

Route to Excellence

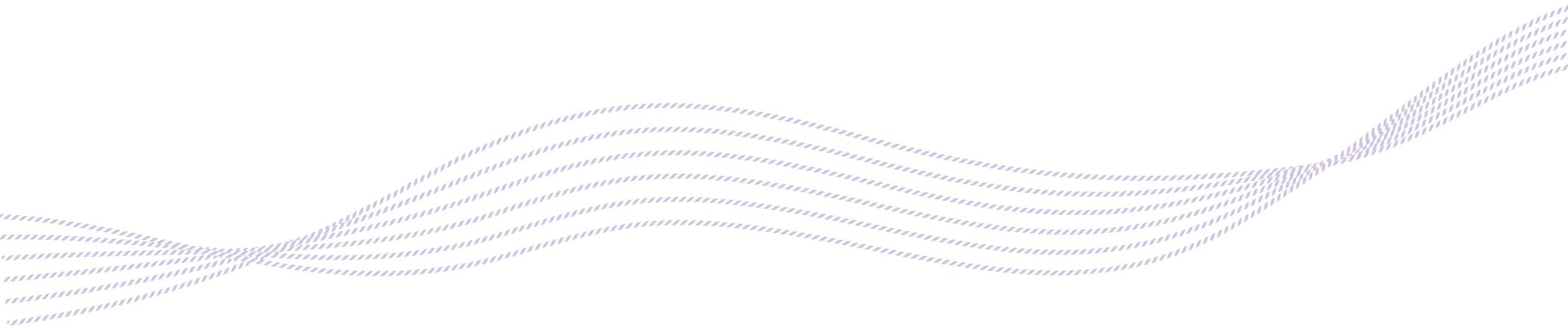


Evaluation and Planning System
for National Scout Organizations
of the Interamerican Region

Guidelines

Route to Excellence

System of evaluation and planning
for National Scout Organizations
of the Interamerican Region



Guidelines

**Dear friends
of the National Scout Associations
of the Interamerican Region,**

The 23rd Interamerican Scout Conference, held in Quito, Ecuador, in November 2007, agreed to implement the system of Development Indicators approved at the fifth Meeting of the Institutional Development Network, and urged the associations of the Region to apply these common standards in their day-to-day processes of institutional evaluation and planning, in a quest for excellence.

Since that time, the Coordinator of the Institutional Development Network and the Institutional Development Department (WSB-IAR) have been engaged in analysing documents from a number of sources, such as the World Scout Bureau – Central Office (Geneva), other Regions of WOSM and different associations from within the Interamerican Region itself. They have also looked at the experiences of several different associations of the Region, which have been kind enough to share the material they used, the processes experienced and the results obtained. In this connection, particular thanks are due to the Scout Associations of Bolivia, El Salvador, Mexico and Venezuela.

The outcome of this process is the System of Evaluation and Planning for National Scout Organizations – A Route to Excellence. This publication has been designed, prepared and produced by the World Scout Bureau - Interamerican Region. It owes much to the energy devoted to the initiative by the Chairperson of the Interamerican Scout Committee, Ronald E. Castro, and the valuable work of Raúl Sánchez Vaca, Coordinator of the Institutional Development Network, and Ignacio Marino, Executive Director of the Scout Association of Venezuela, as well as contributions from Omar Lugo Aguirre, First Vice Chairperson of the Interamerican Scout Committee. All these efforts were coordinated by José Varas Fournet, Director of Institutional Development (WSB-IAR).

This system is designed to be used by the national scout associations of the Interamerican Region, as a regional tool to measure our organizations' level of development. It invites them to lay out action plans to strengthen, improve and consolidate that level of development, while respecting the processes and styles of evaluation and planning particular to each association. We think that applying this system will help the National Scout Organizations to develop more sustainably and work towards consolidating their membership. This will, in turn, help us to better fulfil the Mission that drives us all: to contribute to the education of children and young people, to help them become active builders of a better world.

With warmest regards,


Gabriel Oldenburg Arraiz
Acting Regional Director
(WSB-IAR)


José Varas Fournet
Director, Institutional Development
(WSB-IAR)





Introduction

Route to Excellence, the evaluation and planning system for National Scout Organizations, is intended to contribute to the development of the Associations of the Interamerican Region, through processes of analysis and reflection on the situation of the institution (diagnosis), evaluation of that situation with respect to accepted standard parameters (evaluation) and the definition of actions to change or consolidate that situation (planning).

Each Association's national staff must get to know the reality in the institution, which we have divided into in four areas of development: Youth Programme, Youth Participation, Human Resources and Institutional Development. Standards of excellence have been established for each of the areas described, along with what are known as development indicators, with which each Association may compare itself. This is akin to looking in a mirror to identify the situation in one's own institution.

This sort of diagnosis will enable the Association to recognize its level of development and, accordingly, establish where its position is with respect to the assessment parameters. This demands great institutional honesty, so that the actions planned as a result will effectively lead the Association towards institutional excellence.

General guidelines

Nomenclature or glossary: It is important to understand certain terms used in the evaluation and planning tool

- *Development indicator:*
This is the ideal situation in an Association with regard to the specific aspect being examined. It is a paradigm that represents a given level of institutional development. At some future point, indicators may be altered as their use produces new results. However, the ones established for this tool are those set by the Associations participating in the Institutional Development Network, as a reference of institutional excellence.
- *Evaluation parameters:*
These are the responses to the indicator. There may be two, three or more possible answers. The Association's response when it picks one of these possible answers effectively establishes its current status or institutional position (diagnosis).
- *Parameter weighting:*
A weighting is assigned to each parameter, in order to calculate a score by area and the Association's overall score.
- *Short- and medium-term actions:*
These are tasks that the Association will undertake in order to change or further consolidate the situation in the institution. These actions must be thought out and planned to improve upon or maintain the situation in the Association with regard to the particular indicator. Actions to change the status quo are those aimed at achieving the excellence represented by the indicator in the short or medium term. Consolidation actions are aimed at maintaining the situation in the institution, which is assumed to be identical to or better than that represented by the indicator.
- *Association, NSO, organization or institution:*
This is the National Scout Organization, including all its national, intermediate, local and Group level structures. So, reference in these terms is not only to the national level. Evaluation, response and planning must be undertaken with the whole of the National Scout Organization in mind.
- *Leaders or adults:*
Refers to everyone who occupies a position of responsibility within any structure of the Association (at the national level, field structure, local level or Scout Group), apart from child or youth members of Units (Packs, Scout Units, or Venturer or Rover Communities).
- *Field or local structures:*
These include Provinces, Zones or Regions, Districts or Areas: all the intermediate structures existing between the national level and the Scout Groups.

Evaluation and planning system

As the name indicates, a system with two basic parts:

- *Evaluation:*
Includes the search for information, analysis of that information and determination of the situation, i.e., of the Association's position with respect to that indicator or level of excellence. The respective development indicators and evaluation parameters are to be used as points of reference for this task.
- *Planning:*
The process of projecting short- and medium-term actions in response to the situation identified. In order to approach this task, the Association must use as points of reference the development indicator, its position in the evaluation parameters and the information and analysis that substantiate those responses.

The system consists of two documents:

- Guidelines for the Evaluation and Planning System for National Scout Organizations, and
- Application tool of the Evaluation and Planning System for National Scout Organizations. This tool will be available in printed and digital form.

