities of over age mid-term.
  - b. Must have been elected in prior levels of the Scout Youth Forum
  - c. Must at least hold the Outdoorsman Rank in the Advancement Scheme
  - Outdoorsman Rank will be the minimum rank for delegates to join the Scout Youth Forum because they already have prior experiences and knowledge in the Scouting movement that can help them in the creation of resolutions.
- 2. Participation. The determination of the participants to the Scout Youth Forum is by virtue of ELECTIONS only, not by selection, term-sharing, appointment or any other methods.

If in any case the determination of the participants to the Scout Youth Forum is by selection, termsharing, appointment or any methods other than election, the participant shall automatically be disqualified.

The required number of voting delegates to the different levels of the Scout Youth Forums shall be as follows:

FORUM LEVEL	NUMBER OF REQUIRED VOTING DELEGATES	
Institutional Scout Youth Forum	Four (4) Scouts per Crew	
Area/District Scout Youth Forum	Three (3) Scouts per Institution	
Council Scout Youth Forum	Three (3) Scouts per District	
Regional Scout Youth Forum	Three (3) Scouts per council	
National Scout Youth Forum	Six (6) Scouts per region	

All participants to the Council Scout Youth Forum are encouraged to join their respective Institutional or District Scout Youth Forums.

Districts, Councils and/or regions may send more than the required number of participants to any level of the Scout Youth Forum. But it must be noted that **those participants exceeding the required number of voting delegates shall be classified as 'Observers' only and shall not have any voting rights** relative to the elections conducted in the Scout Youth Forum.

It must properly be emphasized that representation is by virtue of election, by the patent will and trust of the majority, of the electorates to the candidates. Thus, official voting powers must not and should never be transferred from the official voting delegate to the observer. The blatant act of transfer of voting rights solely for political and/or other purposes is arbitrarily whimsical and utterly capricious. The votes and the independence of the participants should never be abrogated and infringed upon.

- 3. Conduct and Duration. The Scout Youth Forum must be conducted in at least three (3) days and two (2) nights in order to take up all matters necessary relevant to the Scout Youth Forum. The program of which shall be determined by the Organizing Committee prior to the conduct of the same. The Scout Youth Forum must be conducted at all levels (Institutional, Council, Regional and National) and must adhere to these guidelines. The different Local Councils are also encouraged to conduct preparatory levels of the Scout Youth Forum in the Institution, Area, District or Municipality.
- **4. Program.** The conduct of the Scout Youth Forum **must adhere to the standard program in all levels**. For reference, herein attached and docketed as 'Annex A' is the General Program. The Organizing Committee may adjust the schedule as deemed necessary and appropriate.
- **5. Procedures.** The procedures in the conduct of the Scout Youth Forum at all levels **must strictly adhere and conform to basic parliamentary rules and procedures** in order to govern the proceedings of the same. Resource persons may be invited during the Pre-Forum Activity to speak about the basics of the Parliamentary Rules and Procedures.
- **6. Resolutions.** The resolutions in the Scout Youth Forum must go through **three (3) readings**. The **First Reading** shall be the **Selection of Topics for Discussion**, usually held during the First Plenary Session. Each topic must be presented and defended by the discussion crew in front of the Assembly during the initial floor debate and interpellation.

If a topic has been approved by the Assembly, it will proceed to the **Second Reading** usually during the Second and Third Plenary Sessions. During the Second Reading, the approved topics for discussion are presented using the SPEAR Method (**Presentation of Resolution**). Floor debates and interpellation are present. The Assembly shall be the approving authority.

If approved, the Steering Committee finalizes, edits and calibrates the resolution for the **Third and Final Reading** during the Fourth Plenary Session, a joint session between the Organizing and Steering Committees. In the Fourth Plenary Session, the Steering Committee shall present the resolutions for the **final review and approval** of the Organizing Committee. \

Resolutions approved at the Council and Regional levels shall be furnished to the Council and Regional Program Commissioners for initial review and appropriate action in their respective jurisdictions. Resolutions approved at the National Scout Youth Forum shall be furnished to the Project Officer and the Youth Program Committee for further review, study and appropriate action, prior to the presentation in the National Executive Board by the National Scout Representative.

