

Global Support Assessment Tool

Examples of documents to be presented as evidence

This presentation offers an overview of examples of documents that can be presented as evidence for each GSAT Dimension. As every NSO/A is different, documents can be called and introduced in different ways. The proposed list of examples should therefore **not** be considered as restrictive.

Sources of information, that can be presented as evidence, can come in the form of **Policies, Procedures, Systems, Reports, Records, Communications, Rules, Regulations, Guidelines, Manuals, Charts, Articles, Checklists, Lists, ToRs, Logbooks, Forms, Evaluations, Data...** and many more.

The following presents these examples, together with reference documents when applicable.



NSO - WOSM INSTITUTIONAL REQUIREMENTS

In its Article VII (Chapter III), the WOSM Constitution outlines several obligations for Member Organizations such as (a) continued acceptance of and conformity with the requirements of the Constitution of the World Organization, (b) to make an annual report to the World Scout Bureau,

(c) to get approval by the World Scout Committee prior to implementation of changes to its national constitution. Besides formal requirements stated in the WOSM Constitution, there are several best practices listed in this dimension (1) that express full integration of an NSO into the World Scout Movement such as the NSO's participation to World or Regional Conferences and Events, in-country legal registration, protection of the Scouting names, logos and brands, submission of financial audited reports etc.

Reference Documents:

- WOSM Constitution
- WOSM licensing terms

Examples of documents to be presented as evidence:

Legal registration from local authorities

Annual Report

NSO Constitution
Status / Bylaws / Act

Census

External Financial
Audited Report

Logos/Brand package



GOVERNANCE FRAMEWORK

Dimension (2) looks at the governance of the organisation. The “National Board” is the policy-making body of an NSO while the “General Assembly” would be its highest authority. The “National Board” provides the strategic direction of the organisation and ensures that the long-term vision-mission, goals, and objectives of the organisation are carried out by the management and “Executive Team”. This Board must be composed of independent-minded persons acting in a voluntary capacity. They should possess certain qualifications that befit the organisation’s principles and adhere to conflict of interest policies. Moreover, the Board should be governed by its own rules on conduct, attendance, meetings, quorum, voting rights, and terms of office.

Examples of documents to be presented as evidence

NSO Constitution / Status / Bylaws

Rules of Procedures

Conflict of Interest
Policy & Forms

NSO Organogram

List of board members

National Board
Induction
training material & forms

Meeting
Agendas & Minutes



STRATEGIC FRAMEWORK

This dimension (3) deals with the NSO's reason for being: its vision-mission statement, its consistency throughout the NSO's operations, structure and processes, and how it projects itself

to its beneficiaries and the public. It investigates and assesses the extent to which these governing principles are documented, adopted, embedded, and made consistent with the NSO's governing documents, structure, and processes, and how clearly these are communicated to its stakeholders and publics.

Examples of documents to be presented as evidence

Mission & Vision Statements

Annual operational plan
Strategic plan

List of Sub-Committees
List of Sub-Committees members

KPIs Dashboard

Meeting Agendas & Minutes

Activities Reports

Stakeholders mapping

Risk Management Procedure
Risks matrix

Insurance coverage package



INTEGRITY MANAGEMENT

This dimension (4) addresses the organisation's ethical standards and practices, checks and balances, Safe from Harm policy, behavioural policies, and non-conformance processes and systems. Organisational policies, systems and procedures shall be pre- defined and documented so that staff and volunteers will be guided not only in the performance of their respective duties and responsibilities but more importantly in their conduct and behaviour.

Examples of documents to be presented as evidence:

Safe from Harm Policy

Conflict of Interest
Policy & Forms

System to report on ethical issues,
records, board minutes, reports...

Complaints Policy

External partners / donors
evaluation

Code of Conduct

Whistle-blower Policy



COMMUNICATION, ADVOCACY AND PUBLIC IMAGE

This dimension (5) revolves around the communication policy of the organisation with regard to its various internal and external stakeholders, particularly in relation to its operational undertakings, finances, stewardship, and the overall image it wishes to build and project. The overall purpose is here to assess the policy of transparency and how the organization keeps the public and its stakeholders apprised of its operations.

Examples of documents to be presented as evidence:

Communication Strategy

Document control system

Partners & stakeholders list

Annual Report

National Board meeting reports to key stakeholders

External representation Guidelines – Representatives...



ADULTS IN SCOUTING

This dimension (6) deals with how the NSO handles human resources related matters such as recruitment, hiring, training, performance management, compensation and benefits, security, succession and employees' relations. It is therefore critical to the NSO' success, and sustainability, that the right people are chosen for each position, that their performance is properly monitored and assessed, and that they are adequately compensated for their efforts and outputs. As per the Adults in Scouting World Policy, when referring to Adults, we refer to professionals - paid staff - and volunteers.

Reference Document:

- World Adults in Scouting Policy

Examples of documents to be presented as evidence:

NSO Adults in Scouting Policy

Human Resources Handbook

Role Descriptions

Compensation
Package/Policy

Succession plan/system

Recognition System

Sub-Committee ToR, members list,
meeting agendas, minutes and reports

Appraisal System(s) & Form(s) and records

Training Framework, Plans, Curriculum and records



RESOURCES ALLOCATION AND FINANCIAL CONTROLS

This dimension (7) focuses on financial policies, resource generation and allocation, and financial controls. The objective is to determine the organization's levels of financial accountability and transparency. This is done through an examination and measurement of the organization's financial systems and processes in place (or lack of) and identification of areas of improvement to address the weak aspects of the financial system.

Examples of documents to be presented as evidence

External Financial Audited Report

Budget

Financial Reports

Inventory System

Procurement procedure

Sub-Committee ToR, members list,
meeting agendas, minutes & reports

Legal agreements with donors



YOUTH PROGRAMME

This dimension (8) deals with the NSO's reason of being: from planning its major thrusts and objectives to detailing its mode of operations at the programme, project, and field levels. NSOs need to operate on certain planning, implementation, monitoring, and evaluation and feedback adjustment systems.

Reference Documents:

- World Scout Youth Programme Policy
- World Youth Involvement Policy
- Guidelines on Scouting for people with disabilities
- Safe from Harm Policy

Examples of documents to be presented as evidences

NSO Youth Programme

Safe from Harm Policy

Sub-Committee ToR, members list,
meeting agendas, minutes and reports

Policy/Projects for young people with special needs



GROWTH POTENTIAL

This Dimension (9) expresses the need for non-profits in general to make efforts to keep their current levels of service and funding. Those NSOs that grow are likely to do something proactively (otherwise, “competition” is likely to dent their “market share”). Several factors are critical to a non-profit’s ability to grow among which: Preparing for growth, demonstrating results, marketing to specific funders and engaging Board members’ time, talent and resources.

Examples of documents to be presented as evidence

Membership registration system

Resource generation policy

Growth Strategy

Communications/Brand
Strategy

Policy on Diversity

Posters, leaflets, publications, newsletters,
website, social media posts, etc...



CONTINUOUS IMPROVEMENT

This last Dimension (10) concentrates on the NSO's continuous and sustained improvement. All NSOs need to undergo an audit of their management systems, making their findings known to all concerned parties, implement corrective or preventive actions and ultimately take stock of the lessons learned, this is a prerequisite towards the NSO's continuous improvement.

Examples of documents to be presented as evidence

Activities/Project
evaluations

Satisfaction Surveys

Appraisal Systems

Archives, database

External audits report

National Board meeting
Minutes and plans of action