



SCOUTS[®]

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GROWTH SELF-ASSESSMENT TOOL

Strengthening the capacity of
your National Scout Organization





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Organisational Development
December 2019

World Scout Bureau,
Global Support Centre
Kuala Lumpur

Suite 3, Level 17,
Menara Sentral Vista, No 150
Jalan Sultan Abdul Samad
Brickfields, 50470
Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

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GROWTH SELF-ASSESSMENT TOOL

Strengthening the capacity
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What is the growth potential of your National Scout Organization?

The questions within this self-assessment tool are designed to help you reflect on the readiness of your NSO to grow, and to map areas of focus to further support your NSO's growth journey.

Self-Assessment to Strengthen Capacity

The capacity strengthening of NSOs is an integral aspect of achieving Vision 2023. The Capacity Strengthening Cycle is built on the principles of continuous improvement, where NSOs can assess their capacity, prioritise their actions, receive support, and monitor their progress.

The Growth Self-Assessment Tool helps your NSO to assess its Growth potential.

By answering the following questions, you will be able to identify areas of implementation that meet the expected minimum level of performance in order to grow and levels reflected in WOSM's Quality Standard – the Global Support Assessment Tool (GSAT).

The results will benefit your NSA/NSO and will help you to identify areas for improvement in your growth potential so that further development or requests for support can be targeted.

Having in mind the trans dimensional nature of the growth, this self-assessment tool is providing focus on membership growth through seven key ingredients for growth. The content in this tool is not replacing GSAT as WOSMs overall tool for quality Scouting.

Since this toolkit is reflecting on some of the key elements such as Youth Program or Adults in Scouting, it can be valuable for NSOs to look through and consider the specific designated selfassessment tools that can provide an in-depth focus in specific areas. They are available in the designated services on the WOSM Services Platform.

What is GSAT?

GSAT is a Quality Standard owned by WOSM that assesses the compliance of an NSO towards international best practices in Good Governance and Quality Scouting.

LIST OF GSAT CRITERIA RELATED TO THE GROWTH

GSAT Criteria	Description
901	The NSO has a membership registration system that enables the measurement and understanding of membership growth/decline (e.g. total numbers, gender, per age section, social and geographical distribution, retention rate, etc.).
902	The NSO has a policy on diversity and inclusion which is in place to reach out to different segments of society and local communities.
903	The NSO has defined and implemented a resource generation policy/strategy identifying different revenue streams (e.g. membership fees, commercial activities, individual donations, government grants, fundraising, funding proposal submissions etc.). The resource generation policy/strategy is regularly reviewed.
904	The NSO has defined and implemented a growth strategy that is regularly reviewed.
905	The NSO has defined an approach to targeting and cultivating potential new "National Board" members from a non-Scouting background. This approach is focused on the specific skills relevant to the challenges faced by the organisation. As an outcome of this, the "National Board" includes member(s) from a non-Scouting background.

HOW TO USE THIS TOOL

Work as a Team. The diagnostic process should not be carried out by a single person. To have an choose another word here evaluation it requires the participation of a number of people related to the area of growth and the supportive elements, in order to consider their opinions and get an agreed response, to better integrate various points of view.

The following self-assessment criteria encompass international best practice and an in-depth look at the recommended standards of WOSM.

However, note that not all criteria are applicable to an NSO considering the local cultural and legal contexts.

To use this tool, please go through each of the Self-Assessment Criteria and identify your NSO's capacity by giving a response of either RED, YELLOW, LIGHT GREEN, or DARK GREEN based on the explanations below.

STATUS	EXPLANATION	IN OTHER WORDS...
NON COMPLIANT	No evidence at all exists that the NSO has done anything around this criterion.	My NSO hasn't done anything around this criterion. It may be time to start!
IN ACCORDANCE WITH FEW ITEMS	Evidence exists that the NSO has done some things (but not all) around this criterion.	My NSO has done a bit of work on this criterion, but there are so many other things we can still explore.
IN ACCORDANCE WITH MOST ITEMS	Evidence exists that the NSO has most things around this criterion. It is up-to-date and implemented.	My NSO is working on many of the items here, but there are some missing parts that we can look into to make them even better.
FULL COMPLIANCE	Evidence exists that the NSO has everything around this criterion. It is up-to-date, implemented, regularly evaluated and refreshed.	My NSO has fulfilled this criterion. We will keep up the good work and review it along the way. We could even share it as a best practice.
NOT APPLICABLE	Not applicable due to the local circumstances or in relation to another non compliant criterion	