Procedure for using the tool

The bodies at the national level of the Association, such as the National Committee, the executive staff and other commissions or departments at this level, should all make themselves familiar with the evaluation and planning system (guidelines and tool). Ideally, a day-long session should be prepared to present the material to everyone involved. The different national bodies will thus be able to contribute their particular experience to the analysis and reflection on each indicator, and the joint effort will serve as a basis to determine

the situation of the organization. We propose dividing up the task of analysis and reflection and allocating it to the commissions or departments responsible for the different areas of the system.

Thus, for example, the Educational Methods Commission or Department will undertake all the analysis on Youth Programme and Human Resources (the work may be subdivided, with Youth Programme going to the national Section commissions and human resources to the Adult Resources Department), the National Youth Network will deal with Youth Participation and Institutional Management will be dealt with by the Commissions working in this area, such as Operations, Communications, Finance, etc.

Some of the steps for working with the tool:

- Form commissions to analyse and consider each development indicator, or delegate this task to appropriate bodies. These commissions or task forces should compile information to feed into this work and develop a proposed response to each indicator. This will position the association at one of the evaluation parameters.
- Form a working group with representatives of all the above commissions to agree upon the response that best reflects the overall situation in the institution. This same working group will define the short- and medium-term actions required to enable the Association to improve or consolidate its current situation.

- Once the reality in the institution has been determined and short- and medium-term actions have been set for each development indicator, this work should be submitted to the National Committee for its inputs, discussion and final approval.

- All the levels of the Association, including the Scout Groups, must be made aware of the diagnosis of the institution's situation and the actions for each development indicator. This is essential if the Association as a whole is to start out along the road to excellence.

In order to record the institution's position with regard to each indicator, mark only one response, with a X in the box immediately below the parameter that best reflects the situation in the Association. This has a number (1, 2, 3, 4 or 5), which we refer to as the weighting.

If you are using the digital tool, mark the weighting that appears underneath in the box.

There follows an example showing how to determine the Association's position in both cases:

Example 1, Printed tool:

3. 90% of Packs use the Youth Programme proposed by the Interamerican Region.

21% or less	22% to 44%	45% to 66%	67% to 89%	90% or more
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5

Example 2, Tool on digital file:

3. 90% of Packs use the Youth Programme proposed by the Interamerican Region.

21% or less	22% to 44%	45% to 66%	67% to 89%	90% or more
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5

In the digital format, the weighting you fill in for the chosen parameter will automatically be added to the total per area and the overall total. If you are using the printed format, you will have to add the weighting assigned to each indicator manually to get a total for each area. Then all these area totals are added to obtain the overall total.

The results position the Association at one of the Interamerican Region’s levels of institutional development. Four overall levels of development have been defined:

These categories —A, B, C and D— can be used to determine the Association’s level of development in each of the four areas of the system, within the ranges of marks shown below:

The authorities of the institution can thus identify the strongest areas and those that need more help and follow-up.

Range of scores	Level of development	Level of development
From 203 to 167	A	Excellent level of institutional development. The Association would do well to share its experience with other National Scout Organizations, taking care to respect and understand the particular conditions of other associations and being modest enough to share experiences in a horizontal manner.
From 166 to 130	B	Good level of institutional development. The work being done needs an extra effort to reach an excellent institutional level in the medium term.
From 129 to 93	C	The Association’s institutional development is at a standstill. It is necessary to seek help and take steps to move up to the next level of development as quickly as possible.
92 or less	D	The Association is in a very difficult situation, with a poor level of development. Help is urgently needed to form strategies to improve and plan short-term measures.

Level of development	Youth Programme	Youth Participation	Human Resources	Institutional Development
A	34 to 28	26 to 23	58 to 48	85 to 71
B	27 to 21	22 to 19	47 to 37	70 to 55
C	20 to 14	18 to 14	36 to 26	54 to 39
D	13 or less	13 or less	25 or less	38 or less

How to evaluate

Below, each indicator is presented along with an explanation of the significance of the paradigm it represents, some orientations on where to look for information to substantiate the selection of institutional development parameter and the meaning of each evaluation parameter:



Youth Programme

1

The Association has an educational proposal that expresses the values promoted by Scouting.

Significance of the indicator:

The educational proposal is a declaration of an Association's mission and vision and is usually based on the Educational Proposal of the Scout Movement published by the Interamerican Region in 1995. It expresses the basic definition, the purpose, method and profile of a person who has been in Scouting. The Scout Promise and Law clearly express the values of Scouting. The respective chapter in any of the Interamerican Region's Handbooks for adult leaders provide further insights into these.

Where to look for information:

Find out whether there is a document that sets forth the educational proposal to respond to this indicator and establish the Association's position with respect to the parameters.

Meaning of the evaluation parameters:

There are only two possible responses to this indicator: *Yes* or *No*. The response establishes that the Association has an educational proposal that expresses the values of Scouting, or it does not.

2

The Association makes the Youth Programme educational material published by the Interamerican Region freely available at all times.

Significance of the indicator:

If the Youth Programme educational material is freely available at all times, this means that any member of the Association, at any level of the structure, can consult or acquire it with no restriction whatsoever. The Youth Programme educational material of the Interamerican Region refers, among other things, to the following publications: the Handbooks for leaders of Packs, Scout Units and Venturer and Rover Communities; the publications for children and young people, such as the Cub Scout Booklets, Scout Logs and Venturer Agenda and Rover Personal Plan; and other publications for leaders, such as Educational Activities for 7- to 11-year-olds, Educational Activities for 11- to 15-year-olds and Educational Projects and Activities for 15- to 21-year-olds. There are also complementary publications such as the song book "De Canto en Canto" and the CD of songs for children and young people, the book of prayer and reflections "Jesus talks to young people" and so on.

Where to look for information:

Find out if the educational material is available in the Scout shop or in the Association's library. It is also worth checking whether facilities are available to access this material in the field structures. The national office's statistics or reports should indicate whether it is accessible at the Scout Group level. The Scout shop may keep a record of sales or the library may keep a list of books borrowed or consulted. A question about the availability of the educational material in the Scout Groups may be incorporated into the Association's membership record system.

Meaning of the evaluation parameters:

This indicator has five evaluation parameters. No means that the Association does not make available or does not use the Region's educational material in any of the Sections (Cubs, Scouts, Venturers or Rovers) or only makes them available partially: either one or more Sections have only the leaders' handbooks or the material is not available and accessible to all the members of the Association. 25%, 50%, 75% and 100% mean that the educational material is available at all times and is accessible to all the Association's members, with all the publications for one Section, two Sections, three Sections and four Sections, respectively.

The same guidelines apply to all four indicators on implementation of the Youth Programme proposal, although each one must be evaluated and planned for separately.

Significance of the indicator:

Implementing the Youth Programme proposed by the Interamerican Region, means putting into practice at the levels of the Units and Scout Groups the Scout method and programme for each Section, as explained in the literature published by the Region and in the framework of agreements adopted both in the task forces and Sections and by the Interamerican Scout Conference and Interamerican Scout Committee.

Where to look for information:

Regular reports by the institutional authorities in the field structures or the Scout Groups themselves, observation during field work in Scout Groups or surveys conducted by the national Section commissions. Reports to the National Assembly or to the National Committee by the field structures or bodies are also a good source of information for assessing this set of indicators.

