

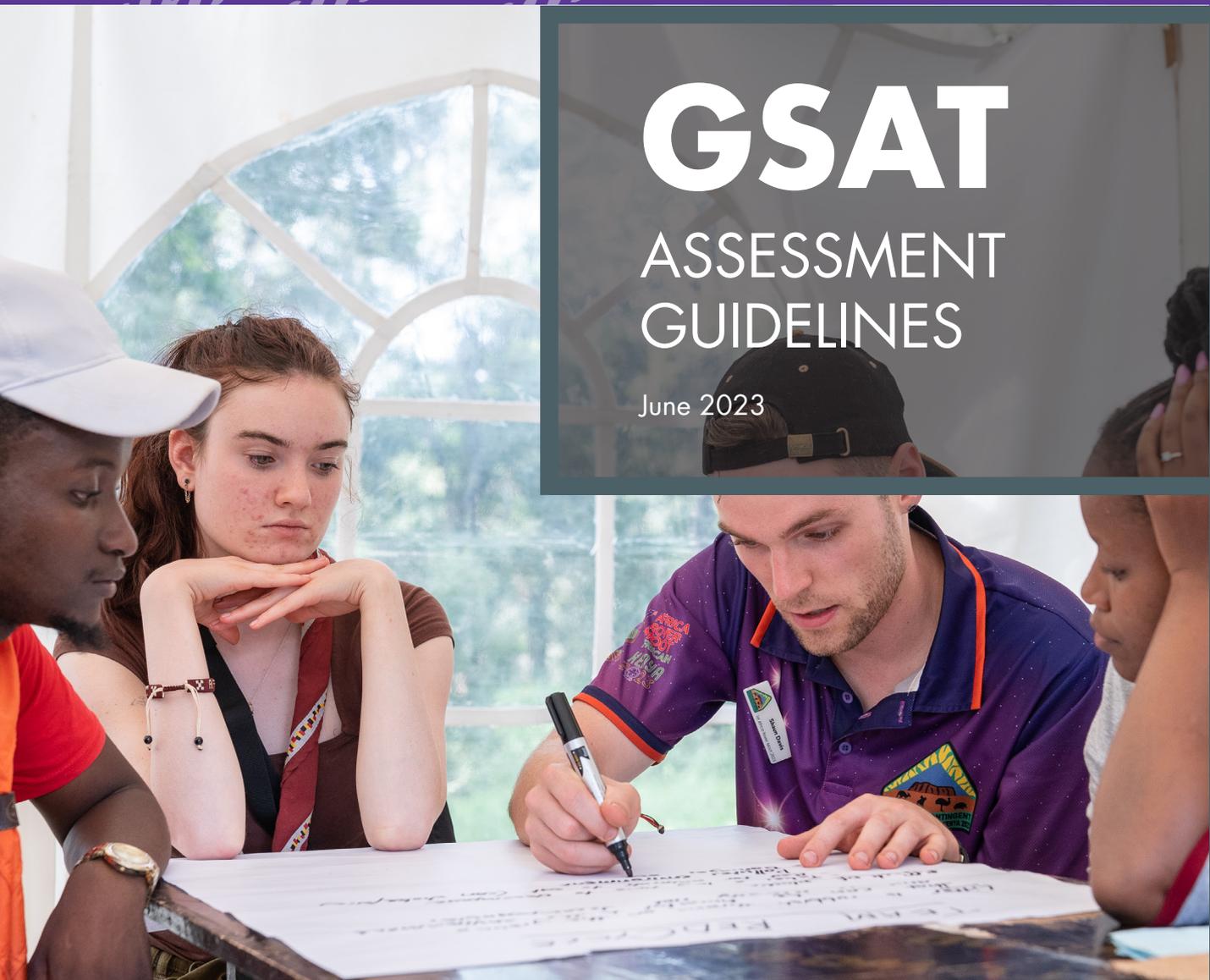


SCOUTS[®]
Creating a Better World

GSAT

ASSESSMENT GUIDELINES

June 2023





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Global Support
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GSAT

ASSESSMENT GUIDELINES

June 2023

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I. INTRODUCTION

The Global Support Assessment Tool (GSAT) is a quality standard owned by the World Organization of the Scout Movement (WOSM). It allows National Scout Organizations (NSOs) to evaluate their capacity against international best practices in governance and quality Scouting, using the tool to conduct a health check against a quality standard and measuring progress.

With GSAT, also known as the GSAT Standard, NSOs can identify their strengths, areas for improvement, measure progress in fields like governance, strategic framework, Adults in Scouting, youth programmes, and growth, and develop strategies for the future. This enables WOSM to provide targeted support based on specific needs, empowering NSOs to be the best they can be for their communities.

The GSAT Standard provides NSOs with a reference for best practices. It covers important areas in the delivery of great Scouting experiences and follows international standards for accountability and governance. This promotes accountability and consistency in Scouting operations, enabling NSOs to enhance their performance and effectively serve their communities.

The purpose of GSAT is not to grade individual NSOs but to provide valuable insight into areas of strength and where improvement is needed. It serves as a starting point for NSOs to receive appropriate support from WOSM Services, offering valuable guidance and support to enhance NSO operations and ensuring that they meet their organisational goals for sustainability. Additionally, GSAT offers peer support in areas where NSOs are already strong.

NSOs can use GSAT to conduct an evaluation of their organisation's practices ("Self-Assessment") and later request a WOSM Assessment ("WOSM Assessment"), which is conducted by a WOSM assessor and supported by a GSAT Facilitator.

WOSM developed these guidelines to accompany the Self-Assessment and WOSM Assessment for GSAT and provide NSOs with information and direction on areas including scope, recommended processes, scoring methods, and next steps. In doing so, this document enables NSOs to reflect on their practices, processes, policies, and procedures so that they can identify areas of strength, opportunities for improvement, and demonstrate transparency and accountability to their members and the community.

¹ Throughout this document all references to National Scout Organisations (NSO) also relate to National Scout Associations (NSA)

THE 10 **GSAT** DIMENSIONS

1 **NSO - WOSM INSTITUTIONAL REQUIREMENTS**

This dimension addresses areas relating to Article VII (Chapter III) of the WOSM Constitution, which 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 the implementation of changes to its national constitution. In addition to the formal requirements stated in the WOSM Constitution, there are several best practices that express full integration of an NSO into the World Scout Movement, such as an 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.

2 **GOVERNANCE FRAMEWORK**

This dimension focuses on areas relating to the national board as is the policymaking body of an NSO, and the General Assembly as 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. The 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 policies on conflict of interest. Moreover, the board should be governed by its own rules on conduct, attendance, meetings, quorum, voting rights, and terms of office. Young people under the age of 30 should be included in the composition of any boards and decision-making bodies of an NSO to support its governance.

3 **STRATEGIC FRAMEWORK**

This dimension deals with the NSO's vision and mission statement, consistency throughout the NSO's operations, structure, 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.

4 **INTEGRITY MANAGEMENT**

This dimension 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 will 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.

5 **COMMUNICATION, ADVOCACY AND PUBLIC IMAGE**

This dimension revolves around the communication policy of the organisation regarding 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 organisation keeps the public and its stakeholders informed of its operations.

6 **ADULTS IN SCOUTING**

This dimension deals with how the NSO handles human resources related matters such as recruitment, hiring, training, performance management, compensation and benefits, recognition, security, succession, and employee relations. It is critical to the NSO's 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.

7 **FINANCIAL STABILITY AND RESOURCE MOBILISATION**

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

8 **YOUTH PROGRAMME**

This dimension involves elements relating an NSO's planning, its major thrusts and objectives, and modes of operations at the programme, project, and field levels. NSOs must operate on certain planning, implementation, monitoring, and evaluation and feedback adjustment systems.