LIST OF CRITERIA

	Related gsat criteria	Strong Organisation	Score
1.1	303	The NSOs leadership and operational teams take ownership, actively promote the growth strategy and vision of the NSO towards growth.	
1.2	303/710	The NSO has allocated resources at the national level to support growth. This type of resource support is also reflected at the local level.	
1.3	504	The NSO has a mechanism for the public to locate local Scout groups ensuring they are easy to find and join. Local Scout groups of the NSO are also visible to their communities and have an on-line presence.	
1.4	101	The NSOs structure facilitates growth by providing a streamlined process for the addition of any new groups or regions with the organisation.	
1.5	303/710	The NSO has a structure and system in place to provide direct support to local Scout groups.	
1.6	303	Regular monitoring of membership growth take place annually. The governance structures of the NSO reflect on these figures and develop any relevant guidance resulting from them.	
		Section average	

		Strategy for Growth	Score
2.1	305	The NSO has analysed its internal and external environment to make informed decisions for developing its growth strategy, and reviews this at least every 3 years.	
2.2	0904/0304/	The NSO has defined a Growth Strategy that is regularly reviewed. There is a methodology in place to implement this Growth Strategy, including identification of specific objectives and activities, guided by Key Performance Indicators.	
2.3		The NSO uses its membership management system and understands how to analyse its membership to actively identify opportunities for growth (e.g. communities where scouting is not present, communities with high number of volunteers).	
2.4		The NSO has used its membership statistics captured through its membership management system to set goals and plan actions for growth.	
2.5		The NSO uses its membership management system to identify when members leave the NSO. These findings are used to take action in strengthening the NSOs growth strategy.	
2.6	0904	The NSO has identified and researched the barriers for growth faced within its organisation.	
2.7	904	The NSO has a membership target for growth and concrete objectives to reach this membership target (i.e. number of new local Scout groups, number of new initiatives for growth, etc.).	
2.8	904	The NSO has a monitoring and evaluation plan to track progress made on the growth strategy. This plan is reviewed annually.	
2.9	0504/0505	The NSO has identified initiatives that can be taken to increase the membership within its existing audience as well as how to engage new audiences.	
		Section average	

		Youth Programme	Score
3.1	808	The NSOs youth programme promotes diversity and inclusion and its implementation is supported with specific tools and resources (i.e. resources in different languages, resources for leaders on working with minority groups, etc.)	
3.2	807	The NSO has developed tools for engaging its members with programme achievements and personal development (i.e. symbolic framework, badges, handbooks, digital tools.)	
3.3	807	The NSO has a system and resources to actively support youth transitioning between age-sections to eliminate drop-off of members.	
3.4	808	The NSO has developed innovative ways to deliver the youth programme that supports outreach and engagement of new members and new communities.	
3.5	803	The NSO has a system in place to regular consult young people and assessing their satisfaction with the YP that is been implemented at the local level.	
		Section average	

For more in depth evaluation of your youth program check out the [Youth Program Self-assessment tool](#) on the WOSM Service platform.

		Adults in Scouting	Score
4.1	609	The NSO has a mechanism to assign a support person to assist adult leaders in their work on membership growth	
4.2	610	The NSO provides training for its adult positions on the topics of growth and recruitment as part of their training and development	
	601	The NSO has a strategy to engage parents and encourage their commitment to support local Scout groups.	
	601	The NSO has a strategy for reaching out to communities where scouting is not present that includes recruitment of adults within these communities.	
	602	The NSO has an effective national growth committee, consisting of members with relevant experience. The committee is gender-balanced, includes young people under 30 and operates in collaboration with other national committees.	
	601	The NSO has a strategy to increase the number of adults in the NSO (AiS growth strategy). This may include advertising the adult positions, quality training, better renewal and reassignment processes, succession planning and sustainable leadership, efficient internal and external recognition etc	
	601	The NSO has a system for volunteer management which includes strategies for retention such as strong integration and induction, making training relevant and accessible, having a support system in place for the volunteers including recognition of their achievements, giving them a feeling of belonging and knowledge of the usefulness of what they are doing etc ...	
		Section average	

For more in depth reflection on your adults in Scouting policies and practices check out the [Adults in Scouting Self-assessment tool](#) and the [Volunteers in Scouting Toolkit](#) on the WOSM Service platform.