Meaning of the evaluation parameters:

There are five possible responses to each of these indicators. A parameter is assigned to match the percentage of Units in the Association that the analysis has shown to be using the Interamerican Region Youth Programme.

3

90% of Packs use the Youth Programme proposed by the Interamerican Region.

4

90% of Scout Units use the Youth Programme proposed by the Interamerican Region.

5

90% of Venturer Communities use the Youth Programme proposed by the Interamerican Region.

6

90% of Rover Communities use the Youth Programme proposed by the Interamerican Region.

7

The Association prepares complementary educational material to meet the needs of Youth Programme implementation.

Significance of the indicator:

Complementary educational material refers to sheets, manuals, leaflets or any other type of printed or audiovisual material used to supplement the Interamerican Region Youth Programme with technical elements, such as documents with activity sheets, ceremonies, camping techniques, games and dynamics, songbooks, explorers' tales, guides to designing programmes of activities, and so forth.

Where to look for information:

Find out if the Association's publications include this type of material and whether it is accessible.

Meaning of the evaluation parameters:

No means that the Association does not prepare complementary educational material or, if it does, it is not accessible or relevant to the Association's needs as regards implementing the Youth Programme. *Yes* means that the Association does prepare complementary educational material which meets its needs for implementing the Youth Programme.

8

The process of preparing complementary educational material is participatory and open to leaders from all Sections and from the different levels of the Association's structure.

Significance of the indicator:

The process of preparation is participatory when it includes leaders from all the Sections of the Association, such as representatives from the national or field level Section commissions and bodies from the national, field or local levels and Scout Groups. The process and the contents should reflect the experiences and needs of all the levels of the institutional structure.

Where to look for information:

Identify the team or teams that work on preparing this material and find out whether all the Association's bodies and levels are represented in them.

Meaning of the evaluation parameters:

No means that complementary educational material is not prepared or that the process is not participatory. *Partially* means that complementary educational material is prepared, but the process does not involve leaders from all the Sections and all the structures of the Association, only some. *Yes* means that material is prepared and the process is participatory.

9

The Association participates actively in the Interamerican Region's Youth Programme Network and has appointed a correspondent to it.

Significance of the indicator:

The Youth Programme Network is an Interamerican Region structure that convenes leaders representing the NSOs' national youth programme teams. Its purpose is to contribute to the work of preparing educational material and share experiences gained in applying this regional policy. Each NSO's participation in the Network should be channelled through a representative who is designated as its correspondent.

Where to look for information:

Check to make sure that the Association's national authorities have appointed a correspondent for this Network and that the correspondent is actively involved in the Network's activities.

Meaning of the evaluation parameters:

No means that the Association is not participating in the Network through a correspondent appointed by its institutional authorities. *Yes* means that the Association is playing an active part in this Network through a correspondent, and is sharing its experiences and the educational material it produces.



Youth Participation

10

The Association has set up a National Youth Network which is stable and in continuous operation.

Significance of the indicator:

The youth participation policy approved by the WOSM World Conference promotes the involvement of young leaders in decision-making at the organizational level. Working along these same lines, the Interamerican Region has promoted the creation of youth networks at the level of NSOs, and the corresponding institutional structures should support these networks as a means of developing more active forms of youth participation in decision-making bodies. This indicator is aimed at ensuring that each NSO has a National Youth Network which is stable and in continuous operation.

Where to look for information:

Make sure that a Youth Network is in place at the national level and determine how it operates.

Meaning of the evaluation parameters:

No means that the Association does not have a National Youth Network. *Partially* means that a National Youth Network does exist but it is not stable or in continuous operation. *Yes* means that a National Youth Network is in existence and that it is stable and in continuous operation.

11

At least 90% of the Association's field structures are represented in the National Youth Network.

Significance of the indicator:

The indicator's purpose is to ensure that a high percentage of the Association's field structures (Districts, Zones, Provinces, etc.) are an integral part of the National Youth Network so that the different situations within the NSO will be represented in the Network.

Where to look for information:

Analyse the make-up of the Network and determine how many of the field structures are represented in it.

Meaning of the evaluation parameters:

This indicator has five evaluation parameters, each expressed as a percentage range. Determine how many field structures are represented and then compare that number with the total number of field structures existing in the institution. The result will place the Association in one of the established ranges with regard to this indicator. If there is no National Youth Network, then the lowest percentage range, which has a weighting of 1, should be chosen.

12

The National Youth Network authorities are elected democratically by its own members.

Significance of the indicator:

The intention here is to ensure that people who hold a leadership position in the Network have been chosen for those posts in a democratic manner (i.e., they have been elected through a voting system rather than having been appointed by one or more institutional structures or authorities).

Where to look for information:

Find out how the people holding leadership positions in the Network came to have those duties. Another possibility is to determine if there is an established procedure or system for filling such posts within the institution.

Meaning of the evaluation parameters:

There are only two possible responses for this indicator: *Yes* or *No*. *No* signifies that they are not elected democratically or that no National Youth Network has been set up. *Yes* means that authorities are elected democratically.

13

The Association's budget provides financial resources for the operation of the National Youth Network.

Significance of the indicator:

The indicator is designed to ensure that the Association's annual budget allocates funding for the National Youth Network's operation. This funding should, of course, be based on a previously approved work plan.

Where to look for information:

Check whether or not the institutional budget contains an allocation for the Youth Network's operation.

Meaning of the evaluation parameters:

There are only two possible responses to this indicator: *No* means that the National Youth Network has either not been set up or that no budget allocation for its operation has been made. *Yes* means that the institutional budget allocates funds for the Network's operation.

14

At least 30% of the voting delegates at the Association's National Assembly are under 30 years of age.

Significance of the indicator:

In keeping with the policy on youth participation, which seeks to make certain that young leaders take part in decision-making, this indicator is aimed at ensuring that a significant percentage of voting delegates at the National Assembly are under 30 years of age.

Where to look for information:

Check the attendance records or list of participants for the Association's most recent National Assembly and count the number of voting delegates who were under 30 years of age. Ideally, this list will be linked to the Association's registration system so that reliable information can be obtained for this indicator.

Meaning of the evaluation parameters:

This indicator has three evaluation parameters, each expressed as a percentage range. Determine the number of leaders under 30 years of age who served as voting delegates at the National Assembly and then compare that number to the total number of voting delegates to find out what percentage range the institution falls into.

15

At least 25% of the voting members of the Association's National Board or Committee are under 30 years of age.

Significance of the indicator:

In this case, and here again in line with the youth participation policy, the purpose of the indicator is to ensure that a significant percentage of the voting members of the Association's National Board or Committee are under 30 years of age.

Where to look for information:

Determine how many of the current voting members of the Association's National Board or Committee are under 30 years of age.

Meaning of the evaluation parameters:

This indicator has three evaluation parameters, each expressed as a percentage or range of percentages. Compare the number of voting members of the Association's National Board or Committee who are under 30 years of age with the total number of current voting members to find which of the established categories best describes the situation in the institution.

16

At least 30% of the Association's national-level staff are under 30 years of age.

Significance of the indicator:

This indicator has also been designed to carry forward the youth participation policy. More specifically, it seeks to ensure that a significant percentage of the Association's national-level staff are under 30 years of age. For the most part, the national-level staff are composed of staff from the commissions or departments that report directly to the executive staff of the Association.