9 **GROWTH**

This dimension highlights the importance of NSOs to proactively maintain their current levels of service while also striving for growth. NSOs must address several critical factors to ensure sustainable growth, including membership management, diversity and inclusion, strategic planning, and dedicated growth initiatives.

10 **CONTINUOUS IMPROVEMENT**

This dimension 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 take stock of the lessons learned. This is a prerequisite for the NSO's continuous improvement.

GLOBAL SUPPORT ASSESSMENT TOOL (GSAT)

What is it?

A GSAT assessment and resulting action plan allow NSOs to evaluate their organisation against international Scouting and governance best practices¹ with the support of WOSM, allowing them to plan future goals. In a Self-Assessment, an NSO can choose to focus either on all ten dimensions of GSAT or a selection of dimensions depending on the needs of the NSO.

In a WOSM Assessment, a WOSM assessor provides the NSO with an external perspective of their operations across all ten dimensions.

Why should we do it?

- By evaluating and improving the quality and effectiveness of their processes, NSOs can equip themselves to ensure they are able to provide high-quality Scouting programmes that positively impact young people's lives for many years.
- To help assess your organisation against international best practices.
- To help your organisation identify areas of improvement and prioritise future areas of action to strengthen capacity.
- To help define your organisation's next national strategic plan by understanding its strengths and opportunities for improvement.
- To identify your organisation's strengths and be part of other organisations' development journeys by sharing best practises through WOSM's networks and channels.
- To identify where your organisation may want more support, access to resources, and support through WOSM.
- A Self-Assessment helps you prepare for the WOSM assessment.

Who should do it?

When using the GSAT Standard the process should:

- **Be led** by your NSO's leadership team, which is composed of the board team, members of the executive team and any other members relevant to the topic.
- **Be supported** by your NSO's national board. Note that the outcome of the assessment is equally important for both the executive team and the board.
- **Involve** all key or responsible staff and volunteers in charge of GSAT including the:
 - Management team running day-to-day operations.
 - Educational methods team (youth programme, Adults in Scouting/training commissioners)
 - Finance team
 - Communication team

¹ Best practices refers to Scout organisations and other non-governmental organisations.

When is a good time?

NSOs are encouraged to follow these recommendations:

- Stable period: avoid transitions, such as right before or after a General Assembly, or if your organisation or country is experiencing a crisis.
- At the start of the development of your next strategic plan.

How we do it?

The recommended approach to completing GSAT is to go dimension-by-dimension, allocating the team members in charge of delivering on that dimension area in an NSO to collect the evidence required in each criteria. To access the digital tool for completing a GSAT, you can make a request on the GSAT Service page. Additionally, you can find instructions for completing the GSAT on the same service page.



Safe from Harm and GSAT

The Safe From Harm Assessment Tool allows you to assess an organisation's level of compliance against international standards in Safe From Harm and the Movement's membership requirements.

To ensure that both GSAT and the WOSM Safe from Harm Assessment support each other and reflect WOSM's view that child, youth, and adult safeguarding is its highest priority, GSAT captures the specific major non-conformity criteria on Safe From Harm Assessment:

"Across the Self-Assessment, six criteria were identified as key good practices/principles considered as essential, 'the minimum required' for the implementation of safeguarding in your organisation. These six criteria are therefore identified as red flags, 'major non-conformities', and if not met will imply the non-conformity of the organisation with WOSM safeguarding standards. They are considered a priority in the assessment follow-up." - GSAT FAQ

The major non-conformity standards of the WOSM Safe from Harm assessment are reflected in dimensions 4, 6 and 8 of the GSAT Standard. You can find them in the section "What are the major non-conformities?" and are marked with an asterisk *



How do we use the scoring method for the assessments?

For each of the criteria, we encourage you to reflect on and assess the situation at your organisation using the scoring method outlined below:

STATUS	EXPLANATION	SCORE
NON-COMPLIANT	No evidence exists that the nso has met any of the standards outlines in this criteria.	0
IN ACCORDANCE WITH FEW ITEMS	Evidence exists that the nso has met some but not all of the standards outlined in this criteria.	1
IN ACCORDANCE WITH MOST ITEMS	Evidence exists that the nso has met most of the standards outlined in this criteria, and that they are up to date and implemented.	2
FULL COMPLIANCE	Evidence exists that the nso has met all the standards outlined in this criteria. They are up to date, implemented, regularly evaluated, and refreshed.	3
NOT APPLICABLE	Not applicable due to the local circumstances or in relation to another non-compliant criteria.	N/A

Examples

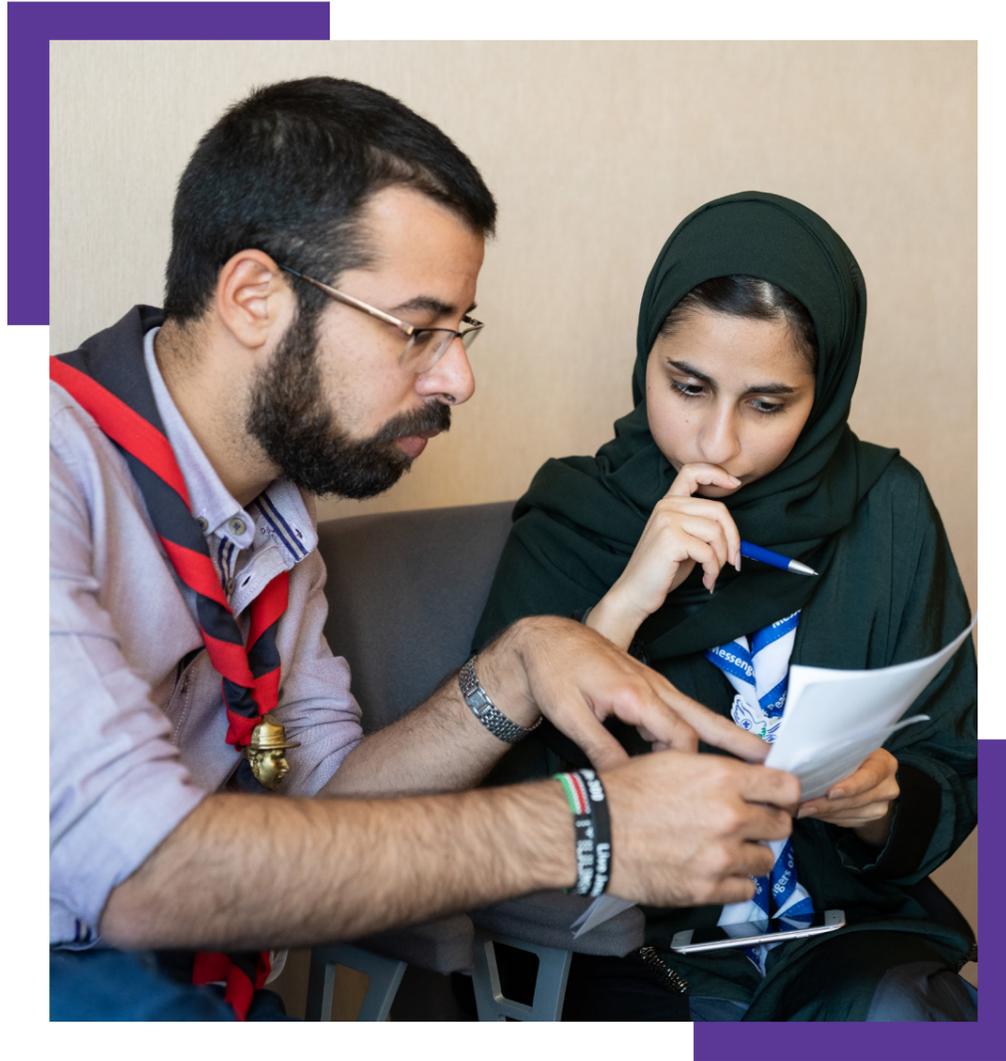
Below are examples that provide guidance on the scoring method. Remember that the GSAT Standard is a development tool that can help you identify your organisation's areas of improvement. Be honest, avoid overestimating or underestimating the amount of time and human resources needed to prepare for the assessment and always think about whether an external assessor would share your opinion.