		Communications	Score
5.1	504	The NSO uses communications and public relations to strengthen its growth strategy.	
5.2	504	The NSO has diverse communication tools to engage relevant stakeholders and adapts its communications to different target audiences (i.e. parents, adult volunteers, age-sections).	
5.3	504/505	The NSO communicates internally and externally on an annual basis about its growth journey.	
5.4	504	The NSO has support materials available to empower local Scout groups to represent the NSO and tell the story of Scouting in a way that supports the growth strategy.	
5.5	504	The NSO has national ambassadors/ influencers which are used to reach new audiences that may not have not heard of Scouting or see it as relevant to them.	

For more in depth reflection on your communication policies and practices check out the [Strategy for Communications and Strategic Engagements](#) and other resources on the WOSM Service platform.

		Partnership	Score
6.2	504	The NSO has carried out research on relevant partners for growth and has identified those that would be most impactful for the organisation.	
6.1	504	The NSO has devised an engagement strategy for working with these relevant partners to achieve growth.	
6.3	508	The NSO has linked with the national government to get institutional support for growth.	
6.4	506	The NSO has linked with schools/ universities to increase its potential for growth and reach new members.	

For more in depth reflection on your partnership policies and practices check out the [Guideline for partnership](#) and other resources on the WOSM Service platform.

		Recruitment	Score
7.1	904	The NSO have identified the communities where Scouting is not present and has a plan for how, when and where to open new local Scout groups.	
7.2	904	The NSO has developed and distributed (electronically or physically) relevant recruitment materials for local Scout groups.	
7.3	902	The recruitment strategy of the NSO considers and supports diversity and inclusion, communities where scouting is not present, development and retention of members.	
7.4	904	The NSO ensures there is recruitment of adult positions from a variety of sources (i.e. parents, students, community members, teachers).	
7.5	904/601	The NSO promotes a structure which offers adults flexible roles and appointments.	
7.6	904	There has been growth in youth and adult membership in the NSO for the last three years'	

FOLLOW UP

It is important to note that this tool is not intended to be a 'scoring' exercise, but to be used as a capacity strengthening resource by NSOs to identify potential areas for growth and development.

Therefore, it is important to also define the actions which may be required to support the NSO's growth ambitions. As a guide, it is recommended that two or three actions to address each indicator is explored (taking into account that some actions may cover more than one indicator/area).

Once you have these tabled in a document, also ensure that there are target completion dates for all the items for your growth journey.

To support you and your NSO in this growth journey, documents are now available via the WOSM Services Platform <https://services.scout.org/service/13>

NEXT STEPS

Results

The assessment results will allow an NSO to measure where it currently stands in terms of growth. The NSO should now analyse these results, and decide how to use them in strengthening capacity for their organisation. The steps that follow your self-assessment are the most important with regards to strengthening its capacity. This can happen by developing a plan to improve some or all of the areas or making sure that this theme is well covered in the next Strategic Plan. The tool can then be used again to assess progress based on the actions taken, and a cycle of improvement has therefore begun. If additional support is needed, a service request can be submitted through the WOSM Services platform.

After the assessment, share your results with the relevant persons in your NSO. Subsequently, present and discuss with the National Board after a reflection period. The results should help with discussions to clarify your NSO's situation, raise awareness of human resource and other needs, and find a way forward in building the capacity of your NSO.

Follow-up

Schedule a meeting for action planning (this can consist of brainstorming sessions). Remember to include members of the National Board, to ensure a strategic overview.

Prioritise

After reviewing your results, prioritise key actions by linking it to your strategic planning. If you don't already have a strategic plan, examine criteria that would influence the growth of your organisation.

Coordinate

Appoint a leader who will be in charge of the follow-up of the overall process.

Support

If you require additional help, consider reaching out to the WSB Regional Support Centre. You'll also be able to provide a clear request for service after completing this self-assessment tool.

A service request can be sent through the WOSM Services Platform at services.scout.org.

Resources

All key resources can be accessed via the WOSM Services Platform - from policies, toolkits, guidelines to e-learning courses, in-person/online support, workshops and training courses. These resources also include NSO best practices and relevant external resources (in addition to Scouting resources at a regional and world level).

Continuous assessment

Continuous improvement is important for all organisations, and can be achieved through evaluating and monitoring progress, as well as re-assessing capacity.

Decide if you would like to complete other self-assessment tools or go through the overall GSAT assessment process.

You can learn more about GSAT at services.scout.org/service/9.



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