Where to look for information:

Determine how many of the current national-level staff are under 30 years of age. This information can be obtained from the organization's payroll or from institutional records.

Meaning of the evaluation parameters:

Three evaluation parameters have been established for this indicator. Compare the number of national-level staff members who are under 30 years of age with the total number of staff currently at this level in the national structure. The result will place the institution in one of the three established categories.

17

At least 25% of the Association's international delegations to Regional and World Conferences are members aged under 30 years.

Significance of the indicator:

As in the case of the preceding indicators, this indicator is intended to promote a more active role for young people in decision-making within our organization. It is aimed at ensuring that at least 25% of the members of delegations sent to Regional and World Conferences are aged under 30 years.

Where to look for information:

Obtain the list of delegates who took part in the most recent World Conference and the most recent Interamerican Conference. This list, together with information on the ages of each delegate, will provide the information needed to respond to this indicator.

Meaning of the evaluation parameters:

This indicator has three evaluation parameters, each expressed as a percentage or range of percentages. Compare the number of members of delegations at the last World Conference and the last Interamerican Conference under 30 years of age to the total number of your Association's delegates at these meetings. The result will place the institution in one of the three established categories.

18

The Association participates actively in the Interamerican Region's Youth Network and has appointed a correspondent to it.

Significance of the indicator:

The Youth Network is a structure within the Interamerican Region that brings together young people and young leaders of NSOs. Its purpose is to disseminate, promote and facilitate implementation of the WSOM world policy on youth participation in representative and coordinating agencies of the Interamerican Region and in national scout associations. Each NSO's participation in this Network should be channelled through a representative who is designated as its correspondent.

Where to look for information:

Confirm that the Association's national authorities have designated a leader to serve as a Network correspondent and that the correspondent is actively involved in the Network's activities.

Meaning of the evaluation parameters:

No means that the Association does not participate in the Network via a correspondent designated by its institutional authorities. *Yes* means that the Association is playing an active role in the Network through its correspondent and is sharing its experiences with the implementation and development of youth participation with the other members of the Network.



19

The Association participates actively in the Interamerican Region's Human Resources Network and has appointed a correspondent to it.

Significance of the indicator:

The Human Resources Network is a structure within the Interamerican Region which brings together NSO representatives with a view to disseminating, promoting and facilitating implementation of the regional human resources policy, in line with the world policy on adult human resources. It seeks to open up opportunities for the Associations within the Region to share their experiences and outcomes. Each NSO's participation in the Network should be channelled through a representative who is designated as its correspondent.

Where to look for information:

Check to make sure that the Association's national authorities have appointed a correspondent for this Network and that the correspondent is active and is linked into this structure.

Meaning of the evaluation parameters:

No means that the Association is not participating in the Network through a correspondent appointed by its institutional authorities. *Yes* means that the Association is playing an active part in this Network through a correspondent and is sharing its experiences with the implementation and development of the policy on adult human resources with the other members of the Network.

20

RECRUITMENT

66% of the country's Scout Groups have a proportion of 1 leader to every 6 young people.

Significance of the indicator:

One leader for every six young people or children is an ideal adult/youth ratio for an Association's Scout Groups. The target for this indicator is that at least two thirds of the institution's Scout Groups have attained this ratio, which also reflects an educational paradigm that provides for an appropriate service level for the young people and children participating in Scouting.

Where to look for information:

Look at institutional records and conduct an analysis of each of the Association's Scout Groups to compare the number of leaders in each Scout Group with the number of young people and children in that Group. Simply determining the number of leaders in the Association as a whole and comparing that number with the total number of participating young people and children will not provide sufficient information to respond to this indicator. Ideally, a tool for the calculation of this ratio will have already been incorporated into the registration system in order to facilitate reporting on the adult/youth ratio for each Scout Group.

Meaning of the evaluation parameters:

The indicator has five parameters, each expressed as a percentage range. Find out how many leaders each of the Association's Scout Groups has and compare this with the number of young people and children it has as members. To find out which range the Association is in, compare the number of Scout Groups that have the proportion established in the indicator with the total number of Scout Groups in the Association.

21

90% of the country's Scout Groups follow a process of adult recruitment in line with the Regional Human Resources Policy.

Significance of the indicator:

The Regional Human Resources provides three processes for management of adult leaders in Scouting: recruitment, training and follow-up. The indicator is directed towards ensuring that the Association's Scout Groups use processes of recruitment and selection based on this regional policy.

Where to look for information:

It will be necessary to conduct a study on the application of this policy in each Scout Group, through the local and field structures. Later, these types of questions can be incorporated into the field structure reports or into the registration system.

Meaning of the evaluation parameters:

The indicator offers five parameters for evaluation, each expressed as a percentage range. Find out how many Scout Groups use adult recruitment processes based on the regional policy and compare this with the number of Scout Groups in the Association; this will position the Association within one of the established ranges.

22

95% of the Association's institutional positions are filled using an adult recruitment process in line with the Regional Human Resources Policy.

Significance of the indicator:

Institutional positions in an Association are all those that involve some degree of responsibility in running the NSO at any of its levels, whether in the field or local structures or at the national level. Generally speaking, an Association's internal rules will establish which positions are institutional in nature. The indicator expresses an ideal percentage of institutional positions that are filled through a process of recruitment based on the Regional Human Resources Policy and designed to support the Scout Groups.

Where to look for information:

Analyse and identify how the leaders now in institutional positions arrived there. To this end, it will be necessary to enquire at all the levels of the Association; it may be possible to obtain this information through the regular reports issued by the different levels of the institution.

Meaning of the evaluation parameters:

The indicator offers five parameters for evaluation, each expressed as a percentage range. Find out how many institutional positions are filled using a recruitment process based on the Regional Human Resources Policy and compare this with the number of institutional positions in the Association; this will position the Association within one of the established ranges.

23

The Association keeps adult recruitment material available for Scout Groups on a permanent basis.*Significance of the indicator:*

The recruitment of adult leaders for Scouting needs creative strategies to encourage people to approach the Movement and engage with its educational work. It is not enough to provide instructions for contacting people. The idea is to develop real strategies of promotion and image management to motivate a greater number of people to contribute some of their free time to accompanying young people in their personal growth. This material should be available to Scout Groups at all times, so that it does not represent an obstacle to them in this regard.

Where to look for information:

Find out whether there is an ongoing process of production and publication of recruitment material at the institutional level, and whether it is available in Scout Groups.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the Association has no adult leader recruitment material to make available to Scout Groups. *Partially* means that the Association does produce and publish material, but it is not available to Scout Groups; it might also mean that it once published material of this sort which is available to Scout Groups, but it has not updated it. *Yes* means that the Association produces and publishes material for adult leader recruitment on an ongoing basis, updates its contents to adapt them to the country's situation and needs and makes it available to Scout Groups.

24

The Association makes use of a description of positions, profiles and responsibilities at all levels of the structure.*Significance of the indicator:*

The Interamerican Region has a document that lays out a description of positions, profiles and responsibilities of the main jobs in an Association. This is useful for recruiting the best candidate for the position to be filled and also to assess that person's performance. The indicator intends the Association to have such a description based on those regional guidelines, adapted to its own situation, and to apply it in all the structures of the institution, from the level of the Scout Groups up to the national level.