Criteria 102: The Constitution of the NSO explicitly includes the following elements: (a) Membership of WOSM and (b) Agreeing to adhere to the WOSM Constitution.

STATEMENT	SCORE
The Constitution includes (a) Membership of WOSM and (b) Agreeing to adhere to WOSM Constitution.	FULL COMPLIANCE
The Constitution includes (a) Membership of WOSM or (b) Agreeing to adhere to WOSM Constitution, but not both.	IN ACCORDANCE WITH FEW ITEMS
The Constitution does not explicitly include the elements (a) and (b), as stated in the criteria	NON-COMPLIANT

Criteria 208: The NSO has defined and implemented the following procedures regarding the election and mandate of national board members: 1. Election procedure. 2. Fixed term of office. 3. Rotation of national board members to prevent all from leaving at the same time. 4. Removal of a national board member. 5. Re-election is limited. 6. Co-optation (replacement or addition of members).

STATEMENT	SCORE
All the procedures of election and mandate of national board members stated in the criteria (a-f) are defined and implemented.	FULL COMPLIANCE
Most of the procedures of election and mandate of national board members stated in the criteria are defined and implemented.	IN ACCORDANCE WITH MOST ITEMS
Only a few of the procedures of election and mandate of national board members stated in the criteria are defined and implemented	IN ACCORDANCE WITH FEW ITEMS
None of the procedures stated in the criteria are defined or implemented.	NON-COMPLIANT



Criteria 301: The NSO’s vision and mission statement clearly defines the organisation’s ambitions, principles, and beliefs. It has been approved by the General Assembly and is disseminated to all levels of the organisation.

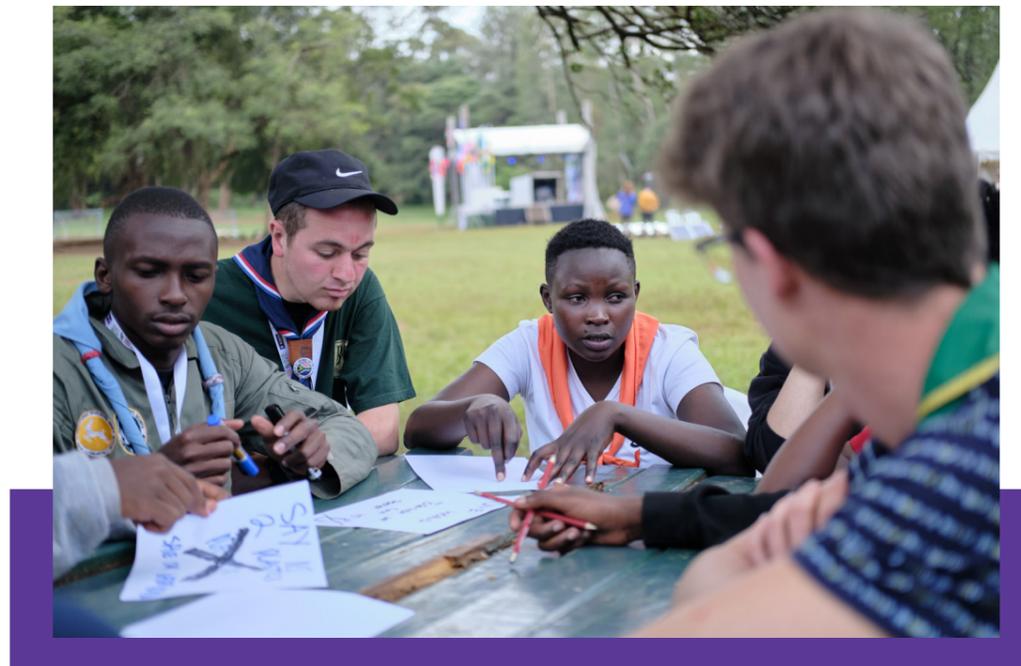
STATEMENT	SCORE
There is a vision and mission statement that clearly defines the organisation’s ambitions, principles, and beliefs. It has been approved by the General Assembly and is disseminated to all levels of the organisation.	FULL COMPLIANCE
There is a vision and mission statement that clearly defines the organisation’s ambitions, principles, and beliefs. It has been approved by the General Assembly, however , it has not been disseminated to all levels of the organisation.	IN ACCORDANCE WITH MOST ITEMS
There is vision and mission statement that has been approved by the General Assembly, however, it does not clearly define the organisation’s ambitions, principles, and beliefs and it has not been disseminated to all levels of the organisation.	IN ACCORDANCE WITH FEW ITEMS
There is no vision and mission statement or there is a vision and mission statement, but it has not been approved by the “General Assembly”	NON-COMPLIANT

Criteria 407: The NSO has defined and implemented a system to report on ethical breaches, which includes: 1. The protection of whistle blowers. 2. The rights of involved parties. 3. The designation of appropriate reporting levels (internal and external). Major breaches are communicated to the national board.

STATEMENT	SCORE
There is a defined and implemented system to report ethical breaches and includes all items of the criteria (a to c). Major breaches are communicated to the national board.	FULL COMPLIANCE
There is a defined system to report ethical breaches but it misses one or more of the items of the criteria, or it includes all items of the criteria but it has not been implemented, or major breaches are not consistently communicated to the national board.	IN ACCORDANCE WITH MOST ITEMS
There is a defined and implemented system to report ethical breaches. It includes most items of criteria. Major breaches are communicated to the national board.	IN ACCORDANCE WITH FEW ITEMS
There is no system in place.	NON-COMPLIANT

Criteria 506: The NSO is active in the National Youth Council or its equivalent body (if such exists).

STATEMENT	SCORE
Participation in the National Youth Council is regular, there is documented follow-up and feedback.	FULL COMPLIANCE
Participation in the National Youth Council is regular but there is no follow-up or documented feedback.	IN ACCORDANCE WITH MOST ITEMS
Participation in the National Youth Council but it is superficial, not regular, or not recent.	IN ACCORDANCE WITH FEW ITEMS
No participation in the National Youth Council.	NON-COMPLIANT
There is no National Youth Council.	N/A



What are major non-conformities?

The GSAT Standard contains 105 criteria, of which 20 are considered key and serve as red flags that enable NSOs to spot priorities areas in the assessment follow-up.

DIMENSION OF BEST PRACTICES	CRITERIA
NSO - WOSM INSTITUTIONAL REQUIREMENTS	0101
GOVERNANCE FRAMEWORK	0301, 0302, 0313
INTEGRITY MANAGEMENT	0401*, 0402*, 0403*
COMMUNICATION, ADVOCACY, AND PUBLIC IMAGE	0501
ADULTS IN SCOUTING	0702, 0706, 0708, 0710
FINANCIAL STABILITY AND RESOURCE MOBILISATION	0702, 0706, 0708, 0710
YOUTH PROGRAMME	0801, 0807, 0809*
GROWTH	NONE
CONTINUOUS IMPROVEMENT	NONE

Are the results confidential?

The results of your assessment belong to your NSO and will be kept confidential within WOSM. WSB Global may use this information internally to understand trends or adjust the support to be delivered but will never disclose them to a third party without the express consent of the NSO concerned.

Where can I find the GSAT Standard?