7. Elections. There are only **two (2) required elections** in the Scout Youth Forum – [1] the election for the forum officials or otherwise known as the Steering Committee and [2] the election of the Scout Representatives to represent the Scout membership to their respective policy-making bodies. The manner of elections must be uniform in all levels of the Scout Youth Forum, so as not to put a mockery to and jeopardize the system. Democracy must then be at the core of every proceeding. The **Rules of Election** is hereby attached and docketed as "Annex B" for reference and compliance.

Any and all forms of elections in Scout Youth Forums should be free from any form of external influence and control, if only to afford them independence, free expression and their inherent freedom of choice, and of self-determination. It must be noted that any external influence and control denies actual representation of the Scout membership to the various hierarchies of policy-making bodies of the Boy Scouts of the Philippines. The Scout Youth Forum is where representatives of the grass roots are being selected to form part of these policy-making bodies, in order to afford representation of the same. The decision to choose solely rests on the youth.

**8. Scout Representatives.** Scout Representatives shall be **elected from among the official voting delegates** to the Scout Youth Forums only. These representatives shall be the **scout representative** to the Local Council Executive Boards, Regional Scout Committees and/or the National Executive Board, whichever is applicable. Below is the table for the required number of representatives to the different policy-making bodies of the Boy Scouts of the Philippines:

POLICY-MAKING BODY	NUMBER OF REPRESENTATIVES	
Local Council Executive Board (LCEB)	Two (2) Scout Representatives	
Regional Scout Committee (RESCOM)	Two (2) Scout Representatives	
National Executive Board (NEB)	One (1) Scout Representative each from Luzon, Visayas and Mindanao	

The elected Scout Representatives shall be part of the Local Council Executive Board and/or Regional Scout Committees whichever is applicable and enjoy a term from the date of their election to the date of the next Scout Youth Forum.

The elected National Scout Representatives to the National Executive Board shall enjoy a term from the date of Induction to the date of the Annual National Council Meeting.

**9. Forum Adviser.** The Forum Adviser to the Council and Regional Scout Youth Forums shall be determined by the Council Scout Executives/Officers-in-Charge and Regional Scout Directors respectively. The Forum Adviser to the National Scout Youth Forums shall be determined by the National Office of the Boy Scouts of the Philippines.

The Forum Adviser shall be the only adult leader that is allowed to intervene in the conduct of the Scout Youth Forum.

- 10. Non-Intervention Clause. Professional staff, outfit advisors, adult leaders and any other entity not deemed to be part of the official forum body shall NOT be allowed to intervene, interfere and/or involve themselves in the official conduct of the Scout Youth Forum. Should there be any policy or administrative concerns expressed by the same, these shall be coursed through the official Forum Adviser and not directly to the forum body.
- **11. Organizing Committee.** The Organizing Committee, as a collegial body, assists the forum officials in the conduct of the Scout Youth Forum. The Chairperson presides over all plenary sessions until the forum officials are duly elected, and assumes the same in the Joint Session. The Committee shall be the final reviewing and approving authority of the forum resolutions. The Committee shall be composed of outgoing Scout Representatives. They shall select from among

The Committee shall be composed of outgoing Scout Representatives. They shall select from among themselves the Chairperson. However, in National Scout Youth Forums, the outgoing National Scout Representative to the National Executive Board shall assume as Chairperson.

The incumbent National Scout Representative for each island group shall be the Organizing Committee Chairman of all Regional Scout Youth Forum in their respective island group.

As soon as the Scout has accepted a position in the Organizing Committee, they are no longer allowed to withdraw their involvement for the purpose of sitting as an official delegate.

In the case of the six (6) scouting regions from Luzon, only one (1) Scout Representative shall be sent as a member of the Committee.

In the case of a Consolidated National Scout Youth Forum, the outgoing National Scout Representatives to the National Executive Board shall select from among themselves the Chairperson for formality; the other two (2) shall both serve as Vice-Chairpersons. The Chairperson will be from the host island group which will undergo a rotation every year. There shall be three (3) other members of the Organizing Committee which will be divided equally among the three (3) island groups in the country.