Where to look for information:

Find out whether such a description exists and whether it is based on the regional publication. If it does exist, conduct an enquiry with the support of all the levels of the Association's structures to find out if it is used.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that there is no material of this sort in the Association or, if it does exist, it is known only to the national levels. *Partially* means that there is a document describing the positions, profiles and responsibilities at the level of the Association and it is applied, but only at some levels of the structure. *Yes* means that there is a document of this type and it is applied at all levels of the institution.

25

TRAINING

The Association has a stable training system that is applied nationally.

Significance of the indicator:

A training system is a sequential and coherent training process that is intended to develop the skills and capacities of the Association's leaders. This system prepares adult leaders for the work required in the implementation of the Youth Programme and to carry out executive and leadership tasks in the NSO. The system is stable because it responds to the institutional policies adopted by the Association's technical bodies and not to changes in the NSO authorities. It is national because it applies to the whole country, which avoids different systems or modalities being implemented in the Association's field structures or Scout Groups.

Where to look for information:

Corroborate that the Association has a training system and determine whether it is stable and nationally applied.

Meaning of the evaluation parameters:

There are three possible responses to this indicator. *No* means that the Association has no training system or that several systems are operating at the same time. *Partially* means that a single training system is applied nationwide, but the system is not a stable one and is constantly being revised which makes it impossible to develop complete or timely processes, schemes or support materials. *Yes* means that a single training system is being applied at the national level and that the system is a stable one that is modified only when the NSO's technical bodies so decide in response to the natural evolution of the system and in keeping with the actions of an organization that is constantly learning.

26

The training system applied in the Association is based on the model developed by the Interamerican Region.

Significance of the indicator:

The Interamerican Region has developed a model training system for the associations. This indicator is intended to verify whether NSOs have a training system that is based on the guidelines and decisions of the regional bodies and adapted to local realities.

Where to look for information:

Verify that the training system applied in the NSO is based on the model promoted by the Interamerican Region.

Meaning of the evaluation parameters:

There are only two possible responses to this indicator. *No* means that the NSO has no training system or, if there is one, it is not based on the model promoted by the Region. *Yes* means that the system is indeed based on the regional model.

27

90% of the Association's leaders are active in the training system.*Significance of the indicator:*

Being active in the training system means either undergoing training (in other words, the leader is a beneficiary of the system) or supporting the system by giving courses or workshops or by accompanying another leader as a Personal Training Adviser. According to the system promoted by the Interamerican Region, leaders must be active in their Association's training system at all times.

Where to look for information:

The information can be obtained by consulting the Association's field structures and Scout Groups. A system may be set up to obtain this information regularly through the field structures or through the Organization's registration system.

Meaning of the evaluation parameters:

There are five parameters for measuring this indicator, each expressed as a percentage range. Identify the number of leaders who are active in the training system and compare this to the total number of leaders in the Association to work out which range the Association falls into.

28

50% of the Association's leaders have become formally qualified (Wood Badge).*Significance of the indicator:*

The training system promoted by the Interamerican Region aims to make sure that it is possible for a leader to become formally qualified (obtain the Wood Badge) within a reasonable timeframe. The indicator therefore establishes that at least 50% of an Association's leaders must have obtained this qualification during their training.

Where to look for information:

In the statistics that the Training Department or Commission of each Organization should keep up-to-date at the national level. It should also be possible to extract the information from the Organization's registration system.

Meaning of the evaluation parameters:

There are five parameters for measuring this indicator, each expressed as a percentage range. Identify the number of leaders who have obtained their formal qualification through the training system and compare this to the total number of leaders in the Association to work out which range the Association falls into.

29

90% of the Association's leaders will be formally qualified in the training system within 18 months at most.

Significance of the indicator:

Under the training system of the Interamerican Region, a leader should be able to obtain the Wood Badge qualification, on average, within 18 months. Exactly how long this takes will, of course, depend on each individual situation.

Where to look for information:

The Association's registration system or training records. The 18 months are measured from the moment the leader assumes the corresponding leadership position, which is also the moment he or she should be assigned a Personal Training Adviser.

Meaning of the evaluation parameters:

There are five parameters for measuring this indicator; each one is expressed as a percentage range. Identify the number of leaders who obtain their formal qualifications within 18 months and compare this to the total number of leaders in the Association to work out which range the Association falls into.

30

FOLLOW-UP
70% of the adult leaders working in the Association undergo performance assessments at least once a year.

Significance of the indicator:

The Regional Human Resources Policy establishes that adults in Scouting must undergo performance assessments at least once a year. The performance assessment process is intended to support the personal growth of the adults working in the NSO and must be carried out for all adults at every level of the institution, including those who hold remunerated or elected positions within the Organization.

Where to look for information:

Verify with national authorities that performance assessments are carried out at the national level. Ask that the regular reports submitted by the field structures include information on performance assessment both in the field structures themselves and in the Scout Groups.

Meaning of the evaluation parameters:

There are five parameters for measuring this indicator, each expressed as a percentage range. Identify the number of adult leaders who undergo performance assessments at least once a year and compare this to the total number of adults working in the Association to work out which range the Association falls into.

31

90% of the adult leaders in training are supported by a Personal Training Adviser.

Significance of the indicator:

The Regional Human Resources Policy establishes that adult leaders training for their Wood Badge must be supported in the process by a Personal Training Adviser whose role is to guide, facilitate, promote and vouch for the adequate training of the leader.

Where to look for information:

In the records kept by the Training Department or Commission. This is an important piece of information that could also be incorporated into the Association's registration system.

Meaning of the evaluation parameters:

There are five parameters for measuring this indicator, each expressed as a percentage range. Identify the number of adults who are supported by a Personal Training Adviser and compare this to the total number of adults undergoing training to work out which range the Association falls into.

32

The Association maintains and applies a diversified programme of incentives for adult leaders.

Significance of the indicator:

A diversified programme of incentives for adult leaders should offer a wide range of creative stimuli, including awards, grants, distinctions, internships, performance incentives and prizes. There must be ongoing incentives for adults to work in Scouting, and their work must be constantly and opportunely recognized.

Where to look for information:

Check that the Association has an incentives programme with the characteristics outlined above.

Meaning of the evaluation parameters:

There are two possible responses to this indicator. *No* means that the NSO does not run a programme of incentives or, if it does, that the programme is not diversified, in other words, it only has some of the features mentioned. *Yes* means that there is a diversified programme of incentives for adult leaders.

33

The Association keeps follow-up and on-the-job-support instruments available and uses them at all levels.