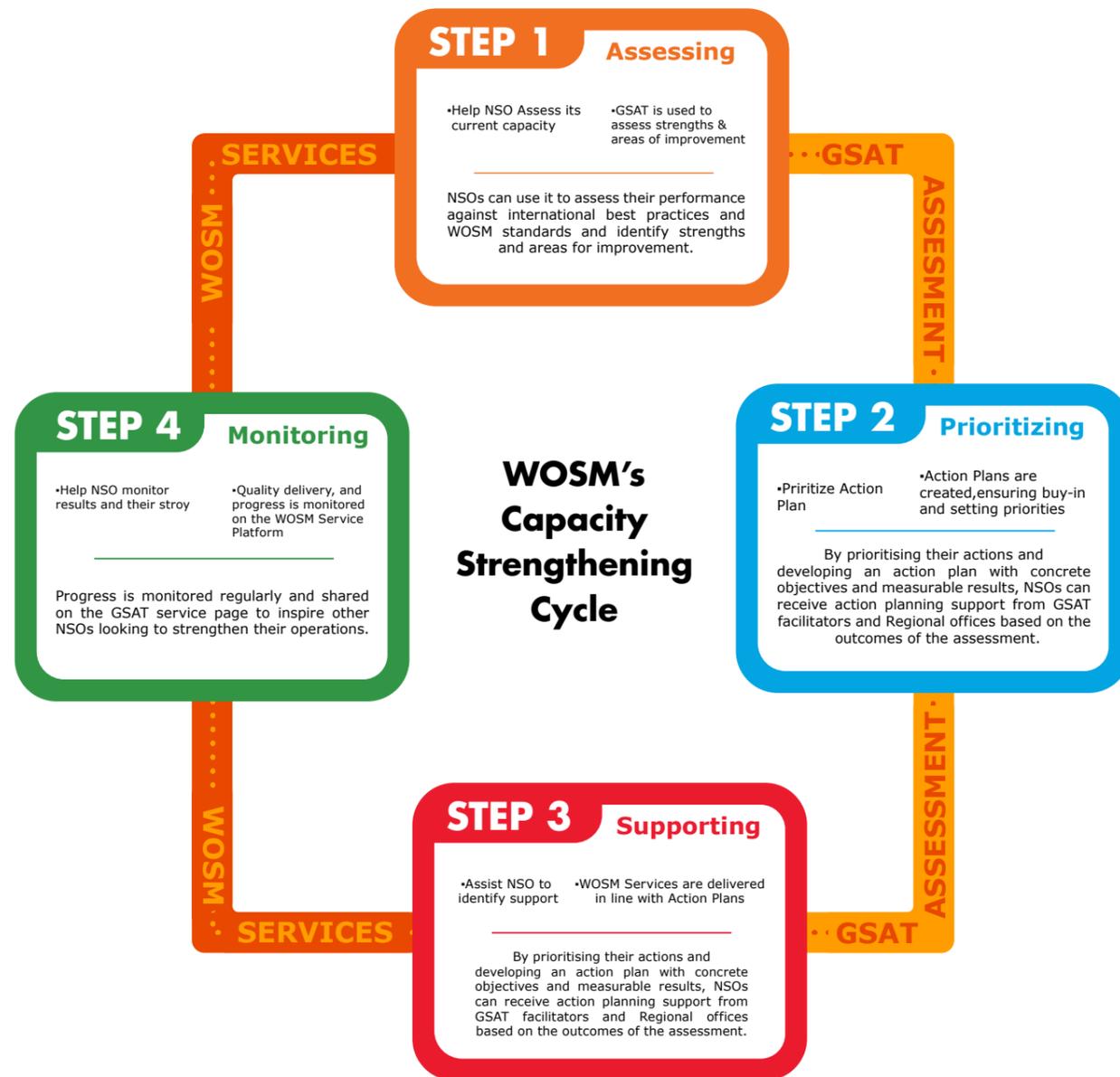
The GSAT Standard can be accessed [here](#) while a downloadable version of the scoring sheet (using Microsoft Excel) is available [here](#). NSOs will be able to use the GSAT digital assessment platform, launched in 2023, to go through each dimension, input, and save their scores. Further guidance on the digital platform will be made available to members.

Criteria marked with an asterisk () are major non-conformities relating to Safe From Harm

WOSM CAPACITY STRENGTHENING CYCLE

This section is designed to help NSOs gain a better understanding of WOSM's capacity strengthening cycle and to also keep in mind that a GSAT assessment is only the first step of the capacity strengthening cycle, as outlined below.

The WOSM capacity strengthening cycle follows a process of continuous improvement for NSOs and is summarised in four steps:



GSAT assessments can take significant resources to prepare for and complete, therefore it is important that NSOs do not underestimate the amount of time required at each stage. It is essential to commit the right time and people to complete the assessment and action its findings with the goal of strengthening the capacity of your organisation.

Before you start your assessment:

- Make sure to read more about GSAT on the [GSAT service page](#). Start by familiarising yourself with the GSAT Standard and refer to these accompanying guidelines for further information.
- Ensure that you have the approval or confirmation of your national board to start a GSAT assessment.
 - While the executive team can conduct the assessment itself, the full commitment of the national board is essential to support and define the next steps based on the outcomes of your assessment.
- Request support if required by making a service request on [WOSM Services platform](#) and get a consultant assigned to support you.

WOSM GSAT Consultants

GSAT Facilitators

A global team of trained facilitators are available to support you through the GSAT assessment process. If you wish to get an introductory briefing or seek guidance or clarification on specific items, you can get support from one of our trained GSAT facilitators through the Service platform. This support can be done virtually and provided free of charge.

Facilitators can help you with the following:

- Link your assessment with the overall capacity strengthening cycle.
- Explain the purpose of the GSAT Standard, the assessment, dimensions, and criteria.
- Help identify the evidence and documentation needed to complete a Self-Assessment and WOSM Assessment.
- Explain the scoring system and method.
- Before an assessment, advise you on how best to prepare for the assessment.
- During the WOSM assessment, to facilitate the discussions with the assessor from an external perspective.

GSAT Assessors

WOSM Assessments are done by trained volunteers who check how well an NSO is doing. They are internal auditors for WOSM. These assessors are chosen by WOSM and trained on GSAT. They are certified to follow a special auditing standard. Their help is valuable to NSOs as they give clear and fair feedback, helping Scout organisations find ways to improve and become even better.

GSAT SELF-ASSESSMENT

NSOs can use GSAT to conduct a Self-Assessment and evaluate the current health status of their organisation by following the steps outlined below:

Please note that the purpose of the GSAT assessment is not to grade individual NSOs but to better understand how is performing its operations.

Parties involved in a Self-Assessment

NSO Facilitator

GSAT facilitators support your NSO during the preparation phase. The GSAT facilitator is a WOSM Consultant who has been trained by WOSM and is knowledgeable about GSAT and the assessment process. They can provide guidance on preparing for and any documentation needed before the Self-Assessment and assist an NSO in developing an action plan after the Self-Assessment.

NSO Leadership

Be led by your NSO's leadership team, which is composed of the Board team, members of the executive team and any other members relevant to the topic.

Be supported by your NSO's national board. Note that the outcome of the assessment is equally important for both the executive team and the board.

Involve all key or responsible staff and volunteers in charge of GSAT including the:

- Management team running the day-to-day operations.
- Educational methods team (youth programme, Adults in Scouting/training commissioners)
- Finance team
- Communication team

The recommended process

In this section, you can find the recommended steps required to conduct your GSAT Self-Assessment. Each step includes guidance on the things to keep in mind for your organisation as well as methods, tools, and support that you may find useful.



- » **Meet:** Invite all members of the executive team and national board to be part of the assessment.
- » **Present:** Introduce the assessment and the purpose of completing it.
- » **Include:** Make sure that all members are on-board and see the value of the overall process for the organisation.
- » **Responsible:** Agree on the appointment of one responsible person to oversee the whole assessment process and to ensure follow-up of deadlines and actions throughout the assessment.
- » **Create teams:** Allocate teams to each dimension, keeping in mind the positive engagement of the national board (see the suggested method box below for team actions).
- » **Timelines:** Agree on timelines for the assessment and related tasks.
- » **Share:** Communicate clearly to the different stakeholders with the organisation on what is happening and why, to create a sense of ownership and secure collaboration.