In Institutional, Council and Regional Scout Youth Forums, the Project Officer may opt to place additional members to the Committee, provided that such members have already attended higher forum levels.

The Forum Adviser shall form part of the Committee in *ex-officio* capacity.

- **12. Reports.** Within **fifteen (15) working days** upon the conduct of the Scout Youth Forum, the following reports shall be transmitted to the respective offices:
  - a. After Action Report. An after action report must be submitted by the Project Officer to the Regional or the National Office detailing the conduct of the Scout Youth Forum, inclusive of salient details relative thereto and the names of the elected scout representatives and voting delegates to the next level of the Scout Youth Forum.
  - b. Post Forum Report. A post forum report must be transmitted by the Organizing and the Steering Committees of the Scout Youth Forum to the Council, Regional or National Office, whichever is applicable, detailing the proceedings of the Scout Youth Forum inclusive of the minutes of the plenary sessions, resolutions that were approved, necessary annexes, result of the elections, recommendation from the forum adviser, among others.
  - c. *Certificate of Election*. A Certificate of Election for the Scout Representatives duly elected to represent the Boy Scout membership in the National, Regional and Local Council Executive Boards shall be made, signed and submitted to the Council, Regional and National Office for reference. A *pro forma* copy of the Certificate of Elections is hereby attached and docketed as 'Annex C'.
  - d. Endorsement Letter. An endorsement letter enumerating the names and institutions/councils of the winners for Scout Representatives and Voting Delegates to the higher level of the Scout Youth Forum must be transmitted by the Chairman of the Organizing Committee, duly noted by the Forum Adviser to the Council, Regional and National Offices respectively. The names reflected in the endorsement letter shall be the only ones to be recognized as official voting delegates to the higher level of the Scout Youth Forum.

The Reports shall form part of the **Required Reports** of the Boy Scouts of the Philippines. Rules imposed by the National Office relative to the required reports shall herein be applied.

# STANDARD / GENERAL PROGRAM

DAY/ SESSION	FIRST DAY	SECOND DAY	THIRD DAY
Pre-Morning Activities	Arrival Registration ● Billeting	BREAKFAST Morning Revelries	BREAKFAST Morning Revelries
MORNING SESSION	Opening Ceremonies Integration Session (Team Building Activity ● Groupings) Orientation (Parliamentary Rules and Procedures)	Third Plenary Session Approval of the Minutes Presentation of Resolutions Floor Discussion and Interpellation Actions on Resolutions Presented Announcements	Fifth Plenary Session Approval of the Minutes Appraisal of Roles of the Representatives Approval of the Rules of Election Election of Scout Representatives Election of Voting Delegates Announcements
Off-Session Activities	LUNCH	LUNCH	LUNCH
AFTERNOON SESSION	First Plenary Session Adoption of Rules and Procedures Election of Forum Officials Selection of Topics for Discussion Announcements	Fourth Plenary Session (Joint Session) Formal Turn Over Approval of the Minutes Entry of Appearance Presentation of Approved Resolutions Floor Discussion and Interpellation Actions on Resolutions Presented Reading of the Approved Resolutions Announcements	Closing Ceremony Report on the Evaluations Presentation of Certificates Turn Over of Approved Resolutions Challenge Response DISPERSAL HOME SWEET HOME
Off-Session Activities	DINNER	DINNER	

Second Plenary Session Formal Turn Over Approval of the Minutes Formulation of Resolutions Presentation of Resolutions Floor Discussion and Interpellation Actions on Resolutions Presented Announcements
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### **RULES OF ELECTION**

### **General Rules**

# **Governing and Ruling Authority**

- Facilitators. The Organizing Committee shall facilitate the smooth and orderly flow of the election process, with its Chairman as the Presiding Officer. The Committee has the sole authority to attend to, intervene and decide on any disputes pertaining to the election. The decision of the Organizing Committee, as a collegial body is final, irrevocable and executory.
- 2. Non-Intervention Clause. Professional staff, outfit advisors, adult leaders and any other entity not deemed to be part of the official forum body shall not be allowed to intervene, interfere and/or involve themselves in the conduct of the elections or in any formal plenary of the forum. Should there be any policy or administrative concerns expressed by the same, these shall be coursed through the Forum Adviser and not directly to the forum body.
- 3. *Grievances*. Any questions and grievances coming from the forum body shall be entertained and acted upon immediately by the members of the Organizing Committee during and/or within the election process or before the official proclamation of the winner. Any question and objection raised after the winner had been declared shall not be entertained.