Significance of the indicator:

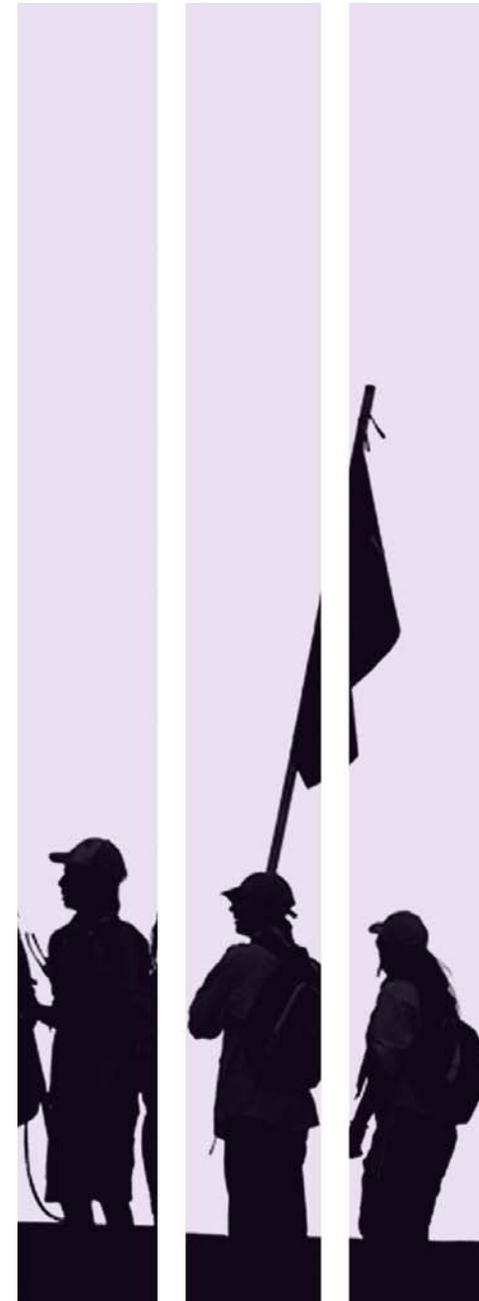
Follow-up and on-the-job support instruments, as their name implies, refer to actions to support adult leaders in their training and the performance of their jobs. Checklists can be used for assessing performance, booklets for developing procedures, diagrams for helping with the planning and organization of activities, etc. Follow-up and on-the-job support also mean that adult leaders participate in training on an ongoing basis. The indicator reveals whether the Association has support material and actions of this kind and whether follow-up and on-the-job support are applied at all levels.

Where to look for information:

Verify the existence of material and actions of this kind.

Meaning of the evaluation parameters:

There are three possible responses to this indicator. *No* means that the Association does not have instruments of this kind. *Partially* means that the Association does have instruments of this kind but that they are not applied or are applied only at some levels. *Yes* means that the Association does have instruments of this kind and that they are applied at every level of the organization.



34

OPERATIONS

The Association participates actively in the Interamerican Region Institutional Development Network and has appointed a correspondent to it.

Significance of the indicator:

The Institutional Development Network is a body in the Interamerican Region that brings together representatives of the NSOs to divulge, promote and facilitate the application of the Regional Institutional Development Policy in the NSOs of the Region through the publication of material on organizational issues and the exchange of experiences with the application of organization systems and processes. Each NSO must participate in this network through an appointed correspondent.

Where to look for information:

Corroborate whether a leader has been appointed by the Association's national authorities to act as the correspondent for the Institutional Development Network and check if the correspondent is actively involved in the Network's activities.

Meaning of the evaluation parameters:

There are two possible responses to this indicator. *No* means that the Association does not participate in the Network through a correspondent appointed by its national authorities. *Yes* means that the Association participates actively in the Network through its appointed correspondent and contributes and shares its experiences regarding the application of the Regional Institutional Development Policy.

35

The Association's internal rules are based on the Interamerican Region's Institutional Development Policy.

Significance of the indicator:

The Regional Institutional Development Policy, approved by the Interamerican Scout Conference in 2001, guides the organizational aspects of NSOs and includes a description of how the Interamerican Region expects each NSO to define its internal rules. The policy states that these rules must be "few", "clear" and "precise", that they are neither "sacred" nor "eternal" and that they must be known and respected by all the members of the organization.

Where to look for information:

Analyse the internal rules of the Association against the criteria set out in the Regional Institutional Development Policy. It is important that this analysis is not performed exclusively by the organization's national authorities. Leaders from different levels and structures within the organization should be invited to participate in the process to ensure a more objective discussion.

Meaning of the evaluation parameters:

There are two possible responses to this indicator. *No* means that the rules are not based on the regional policy. *Yes* means that the rules are based on the regional policy and have the characteristics described in that policy.

36

The Association's internal rules are known and respected by everyone and updated as required.

Significance of the indicator:

The Regional Institutional Development Policy urges the associations to ensure that their rules are respected, applied and relevant, considering how important they are for life in the institution. They should be amended every time events in the institution make it really necessary. The indicator aims to ensure that these basic principles of the regional policy are applied in the associations, so that the rules really do serve the organization and the people who comprise it.

Where to look for information:

The same sort of analysis used for indicator 35 may be applied for this indicator, making sure that the process is participatory and objective.

Meaning of the evaluation parameters:

There are three possible responses to this indicator. *No* means that the rules are not known (therefore they are not respected) and are not updated in keeping with the situation in the institution. *Partially* means that the rules are known and respected by all the members of the Association, but are not updated in a timely manner nor do they reflect the situation in the institution. *Yes* means that the rules are known, respected and updated as required by the evolution of the institution.

37

The Association keeps a member registration system that contributes to the institutional evaluation and planning system.

Significance of the indicator:

The Regional Institutional Development Policy contains a succinct description of the member registration system, which indicates that the system must provide enough reliable information to evaluate the state of the Association, make adjustments and take the necessary decisions. Based on those characteristics, the registration system must contribute efficiently to evaluation and planning, as has been noted on several occasions here.

Where to look for information:

For this indicator, too, we propose setting up a team representing all the settings and levels of the institution and conducting an analysis of the registration system.

Meaning of the evaluation parameters:

There are three possible responses to this indicator. *No* means that the Association has no registration system or, if it does, the system does not reflect the real situation in the institution and is therefore little used. *Partially* means that there is a registration system, but it does not contribute fully to the Association's evaluation and planning system. *Yes* means that there is a member registration system and it does contribute effectively to institutional evaluation and planning.

38**The Association's membership grows by at least 5% per year.***Significance of the indicator:*

When an Association's membership is growing, it indicates that the education it is offering is encouraging more children and young people to become involved in building a better world.

The Interamerican Region urges Associations to ensure that quantity goes hand-in-hand with quality. When the programme being offered to the country's young people is of good quality, with suitable adult leaders committed to the task and a healthy and motivating organizational environment, the number of members will grow. The indicator aims to have the institution's membership grow by at least 5% per year.

Where to look for information:

In the statistical data contained in the registration system.

Meaning of the evaluation parameters:

There are five possible responses to this indicator, each expressed as a percentage range. Verify the percentage of increase or decrease shown in the membership figures for the last year to find out which evaluation parameter applies to the Association.

39**90% of the Association's members are duly registered.***Significance of the indicator:*

The indicator asks the NSO to make the greatest possible effort to register, annually, all its practising and participating members. With this in mind, the registration system should be simple and accessible and offer benefits for registering, in order to provide motivation and promote the concept of institutional belonging and commitment to the organization.

Where to look for information:

In the statistical data provided by the registration system.

Meaning of the evaluation parameters:

There are five possible responses to this indicator, each expressed as a percentage range. Compare the number of members registered in the last year (year A) who had also registered the year before (year B) with the number of members registered the year before (year B) to find which percentage range applies to the Association.

40

Young people remain active in Scouting for at least 4 years.

Significance of the indicator:

Ideally, children and young people who join Scouting should remain active in the organization for at least four years. A young person who remains in Scouting all his or her "Scout life" is someone who has been properly integrated and catered to, who has participated in an attractive programme of activities, who feels that participating in the Scout Group has helped him or her to grow as a person and who is permanently accompanied and simulated by adult leaders. He or she is a young person who participates in a high-quality educational programme.