RECOMMENDED APPROACH - DIMENSION BY DIMENSION:

- Team members can be allocated to different dimensions, such as:
- Dimensions 1-4: National Leadership composed of Board members and Management Team
 - Dimension 5: National Leadership, Communications Team
 - Dimension 6: National Leadership, Educational Methods Team
 - Dimension 7: National Leadership, Finance Team (Treasurer)
 - Dimension 8: National Leadership, Educational Methods Team
 - Dimensions 9-10: National Leadership

SUGGESTED METHOD

- Each team is responsible for compiling the documentation required in each criteria.
- Consider creating online folders for each dimension so that documentation can be kept in one place and ensure that they are easy to share and review.
- Teams can schedule separate meetings to agree on workload sharing and other practicalities.

Note that the scoring of all assessments, even Self-Assessments, must be based on written evidence of meeting and implementation of each criteria.



- » **Meet:** Keep the meeting short and focused on quick updates of the agreed timelines and progress.
- » **Check:** Assess the collective motivation of the group to ensure that everyone is still on board.
- » **Share updates:** Allocate time to ensure that people can raise issues or resolve any challenges encountered.
- » **Timelines:** WWrap-up with a check of the project's timeline.

Scoring template

When using the GSAT digital tool, which you can request access to on the [GSAT service page](#), you will be able to go through each dimension and input your scores. An average score will then be calculated for each dimension and the results saved.

After the team has reviewed its scores, your NSO will be ready to submit its Self-Assessment. You will also be required to provide comments and clarifications to support your submission.

While you cannot make any changes to the Self-Assessment after it has been submitted, you will be able to download a report of it on the self-assessment digital platform.

The scoring template is available to download at the [Learning Zone](#).

STEP 3 CARRYING OUT THE SELF-ASSESSMENT

The recommended process for a GSAT includes two ways to conduct a Self-Assessment.

This first option consists of scheduling two days of meeting where all the members of the team involved sit together to undertake the Self-Assessment. The advantage of this option is that everyone can take part in the evaluation of each criteria, which may be beneficial when developing an action plan. That said, some NSOs may find it time consuming.

- **Agenda:** You can use the proposed agenda below or organise your two days based on other priorities, such as team members' availability (particularly volunteers).
- **Participants:** Gather all key project members involved in the preparation phase to contribute to the evaluation.
- **Evaluation:** Go through each criteria and, based on the evidence compiled, score the criteria on a scale of full compliance to non-compliant. Read more under section III Scoring Method.
- **Rapporteur:** Appoint someone to oversee the entering of results for each criteria into the digital tool and note any comments related to each result to help you in your action planning.
- **Support:** Consider involving a facilitator to facilitate your assessment or ask if one can be available or on call during your two-day assessment in case of any questions.
- **Conclusion:** Wrap up with a presentation of the results. Try to ensure that you involve as many board members as possible during this wrap-up session as the results are as important to the national leadership as to the executive team.
- Book a follow-up meeting **to prepare your NSO's action plan based on the results of your assessment and create a team that will monitor the progress of those actions.** Tailored support through a WOSM Consultant is available via WOSM Services to enable you to address priority items in your action plan.

OPTION 1: SCHEDULE A TWO-DAY SELF-ASSESSMENT

HOW CAN THE GSAT FACILITATOR FURTHER SUPPORT YOU?

When progressing with your preparatory work, don't forget that you can get support via WOSM Services from a GSAT facilitator.

In addition to their knowledge of the GSAT Standard, type of evidence to be prepared and scoring approach, GSAT facilitators can also help

- To manage your timeline
- Bring an external perspective.
- Link you with other NSOs and best practices.

TIPS FOR COMPLETING A GSAT SELF-ASSESSMENT

Before you start:

- Make sure you understand the overall process. If necessary, ask a GSAT facilitator to familiarise you with the assessment.
- Set clear objectives with your team and agree on purpose.
- Gather the right people for the assessment.
- Ensure that you have access to the digital tool for GSAT (more information can be found on the service platform).

During the assessment:

- Be as subjective as possible.
- Be honest.
- Avoid overestimating or underestimating time or human resources needed to prepare for the Self-Assessment
- Consider whether an external assessor would share your opinion.
- Remember that this is a development tool that will help you identify your organisation's areas of improvement.
- If you received a low score, take note on the "why" to identify any challenges and help you define your organisation's goals going forward.

	Timing	Attendance	Subject(s) / Dimension of the GSAT
DAY 1	9:00-10:00		Opening meeting: Introductions, Method, Timing.
	10:00-12:00	National Leadership composed of Board Members & Management Team	Dimensions 1 and 2
	13:30-15:30		Dimensions 1 and 2 continued
	15:30-16:30		Dimension 3
	16:30-17:30		National Leadership Communications Team
DAY 2	9:00-10:00	National Leadership & Educational Methods Team	Dimension 6. If possible, go through one or more randomly selected activities or projects
	10:00-11:00	National Leadership Finance Team (Treasurer)	Dimension 7
	11:00-12:00	National leadership, educational methods team	Dimension 8. If possible, go through one or more randomly selected activities or projects
	12:00-13:00	National Leadership	Dimension 9
	14:00-15:00	National Leadership	Dimension 10
	15:00-16:30	----	Download the assessment report from the GSAT digital tool
	16:30-17:30	All, if they desire	Closing meeting: Presentation of the preliminary results, spot major non-conformities, agree on a follow-up meeting.

OPTION 2: CONDUCT THE SELF-ASSESSMENT WITHIN THE TEAMS

The second option is to agree with the teams in charge of preparations that they will run the Self-Assessment for their allocated dimension themselves and only gather all members of the team involved for a meeting that will be between two and four hours long. This option is less time consuming if discussions are facilitated well. In addition to their knowledge of the GSAT Standard, type of evidence to be prepared and scoring approach, GSAT facilitators can also help

- **Method:** Conduct the Self-Assessment within the teams allocated to each dimension pairing them with an external person from another team to maintain an external and objective perspective.
- **Meet:** Bring all teams together to present their results.
 - Make sure to ask each team to record their comments about each score in advance so that you can refer to them during the meeting's discussions. Comments also will help in developing an action plan.
 - Keep the meeting simple by setting rules around to what extent scores can be reviewed.
- **Rapporteur:** Appoint someone to take charge of consolidating the results in each team and one person who will then enter those results into the GSAT digital tool so that your assessment report can be generated.
- **GSAT facilitator support:** Don't forget that support from a GSAT facilitator can be made available at any point during the process.
- **Conclusion:** Wrap up with a presentation of the Self-Assessment results downloaded from the digital tool. Involve as many board members as possible during this wrap-up session as results are as important to the national leadership as they are to the executive team.
- Book a follow up meeting **to prepare your NSO's action plan based on the results of your assessment and create a team to monitor the progress of those actions.** Tailored support through a WOSM Consultant or self-service support is available via WOSM Services to enable you to address priority items on your action plan.

What happens next?

As per the capacity strengthening cycle, the steps that follow your Self-Assessment are the most important for strengthening the capacity of your NSO. It is, therefore, important not to underestimate the follow-up work that will be taking place after your assessment.