# Scout Representative's Representation

- 1. Each crew/institution/council/region can be represented in the election by a maximum of two (2) nominees.
- 2. The nominee should be part of the official voting delegates only.
- 3. The nominee should be 15 18 years old upon nomination. The proclaimed winner will enjoy a term stipulated in General Guideline eight (8).
- 4. Each nominee will be given two (2) minutes only to express himself and to present his programs and platforms.
- 5. Nominees can only stay at the Plenary Hall to cast their votes. Right after voting, they shall proceed to a designated area in order to start the canvassing and the counting of votes.
- 6. The required number of voting delegates is as follows:

FORUM LEVEL	NUMBER OF REQUIRED VOTING DELEGATES
Institutional Scout Youth Forum	Four (4) Scouts per crew
District Scout Youth Forum	Three (3) Scouts per crew
Council Scout Youth Forum	Three (3) Scouts per institution
Regional Scout Youth Forum	Three (3) Scouts per council
National Scout Youth Forum	Six (6) Scouts per region

- a. The voting delegates shall only be those duly elected from the preceding level of the Scout Youth Forum.
- b. Observers to the Scout Youth Forum do not have any voting rights.
- c. Voting powers are not transferable from the official voting delegate to the observer.
- 6. The provisions of the Organic Law of the Boy Scouts of the Philippines clearly state that 'boy representative' shall be elected in all levels of the Scout Youth Forum.

# **Manner of Election**

1. *General Rule.* The manner of the election process is through secret balloting. In case of a tie, the ties should be resolved via [1] *viva voche* (voice vote or by raising of the hand) or [2] toss coin. The manner should be decided upon by the forum body.

In the case of a tie during the elections for National Scout Representatives, the tied nominees shall have a *Special Election*. As a determining factor, all voting delegates from Luzon, Visayas, and Mindanao in the National Scout Youth Forum shall have one (1) vote.

- a. In the election of forum officials or otherwise known as the Steering Committee, the organizing committee may opt to conduct the election process through *viva voche* (voice vote or by raising of the hand).
- b. In the election of Scout Representatives, the manner of nomination and elections must only be done once. The results shall the be ranked to determine the slots of Scout Representatives to the Local Council Executive Board, Regional Scout Committee and Scout Representatives to the higher forum level.
- c. The manner of secret balloting shall be done in **one election** for all slots in the same position, after that it will be ranked by votes.
- 3. *Nominations.* The number of nominees must conform to the rules stated in Item 1 of Representation.
- 3. *Number of Nominees in the Ballot.* From the list of nominees, the voting delegate must vote for the corresponding required number of nominees only. For reference, the table below reflects the maximum number of names/nominees a voting delegate may write in the official ballot:

FORUM LEVEL	MAXIMUM NUMBER OF NAMES/NOMINEES
Institutional Scout Youth Forum	Two (2) nominees per voting delegate
District Scout Youth Forum	Three (3) nominees per voting delegate
Council Scout Youth Forum	Three (3) nominees per voting delegate
Regional Scout Youth Forum	Six (6) nominees per voting delegate
National Scout Youth Forum	One (1) nominee per voting delegate

- a. Ballots having more than the required number of nominees shall render the ballot null and void.
- b. Misspelled names are deemed invalid.
- C.1 In Council Scout Youth Forums, the first two Scouts with the highest plurality of votes shall serve as the Council Scouts Representatives (CSRs) to the Local Council Executive Board (LCEB). The third Scout with the highest plurality of votes shall serve as the third Voting Delegate to the Regional Scout Youth Forum along with the 2 elected CSRs of his/her council.
- C.2 In Regional Scout Youth Forums, the first two (2) Scouts with the highest plurality of votes shall serve as the Regional Scout Representatives (RSRs) to the Regional Scout Committee (RESCOM). The next 4 Scouts with the highest plurality of votes shall serve as the four Voting Delegates along with the 2 elected RSRs of their Region.
- 4. Ballots shall contain serial numbers and a signature duly designated by the Organizing Committee. Only ballots with authenticated serial numbers and signatures shall be used