Where to look for information:

The registration system should yield this information upon analysis of the number of years young people stay registered in the Association.

Meaning of the evaluation parameters:

There are four possible responses to this indicator, each corresponding to a number of years in Scouting. Use the information compiled to work out a national average for the number of years young people remain in the Movement; this will position the Association in one of the established parameters.

41

100% of events or activities organized by the Association's national or field levels are evaluated, with an effectiveness score of at least 80%.

Significance of the indicator:

Moving towards institutional excellence means that all the Association's actions are performed efficiently and that its activities really fulfil the objectives and purposes set forth when they were planned. The indicator is aimed at two aspects: it asks, first, that 100% of events and activities be evaluated and, second, that the results of that evaluation reflect an effectiveness score of at least 80%.

Where to look for information:

Check whether events and activities are in fact evaluated and look at the reports and findings of those evaluations to establish the percentage effectiveness obtained.

Meaning of the evaluation parameters:

There are five parameters for this indicator, each expressed as a percentage or range of percentages referring to the number of events or activities evaluated. Compare the number of events and activities that have been evaluated in the last year with the total number of events and activities held to find out what percentage has been evaluated. Now look at the findings of those evaluations. If, for example, between 50% and 74% of the activities have been evaluated and all of these have scored at least 80% in effectiveness, select that parameter. If between 50% and 74% of the activities have been evaluated but not all of these have scored at least 80% in effectiveness, then select the parameter below, i.e., 25% to 49%. This is because, although the indicator is intended to measure the quantity of events and activities that are evaluated, it also includes a quality parameter since it asks for an effectiveness score of 80%.

42

The Association holds a National Assembly once a year, in which at least 80% of the field or local levels are represented.

Significance of the indicator:

The National Assembly is the highest governing authority in an Association. This is why the indicator and the regional guidelines ask for it to be held once a year, in order to analyse how things are going in the institution and decide upon changes and amendments to the organizational development. Participation is a key element in institutional management. The different parts of the Association need to be able to contribute their opinion and express their field and local needs. The indicator asks that at least 80% of the field or local levels be represented at the National Assembly. These are understood to be Scout Groups or other intermediate bodies between the national and grass-roots levels of the organization, depending on the characteristics of the NSO.

Where to look for information:

Look at the lists or records for the last National Assembly and identify the number of field or local bodies represented at it.

Meaning of the evaluation parameters:

There are five possible responses to this indicator. One gives a concrete answer and the other four are expressed as ranges of percentages. Find out how many field or local structures were represented at the last National Assembly and compare this with the number of such structures that should take part to find out which range the Association falls into.

43

80% of the Association's Scout Groups prepare and apply an institutional evaluation and planning system.

Significance of the indicator:

Evaluation and planning processes are vital for organizational development. In Scouting, these are most important in Scout Groups. The development of a Scout Group is based on the assessment of management of its different aspects: Youth Programme, Human Resources, Youth Participation and Institutional Development. Ideally, NSOs should have evaluation and planning systems that are applied in each Scout Group.

Where to look for information:

In the regular reports of the field structures. Alternatively, this information could be incorporated into the registration system.

Meaning of the evaluation parameters:

There are five possible responses to this indicator, each expressed as a percentage range. Find out how many Scout Groups use an evaluation and planning system and compare this with the number of Scout Groups in the Association, to find out what range the Association falls into.

44

The Association prepares and applies an institutional evaluation and planning system in which all structural levels participate.

Significance of the indicator:

Ideally, as well as having an evaluation and planning system that is applied in Scout Groups and at the national level, including, in the latter case, the present system, the institution should also design and implement processes at the different organizational levels: Scout Group, District or Area, Zone or Region and the national level. These systems should cross over, with evaluation and planning processes at one level feeding into those of the others. For example, the evaluation conducted by a Scout Group is channelled through the District or Area level to the Zone or region and from there to the national level. The same should occur with planning. Thus the national level can take the opinions and needs of all the organizational levels into account when it prepares its plan of action.

Where to look for information:

Find out whether there is a system that takes all the levels of the organization into account.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the Association does not have an evaluation and planning system in which all levels take part. *Partially* means that there is a system provided for all levels of the structure, but it is not applied regularly and rigorously. The process may not be conducted in all the periods it should (annually or biannually) or there may be structures in the organization that do not participate in the process. *Yes* means that there is an evaluation and planning system and all the levels of the structure take part in it.

45

At least 70% of girls, boys and young people registered with the Association are over 11 years of age.

Significance of the indicator:

According to WOSM's world strategy, priority should be afforded to educational work at the stages of adolescence and early youth, which are where Scouting has the greatest impact on the personality. NSOs should therefore try to achieve a greater concentration of members in the Scout, Venturer and Rover Sections.

Where to look for information:

In the registration system and the analysis of the membership proportions by Section and age group.

Meaning of the evaluation parameters:

There are five possible responses to this indicator, each expressed as a percentage range. Find out the number of youth members aged over 11 and compare this with the total number of youth members in the Association; this will place the Association in one of the established ranges.

46

The Association participates in 100% of international events at the regional and world levels.

Significance of the indicator:

The international dimension of Scouting is a key part of its members' personal growth and development. Ideally, associations should promote participation by young people and their leaders in all international events, taking steps to overcome whatever economic, social and cultural hurdles may exist. International events are understood to those convened by the corresponding bodies and include World and Panamerican Jamborees, World and Panamerican Moots, World and Interamerican Conferences, meetings of Interamerican Region networks, task forces for the preparation of educational material and organizational support, Summits of Chairpersons and Executive Directors, and so forth.

Where to look for information:

Find out whether the Association has taken part in international events in the last year.

Meaning of the evaluation parameters:

There are five possible responses to this indicator, each expressed as a percentage range. Find out how many international activities or events the Association has taken part in during the last year and compare this with the number of international activities and events held in this period to work out which range the Association falls into.

47

PARTNERSHIP

The Association has strategic ties with at least 3 likeminded non-Scout organizations, which contribute to the fulfillment of the mission.

Significance of the indicator:

WOSM encourages NSOs, both centrally and in the regional structures, to maintain strategic alliances with likeminded, non-Scout organizations, in order to support the development of Scouting through cooperation agreements and social development projects. Likeminded, non-Scout organizations could be State agencies, ministries, public and private educational establishments or institutions, non-government organizations or municipalities that pursue similar ends to Scouting.

Where to look for information:

Check whether the institution has alliances with likeminded, non-Scout organizations.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that there are no strategic alliances with likeminded, non-Scout organizations. *Partially* means that there are strategic alliances, but only with one or two likeminded, non-Scout organizations; this answer may also mean that there are cooperation agreements, but they do not fulfill the purpose for which they were signed. *Yes* means that the Association does have strategic alliances with 3 or more likeminded, non-Scout organizations and these support the fulfillment of the organization's mission.

48

The Association develops educational projects for non-Scout youngsters, catering to numbers representing over 10% of the Association's membership, and Scouts are involved in implementing them.

Significance of the indicator:

This indicator reflects the aim of expanding the benefits of Scouting to non-Scouts. This is why the Interamerican Region promotes the development of educational projects that benefit non-Scout youths exceeding 10% of the membership, especially in sectors that are highly socially vulnerable.