Scheduling an action planning follow up meeting

- **Results:** After the assessment, share the results with the relevant people in your NSO. After a reflection period, bring them back to the board for discussion.
- **Follow-up:** Schedule a meeting for action planning. This meeting can consist of a brainstorming session. Don't forget to involve the board members to ensure strategic overview.
- **Prioritise:**
 - Align with your strategic planning to prioritise your actions.
 - If you don't have a strategic plan, then identify which criteria would prevent growth if not addressed.
 - Prioritise the major non-conformities in the action plan.
- You can download an editable version of the [action plan template](#). It is recommended to share the action plan with your regional support centre as they can provide valuable support in monitoring the progress of your action plan.
- **Seek support from WOSM:** During the action planning stage, the GSAT facilitator and your regional office will support you in developing an action plan, as well as in identifying and requesting initial services through the WOSM Services Platform.
- **Coordinate:** Appoint a leader in charge of following up on the overall process.
- **Track progress:** Continuously monitor and evaluate the progress of the action plan's implementation, adjusting as necessary.

WOSM GSAT ASSESSMENT

After completing a Self Assessment, NSOs have the option to use the GSAT standard for a comprehensive WOSM Assessment. This process entails working with a GSAT facilitator to prepare for the assessment and undergo an evaluation by a WOSM Assessor. This assessment offers a comprehensive and friendly approach for NSOs seeking an external perspective on their organisation.

Please remember that the purpose of the GSAT assessment is not to grade individual NSOs but to better understand how is performing its operations.



Parties involved in a WOSM Assessment

1. GSAT Assessor

WOSM Assessments are done by trained WOSM Consultants who check how well NSOs are doing. They are internal auditors for WOSM. These assessors are chosen by WOSM and trained on GSAT. They are certified to follow a special auditing standard. Their help is valuable to NSOs as they give clear and fair feedback, helping Scout organisations find ways to improve and become even better.

2. GSAT Facilitator

GSAT facilitators support your NSO during the preparation phase and can join the WOSM Assessment to facilitate external discussions. The GSAT facilitator is a WOSM Consultant who has been trained by WOSM and is knowledgeable about GSAT and the assessment process. They can provide guidance on preparing for and any documentation needed before the WOSM Assessment and assist an NSO in developing an action plan after the WOSM Assessment.

3. NSO leadership

GSAT **Be led** by your NSO's leadership team, which is composed of the Board team, members of the executive team and any other members relevant to the topic.

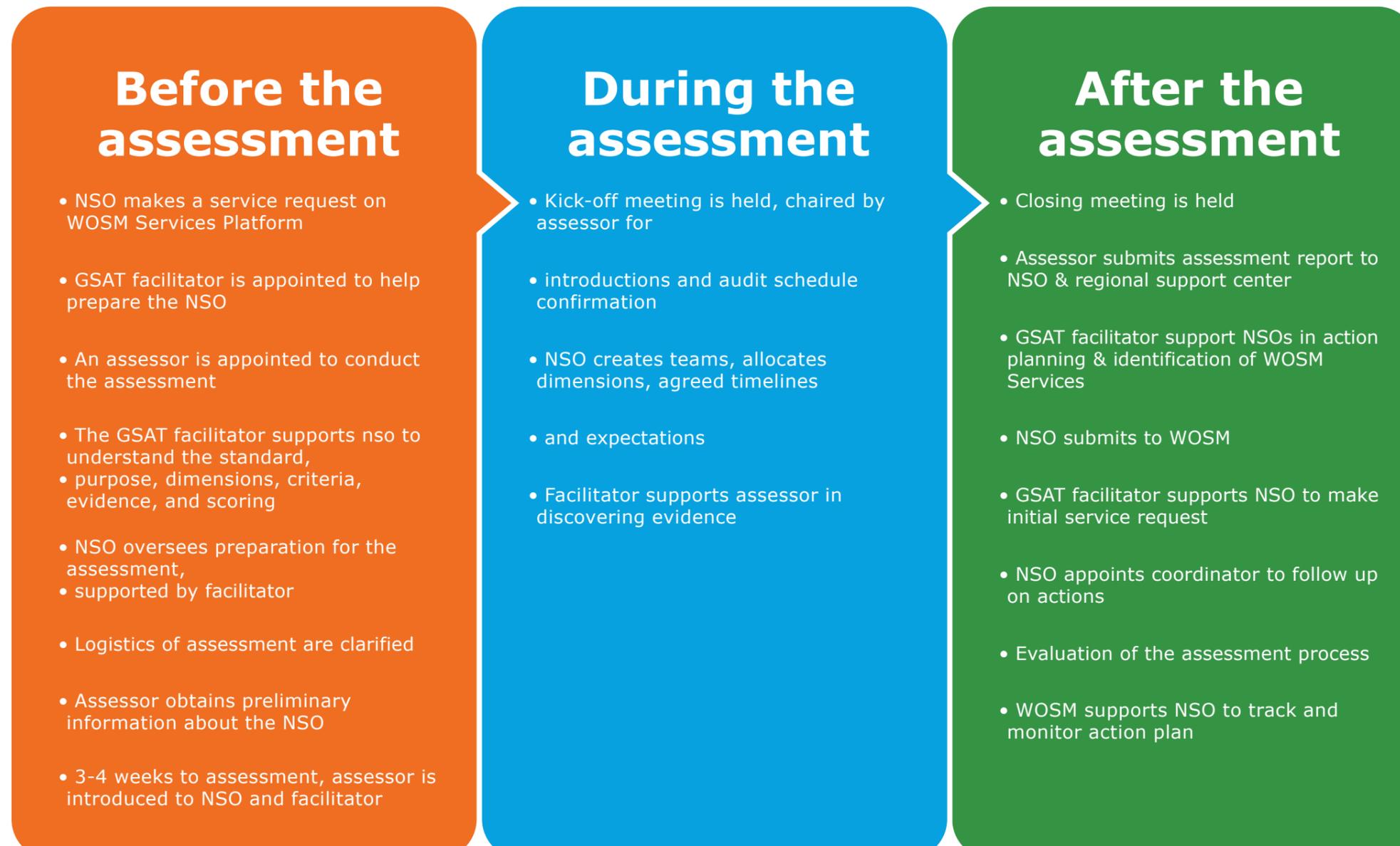
Be supported by your NSO's national board. Note that the outcome of the assessment is equally important for both the executive team and the board.

Involve all key or responsible staff and volunteers in charge of GSAT including the:

- Management team running the day-to-day operations
- Educational methods team (youth programme, Adults in Scouting/ training commissioners)
- Finance team
- Communication team

The recommended process

The WOSM Assessment process covers several steps that happen before, during, and after the WOSM Assessment as outlined in the diagram below. In essence, these processes are similar to those outlined previously for the Self-Assessment process.



Preparing for the WOSM Assessment

Before the WOSM Assessment

This section covers the steps that happen before the WOSM Assessment.

- 1. NSO makes service request:** The WOSM Assessment process starts with the NSO making a WOSM Assessment request on the WOSM Services Platform.
- 2. Appointment of facilitator and assessor:** After receiving and reviewing the service request, the Regional Support Centre appoints a GSAT facilitator to support the NSO in preparing for the WOSM Assessment. The facilitator can provide support to the NSO virtually. Additionally, a WOSM Assessor is also appointed to conduct the assessment but does not take part in the preparatory phase of the WOSM assessment.
- 3. Preparation for the WOSM Assessment by NSO:** After confirming the assessment dates with the NSO, the regional support centre works with the NSO to make the necessary travel arrangements for the assessor in case of an in-person assessment. Alternatively, in the case of an online assessment, the Regional Support Centre provides virtual logistical support to ensure a smooth assessment process. Important information about the NSO is also shared with the assessor to help them prepare for the WOSM Assessment.
- 4. Preparation for the WOSM Assessment by the assessor:** Before the WOSM Assessment, the assessor gathers relevant information about the NSO. They may explore the NSO's website for initial insight or request important documents, such as the constitution, organogram, recent annual reports, and census results to gain a comprehensive understanding.
- 5. Assessor contacts NSO and Facilitator:** At least three or four weeks before the WOSM Assessment, the Regional Support Centre connects the WOSM Assessor, NSO leadership, and facilitator. This is to ensure that the NSO receives the GSAT Standard, specific instructions about the WOSM Assessment, and clarification on any points of concern that any of the parties may have.