- during the elections. Ballots not containing the same shall render it null and void.
- 5. The official voting delegates shall be given ten (10) minutes only to cast their votes.
- 6. After the election, the ballots shall be canvassed and counted in front of the forum body.
  - a. Ballots shall not be teared after the votes were tallied. This is to have a tangible record of the votes and will serve as reference for petitions and grievances.
  - b. The Organizing Committee shall allot time for grievances after the election
- 7. Immediately after, the Chairman of the Organizing Committee shall proclaim the winner.
- 8. Any questions and grievances coming from the forum body shall be entertained and acted upon immediately by the members of the Organizing Committee during and/or within the election process or before the official proclamation of the winner. Any questions and objections raised after the winner had been declared shall not be entertained.

# \*\*REVISIONS AND AMENDMENTS on the General Guidelines for the Scout Youth Forum are STRICTLY NOT ALLOWED\*\* CERTIFICATE OF ELECTION

-		•	whose names are stated below,	have been duly
elected as Scout R	•			
	incil Executive E			
•	Scouting Comm			
□ National	Executive Board	1		
of	dur	ing the co	onduct of the 🗆 Council 🗆 Regio	nal Scout Youth
			on	
Scout Repr				
1.				
2.				
Furthermore, this i	s to certify that	an electi	on has been duly conducted for	the purpose and that
			nd correct as reflected in pertine	
Youth Forum.	a miormadon a	re crae ar	ia correct as refreezed in pertine	and records or the second
	av of		_ in	
The Organizing Co		/	_ ···	-•
The Organizing Co	minuce.		Chairman	
Vian Chaire			Chairman	Casustan
Vice Chairr	nan			Secretary
Member				Member
			Attested:	
			Forum Adviser	

Please attach a copy of the Minutes and/or Proceedings of the Election.

#### **POLICY WRITERS AND PROPONENTS**

### **ELIJAH GARCIA ESTEBAN, ESA, TOBS 2022**

Metro Manila East Council, National Capital Region National Scout Representative for Luzon to the NEB (2022-2023)

# JASON PAUL G. MENDEZ, ESA, BAA

Negros Occidental Council, Western Visayas Region National Scout Representative for Visayas to the NEB (2022-2023)

# **JAMBER ALEXIS J. IDULSA, ESA, TOBS 2022**

Bukidnon Council, Eastern Mindanao Region National Scout Representative for Mindanao to the NEB (2022-2023)

# **POLICY CONTRIBUTORS**

#### MARY SEANTHEIM CHILLIN PATNUBAY, ESA

Aklan Council, Western Visayas Region National Scout Representative for Visayas to the NEB (2021-2022)

# MARK LEO B. SALES, ESA, TOBS 2022

Mandaluyong City Council, National Capital Region Regional Scout Representative - National Capital Region (2019-2020)

### **CHRISHA BELLE JANAS**

Aklan Council, Western Visayas Region Regional Scout Representative - Western Visayas Region (2022-2023)

# **DATUYAMAN C. DATUMANONG, TOBS 2022**

Maguindanao-Cotabato City Council, Western Mindanao Region Regional Scout Representative - Western Mindanao Region (2020-2021)

### **POLICY CONSULTANTS**

#### MR. LAURO RUEBEN DELAS LLAGAS

National Coordinator - Messengers of Peace Member, BSP National Executive Board

# MR. KENNY RALPH S. FERNANDO, TOBS 2007

Former National Scout Representative for Luzon (2007-2008)

Former Program Executive, Boy Scouts of the Philippines – National Office (2015-2017)

Former International Commissioner (2021-2022)

# **POLICY ADVISERS**

# MR. CARMELO B. FRANCIA, LT

Program Research & Development Officer III

# MR. YASSER F. SARONA

Executive, Program and Adult Resource Development