Where to look for information:

Check whether the Association runs initiatives of this type and compare the total number of non-Scout beneficiaries in the last year to the Association's membership.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the NSO does not carry out educational programmes or projects for non-Scouts. *Partially* means that it does conduct initiatives of this type, but the number of non-Scout beneficiaries does not exceed 10% of the Association's total membership. *Yes* means that the NSO conduct this type of initiatives and that the numbers of non-Scouts catered to represent over 10% of the Association's membership.

49

ADMINISTRATION AND FINANCE
At least 50% of the Association's budget is financed through its own efforts.

Significance of the indicator:

The Regional Institutional Development Policy encourages NSOs to be financially autonomous, so that resources are not coming solely from the collections of membership fees or subsidies and contributions from public or private agencies. Self-management should mean designing and implementing diversified fund-raising actions, either by engaging in businesses consistent with the mission of Scouting, running internal campaigns to promote self-funding by all the structures of the organization or developing projects and initiatives with a social impact.

Where to look for information:

Check the NSO's sources of funding in the institutional budget.

Meaning of the evaluation parameters:

There are five possible responses to the indicator, each expressed as a range of percentages. Identify the amount of financial income that figures in the budget as self-raised and compare this with the total budget income; this will place the association in one of the ranges established.

50

80% of Scout Groups make use of a financial plan that includes budget preparation, execution and control.

Significance of the indicator:

Scout Groups' administrative and financial management should be based on the application of control mechanisms and sound resource management. This should be the responsibility of the elected bodies of those institutional structures. Every year the Scout Group should prepare a budget that takes into account all the actions set forth in its annual plan, and develop mechanisms to oversee the implementation and control of the income and expenditure. Budget implementation and annual budget statements should be reported to the Scout Group's elected bodies and to the respective field structure.

Where to look for information:

In field structure or local reports.

Meaning of the evaluation parameters:

There are five possible responses to the indicator, each expressed as a range of percentages. Identify the number of Scout Groups that prepare, implement and control their annual budget and compare this with the number of Scout Groups in the Association; this will place the association in one of the ranges established.

51

The national level's financial and accounting information is made available to the corresponding oversight bodies within 15 days of the end of each month.

Significance of the indicator:

Transparency in the raising and investment of financial resources and excellence in administering them is a vital part of institutional management and strengthens the confidence of an NSO's elected bodies. The National Committee must receive information on financial management on a monthly basis and in good time. This is why the indicator cites a maximum of 15 days after the end of each month. For the sake of sound management, it is important, as far as possible, to report on financial administration to all levels of the Association.

Where to look for information:

Check whether the respective institutional bodies receive this information within the time stipulated.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that information on financial management is not provided monthly to the respective bodies. *Partially* means that the information is provided to the respective bodies, but perhaps not monthly or not within the time stipulated in the indicator. *Yes* means that the information is provided to the respective bodies within 15 days of the end of each month.

52

At least once a year, the Association presents financial statements audited by external agencies to its National Assembly.

Significance of the indicator:

Also in the interests of transparency, the National Assembly must receive an account of the Association's financial statements each year. External auditing means that the Association passes its financial information to another agency, which assesses whether its financial resources have been managed properly and efficiently.

Where to look for information:

Check whether financial statements audited by external agencies were presented to the last National Assembly.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the National Assembly does not receive a report on the financial statements of the Association. *Partially* means that the National Assembly does receive reports on the financial statements, but these have not been audited by an external agency. *Yes* means that the National Assembly does receive a report on the financial statements, which have been audited beforehand by an external agency.

53

COMMUNICATIONS

The Association maintains up-to-date communication systems to ensure that information is delivered to all levels of its structure.

Significance of the indicator:

Information is essential in the organizational climate of an NSO. Efficient and timely information should be available to all the levels of the institution. The range of communications systems used to deliver information will depend on the characteristics of the Association and the country, but one effective system that reaches all the structures should be more than adequate to keep all the members of the Association informed.

Where to look for information:

Find out whether there are one or more communications systems in place to deliver information to all levels of the Association.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the Association does not have communications systems to deliver information to all levels. *Partially* means that the Association has one or more communications systems in place, but these do not deliver information to all levels. *Yes* means that there are indeed one or several communications systems in place and that these do deliver information efficiently to all levels of the Association.

54

At least 80% of Scout Groups receive information in a timely and efficient manner.*Significance of the indicator:*

As noted above, information is essential in the organizational climate. It is thus essential that the Scout Groups receive information in a timely and efficient manner. This too depends on the characteristics of the Association and the country, but it is the duty of the national authorities to keep all members informed of developments in the institution.

Where to look for information:

Create a task force with representatives from the different parts of the institution, which can contribute inputs to respond to this indicator.

Meaning of the evaluation parameters:

Whether Scout Groups receive information in a timely and efficient manner is too subjective a standard for specific parameters. This is why only two possible responses are offered. *No* means that the task force has reached the conclusion that less than 80% of Scout Groups receive information in a timely and efficient manner. *Yes* means that the task force has concluded that 80% or more of Scout Groups do receive information in a timely and efficient manner.

55

The Association secures press coverage for all of its events and projects that have a social impact.*Significance of the indicator:*

An institution that is regularly mentioned in the press and in radio and television reports and programmes with news about everything positive it does in its work with children and young people, is an organization valued by the local community. This is the best way to encourage more children, young people and adults to join Scouting. Corporate image, well used and not overdone, becomes engraved on people's minds. In turn, people may show interest and enthusiasm in working with the Association.

Where to look for information:

Examine the occasions on which the institution has achieved press coverage and analyse whether this coverage has been positive and sufficient.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* means that the Association does not gain press coverage for its activities, events and projects. *Partially* means that it achieves coverage for only some of its activities, events and projects. *Yes* means that the Association does gain press coverage for its activities, events and projects.

56

At least 20% of the young people in the country see Scouting as a challenging organization and their parents see it as an educational organization.

Significance of the indicator:

Scouting is a challenging and educational organization. However, recognition is not only about what we can do —i.e., provide an attractive and educational programme— but about what we can show we are doing. That is, we have to show what we are doing as a serious, formal and attractive process, as opposed to something childish. The opinion of Scouting that young people and their parents will hold depends on this.

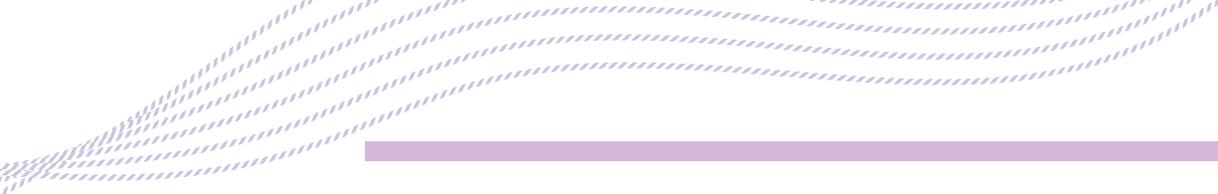
Where to look for information:

Conduct an opinion poll using a survey directed to ensure that the information compiled effectively represents different social, cultural and economic sectors of the country.

Meaning of the evaluation parameters:

There are three possible responses to the indicator. *No* information means that the Association has no way to say whether it is recognized as a challenging and educational organization. Either of the other two responses means that the Association does have information showing that it is recognized as a challenging and educational organization; one of these two responses may be selected on the basis of the survey findings.





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