Tips before starting the WOSM Assessment

- Make sure you understand the overall process. By requesting a WOSM Service in GSAT, a GSAT facilitator will be available to introduce and guide you through the WOSM Assessment process.
- Set clear objectives with your team.
- Involve the relevant people.
- Be objective.
- Be honest.
- Avoid overestimating or underestimating the time needed to complete the WOSM Assessment.
- Consider whether your responses would be seen in the same way as an external assessor.
- Remember that the WOSM Assessment will help identify your organization's areas of improvement in your NSO.

In preparing for the WOSM Assessment, the team should also hold a short meeting to provide progress updates and ensure that everyone remains motivated to complete the process. The meeting should also be used to:

- **Share:** Allocate time to raise issues or challenges encountered, if any.
- **Timelines:** Wrap up with a check of the timings.

How can a GSAT facilitator support you?

If you are conducting a WOSM Assessment, a service request will be triggered. Through this request, you will be offered the support of a GSAT consultant who will be present during the assessment and will also be able to support you in preparing for the assessment.

A facilitator can help your NSO understand more about the GSAT Standard, the different types of documentation to prepare, and the scoring approach. They can also help manage your timeline, bring an external perspective, and keep focus on the aims of the WOSM Assessment.

During the WOSM Assessment

This next section covers what happens during the WOSM Assessment process. The main activities are the kick-off meeting and the assessment itself.

Kick-off meeting

Two main parties are involved:

- National leadership of the NSO (including the executive team and national board members).
- WOSM Assessor (and potentially the facilitator).

It is important to invite members of the national board, management, and staff to attend this session. Towards the end of the opening meeting, the assessor will invite the NSO leaders to introduce their NSO and provide an overview of their organisational structure.

The assessment

The kick-off meeting (also known as the opening meeting) is led by the WOSM Assessor. It sets the tone for the WOSM Assessment.

The kick-off meeting should cover the following elements:

- National leadership of the NSO (including the executive team and national board members).
- WOSM Assessor (and potentially the facilitator).

The assessment spans two full days and the agenda is developed collaboratively between the parties. Each dimension is allocated specific timing, ensuring that the NSO knows when they need to involve specific team members, such as the finance team or youth programme team.

The suggested assessment schedule is provided, and any adjustments can be made based on the availability of the NSO team members, as agreed on at the beginning of the assessment or through prior email communication.

Suggested method:

- Each team is responsible for compiling the documentation required in each criteria.
- Consider creating online folders for each dimension so that documentation can be kept in one place and to ensure that it is easy to share and review.
- Teams can schedule separate meetings to agree on workload sharing and other practicalities.

Note that the scoring of all assessments must be based on written evidence of meeting and implementation of each criteria.

	Timing	Attendance	Subject(s) / Dimension of the GSAT
DAY 1	9:00-10:00	National leadership composed of board members, management team	Opening/Kick-off meeting
	10:00-12:00		Dimensions 1 and 2 (25 criteria)
	13:30-15:30		Dimensions 1 and 2 (25 criteria) continued
	15:30-16:30		Dimension 3 (15 criteria)
	16:30-17:30	National leadership, communications team	Dimensions 4 and 5 (16 criteria)
DAY 2	9:00-10:00	National leadership, educational methods team ²	Dimension 6 (13 criteria)
	10:00-11:00	National leadership, finance team (treasurer)	Dimension 7 (12 criteria)
	11:00-12:00	National leadership, educational methods team	Dimension 8 (10 criteria)
	12:00-13:00	National leadership	Dimension 9 (5 criteria)
	14:00-15:00	National leadership	Dimension 10 (9 criteria)
	15:00-16:30	Break: Compilation of the results.	
	16:30-17:30	All are welcome	Closing meeting

SUGGESTED METHOD:

- Each team is responsible for compiling the documentation required in each criteria.
- Consider creating online folders for each dimension so that documentation can be kept in one place and to ensure that it is easy to share and review.
- Teams can schedule separate meetings to agree on workload sharing and other practicalities.

Note that the scoring of all assessments must be based on written evidence of meeting and implementation of each criteria.

RECOMMENDED APPROACH - DIMENSION BY DIMENSION:

Team members can be allocated to different dimensions, such as:

- Dimension 1-4: National leadership, composed of board members and management team.
- Dimensions 5: National leadership, communications team
- Dimension 6: National leadership, educational methods team
- Dimension 7: National leadership, finance team (treasurer)
- Dimension 8: National leadership, educational methods team
- Dimension 9-10 National leadership

²Educational methods team: youth programme, training, Adults in Scouting commissioners

Options for conducting a WOSM Assessment

Taking the WOSM Assessment is a commitment made by NSOs as members of WOSM. NSOs can conduct a WOSM Assessment either in person or online.

OPTION 1: SCHEDULE A TWO-DAY INPERSON ASSESSMENT

The in-person method involves a physical meeting where the WOSM Assessor interacts directly with an NSO's leadership and staff. This approach allows for face-to-face discussions, observations, and a comprehensive evaluation of the NSO's operations.

Here, the NSO sets aside two days for the relevant team members to gather to undertake the WOSM Assessment with a WOSM Assessor.

- **Agenda:** You can use the proposed agenda above or organise your meeting based on other priorities, such as team members' availability – particularly volunteers – in agreement with the facilitator and the assessor. The agenda will be confirmed with the assessor during the kick-off meeting.
- **Participants:** Gather key members from the preparation phase to contribute to the assessment, relevant board members, volunteers, and staff members responsible for the different areas within the GSAT dimensions. If no individuals have been appointed to these roles, you can involve board and staff members who will undertake these responsibilities in the future.
- **Assessment:** Go through each criteria and – based on the evidence compiled – the assessors will score the criteria on a scale of full compliance to non-compliant.
- **Support:** The GSAT facilitator will support you during this assessment. They will be present during the assessment and will support you in preparing for the assessment.
- **Conclusion:** At the end of the WOSM assessment, there will be a closing meeting with the assessor. This is an opportunity to share your thoughts around the process and discuss next steps and actions to take after the assessment.

OPTION 2: CONDUCT THE WOSM ASSESSMENT ONLINE

With the GSAT WOSM Assessment available online, WOSM Assessors can conduct an assessment remotely using a range of tools, including video conferencing, emails, collaborative tools, and a document repository, to facilitate effective communication and information sharing between the NSO and the assessor.

NSO members can participate in this process regardless of their location, making it convenient when travel is challenging. Collaborative tools facilitate the gathering of evidence and documents during the online assessment process.

To initiate the online assessment, it is recommended to schedule an introductory meeting where team members can participate and agree on a timeline. This will ensure a smooth collaboration with the WOSM Assessment team.

It is important to note that the online assessment is recommended only when conducting an in-person assessment is not feasible. The advantage of this option is that it provides ample time to work and gather information, as it will occur over multiple online sessions totalling 12 hours.

The online assessment process is the same as the in-person process. Below are the highlights of the online option.

OPTION 2: KEY NOTES FOR CONDUCTING A WOSM ASSESSMENT ONLINE

Opening or kick-off meeting

The kick-off meeting, also known as the opening meeting, is led by the WOSM Assessor and sets the tone for the assessment. It should include the following elements:

- Include all relevant parties to ensure understanding of the overall process.
- Appoint a coordinator from the NSO team for follow-up and deadline adherence.
- Assign teams to address different dimensions.
- Agree on specific timelines.
- Communicate to stakeholders for ownership and collaboration.

It is important to invite members of the national board, management, and staff to attend. Towards the end of the meeting, NSO leaders will introduce their organisation and provide an overview of the structure.

It is recommended to record attendance through meeting minutes or a list of participants through the virtual platform being used.

The WOSM Assessment

The method for conducting the assessment remains the same for the assessor. The questions, note-taking, and approach to the NSO team remain the same. The main difference lies in how the assessor accesses and verifies the evidence.

Evidence tool

An online repository sheet will be used to manage documents and evidence during the assessment. This repository, which will take the form of a "Smartsheet", will be used by the NSO team to attach files or link online documents to the relevant assessment criteria. Multiple files may be attached to each criteria row, as needed.

Your Regional Support Centre will provide you with the appropriate Smartsheet for your NSO's assessment. The facilitator will guide you on how to effectively use the tool to attach and link evidence files.

Closing meeting: At the end of the WOSM assessment, there will be a closing meeting with the assessor. This is an opportunity to share your thoughts around the process and discuss next steps and actions to take after the assessment.

OPTION 2: KEY NOTES FOR CONDUCTING A WOSM ASSESSMENT ONLINE

Risks and opportunities in a virtual WOSM Assessment

When participating in an online assessment, it is important to be aware of the potential risks and advantages associated with this approach.

Some of the identified risks include:

- Fluctuations in internet connectivity.
- Information security risks.

Some suggested ways to mitigate these risks, including:

- Prioritise stable connections.
- Test internet connections beforehand.
- Consider having a backup connection.
- Update security software.
- Conduct rehearsals on the online platform to test its use before the actual assessment.

Despite the challenges, virtual WOSM Assessments also have several advantages:

- Offers an opportunity to improve IT security and document management protocols within your organisation.
- Can create cost savings by eliminating expenses related to transportation and accommodation.

Closing meeting

Following the assessment, the WOSM Assessor will hold a closing meeting to present the preliminary assessment results on a range of areas, including:

- Scores by dimension.
- Any major non-conformities.
- Criteria not applicable to the NSO's situation.
- Strengths and opportunities for improvement based on the key dimensions.

This information will help an NSO prioritise its action plan. A final report, which will be consistent with the results presented at the closing meeting, will be shared with the NSO within two weeks after the assessment.

The closing meeting provides a valuable opportunity for an NSO to discuss, ask questions, and provide input on the preliminary results. It is recommended to invite members of the national board, management, and staff to attend the closing meeting.

In an online assessment, it is suggested to record attendance using meeting minutes or a participant list through the virtual platform.

It is important to remember that the overall goal of the WOSM Assessment is to strengthen an NSO's capacity. It is not to judge the results of the WOSM Assessment. Any result (high or low) should be seen as a starting point toward improvement and further development.

What happens next?

As per the capacity strengthening cycle, the steps that follow your WOSM Assessment are the most important in terms of strengthening your NSO's capacity. It is therefore important not to underestimate the follow-up work that will be taking place after your assessment.

- **Results:** After the assessment, share the assessment results with relevant people in your NSO. After a period of reflection, bring them back for discussion to the board.
- **Follow-up:** Schedule a meeting for developing an action plan. This meeting can consist of a brainstorming session. Don't forget to involve board members to ensure strategic overview.
- **Prioritise:**
 - Align with your strategic planning to prioritise your actions.
 - If you don't have a strategic plan, then identify which criteria would prevent growth if not addressed.
 - Prioritise the major non-conformities in the action plan.
- **Develop an action plan** within three months. You can use this [action plan template](#).
- **Coordinate:** Appoint a leader in charge of follow up for the overall process.
- **Seek support from WOSM:** During the action planning stage, a GSAT facilitator and your regional office will support you in developing an action plan, identifying, and requesting initial services through the WOSM Services platform.

- **Deliver against the plan** by requesting support from your Region or WOSM Consultant.
- **Monitor and evaluate your progress** in implementing the action plan, and report on it through your Region. Continuously track and assess the progress, making necessary adjustments along the way.

What happens with the results of my NSO and who gets to see them?

Your NSO assessment results are confidential and will not be made public. The full report will be shared confidentially only with authorised persons including the assessor, the facilitator supporting you, NSO leadership, and relevant staff within WOSM. The NSO must explicitly consent to sharing the results with other parties.

Scoring data from different NSOs will be consolidated at a Regional and World level to identify support needs across multiple NSOs. However, individual NSO results will never be identifiable in this process.

If your NSO achieves a high level of best practice in a particular dimension, we may ask if you would like to serve as a model or inspiration for other NSOs seeking improvement in that area. It is entirely your NSO's decision to participate in this role.

How does my NSO find out more or request a GSAT Assessment?

Your WSB Regional Support Centre Staff and the GSAT facilitator are available to support you in the development of priorities and an action plan. You can also make a WOSM Service request to receive tailored support in specific areas of improvement.



Reminder: WOSM Capacity Strengthening Cycle

A key objective of completing a GSAT Assessment is to identify an NSO's strengths and areas of improvement, and to support them in their capacity strengthening efforts. This can only be achieved by setting an action plan after assessment and for an NSO to receive the required support to achieve this plan. This is where the WOSM's Services come into play. They are designed to help achieve the WOSM capacity strengthening cycle and advance the ability of NSOs to deliver better Scouting to more young people.

The WOSM capacity strengthening cycle is completed by:

- Using GSAT to assess capacity of an NSO.
- NSOs requesting support through WOSM Services.
- WOSM Consultants delivering support to NSOs.
- Consolidating all actions on the WOSM Service platform to assist with monitoring progress and telling the story of how the NSO improved its operations to provide quality Scouting to more young people.

WOSM Certification

WOSM Certification: NSOs that achieve an overall score of above 70% in their WOSM Assessment may become certified by WOSM. Certification is valid for three years.

To achieve certification, NSOs must meet the following criteria:

- Meet the minimum criteria for all major non-conformities.
- Achieve a score of at least 50% in dimensions 2, 3, 6, 7, and 8, which are key GSAT dimensions.

This certification process aims to ensure that NSOs meet the necessary standards of its operations, emphasising excellence and fostering a culture of continuous improvement in delivering high-quality Scouting experience to its members. As such, an NSO's leadership plays a crucial role in supporting and guiding its organisation throughout the certification journey.



WOSM SERVICES

WOSM Services is available to provide a wide variety of support NSOs following a GSAT assessment, including Adults in Scouting and good governance. WOSM Services, their areas of support and resources available are constantly evolving so NSOs should regularly check to see what is available and appropriate for them.

During the action planning phase, it is helpful, as a GSAT facilitator, to be aware of the WOSM Services and the resources available to NSOs. While creating the action plan, suggestions can be provided to an NSO to identify a service or services that they could request or helpful resources to reference while working towards achieving their action plan and strengthening their capacity.

Based on the needs of an NSO's action plan, an online or in-person WOSM Service can be requested by an NSO in good standing with World Scouting through their International Commissioner or any other [official contact person](#).



Adults in Scouting



Better world framework



Communications



Diversity and inclusion



Global Support



Good governance



Growth



Global Support



Safe from Harm



Scouting and Humanitarian Action



Youth Engagement



Youth Programme

GLOSSARY

- NSO's leadership team: Board team, executive team, and relevant members overseeing the topic.
- Board team: Governing board responsible for strategic decisions and oversight.
- Executive team: Key members of the management team handling day-to-day operations.
- National board: Governing board supporting the assessment process.
- Key or responsible staff: Staff members with important roles at the NSO involved in the assessment.

- Volunteers: Individuals offering voluntary support to the NSO, including in the assessment.
- Management team: Team responsible for daily operations.
- Educational methods team: Team overseeing youth programme and adult training.
- Finance team: Team managing financial aspects of the NSO.
- Communication team: Team handling communication and public relations.





SCOUTS®

Creating a Better World

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