



SCOUTS[®]
Creating a Better World

GSAT

GLOBAL SUPPORT
ASSESSMENT TOOL

TOWARDS QUALITY
SCOUTING

Organisational Development – June 2023





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Creating a Better World

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Organisational Development
June 2023

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In the requirements above, **D** stands for dimension.

I. INTRODUCTION

1.1 PURPOSE OF THE STANDARD

The Global Support Assessment Tool (GSAT) is a quality standard owned by the World Organization of the Scout Movement (WOSM). The purpose of this standard is to serve as a reference of best practice for National Scout Organizations (NSOs). The application of this standard will enable NSOs to assess their strengths and areas of improvement and, as an outcome, to increase their accountability to stakeholders.

1.2 SCOPE OF THE STANDARD

This GSAT Standard is intended for the sole use of NSOs as members of the WOSM. It specifies the requirements for an NSO to:

- Develop, implement, and maintain policies and procedures that are in line with today's best management practices.
- Demonstrate to any stakeholder that these policies, procedures, and practices conform with today's best practices, whether specific to WOSM or internationally recognised.

1.3 COMPOSITION OF THE STANDARD

This GSAT Standard has been built on:

- International codes and standards established by public or private grantors.
- Best practice requirements that are specific to the Scout Movement.

1. It is organised in ten dimensions of best practice:

- Dimension 1: NSO-WOSM institutional requirements
- Dimension 2: Governance framework
- Dimension 3: Strategic framework
- Dimension 4: Integrity management
- Dimension 5: Communication, advocacy, and public image
- Dimension 6: Adults in Scouting
- Dimension 7: Financial stability and resource mobilisation
- Dimension 8: Youth programme
- Dimension 9: Growth
- Dimension 10: Continuous improvement

Each dimension focuses on a different facet of an NSO to promote corresponding best practices and requirements.

2. Within these ten dimensions, five are considered as key: Adults in Scouting and Youth Programme (dimensions 6 and 8), which constitute Scouting's core business, and the Governance Framework, Strategic Framework, and Financial Stability, and Resource Mobilisation (dimensions 2, 3, and 7) which are core management areas of any organisation.

3. Each dimension consists of between five and 17 criteria. In total, there are 105 objectively verifiable indicators. Each refers to the risks that an NSO could face and their consequences, including to the image, performance, resource allocation, and control mechanisms to the NSO itself, WOSM, and potential grantors.

4. Within the 105 criteria, 20 are considered as essential and the minimum required for a well-functioning organisation. These 20 criteria are identified as major non-conformities, which, if not complied with, should be considered as priorities in the assessment follow-up.

- NSO-WOSM institutional requirements: **0101**
- Governance framework: **0204**
- Strategic framework: **0301, 0302, 0313**
- Integrity management: **0401, 0402, 0403**
- Communication, advocacy, and public image: **0501**
- Adults in Scouting: **0601, 0608, 0612, 0613**
- Financial stability and resource mobilisation: **0702, 0706, 0708, 0710**
- Youth programme: **0801, 0807, 0809**

1.4 APPLICATION OF THE STANDARD

Proper application of the GSAT Standard enables an audited NSO to identify its strengths and improvement opportunities. Applied at different time intervals, the results can also measure compliance improvement. A rating system can also provide comparative analysis between NSOs and identify recurrent non-conformities, which may be used to support the development of capacity building and training programmes at WOSM.

Unless confronted with exceptional situations, all criteria are directly applicable to all NSOs that are WOSM members. **It is an NSO's responsibility to demonstrate compliance during an audit. As such, NSOs are invited to carefully identify and assemble all supporting documents related to each criteria before an audit takes place.**

Roughly four weeks before a set audit date, the procedure for audit preparation purposes will be provided to an NSO.

1.5 SCORING PRINCIPLES

After submitting evidence and supporting documents, compliance is quantitatively measured for each criteria using a rating system (from 0 to 3). The scoring guidelines are clearly defined in the assessor manual.

Scoring will also be applied if compliance cannot be demonstrated during an audit. No additional information provided after an audit can be taken into consideration.

Should a criteria ask for a specific "procedure", then that procedure is expected to have been applied. In several instances, scoring focuses more on the application of a requirement rather than simply on the proof that it is met.

More details are available in the application procedure, which will be communicated when an NSO confirms its audit.

2. REQUIREMENTS

Each chapter (or dimension of best practices) is introduced by a brief rationale and is followed by a list of requirements.

D 01	 NSO - WOSM INSTITUTIONAL REQUIREMENTS
<p><i>Article VII (Chapter III) of 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 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.</i></p>	
0101 	<p>The NSO is a legal entity with valid written permission from an appropriate authority to operate in the country or territory where it is officially established.</p>
0102	<p>The Constitution of the NSO explicitly includes the following elements: (a) Membership of WOSM and (b) Agreeing to adhere to the WOSM Constitution.</p>
0103	<p>The Constitution of the NSO has been considered for review at least once in the last five years by the national board and/or the General Assembly. Amendments related to Chapters I or III of the WOSM Constitution, if any, have been submitted to WOSM for approval.</p>
0104	<p>The NSO has complied with annual reporting requirements to WOSM from the previous year and has maintained consistent compliance.</p>
0105	<p>The NSO has made provisions to ensure that Scouting logos and brand (both national and World) are legally protected under copyright or trade laws in accordance with the existing legal framework in its country or territory.</p>
0106	<p>Any commercial or non-commercial use of the World Scout Brand is properly licensed with the World Scout Bureau or its agent.</p>

 MAJOR NON CONFORMITY

D 01	 NSO - WOSM INSTITUTIONAL REQUIREMENTS
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0107	<p>The NSO participates regularly in World Scout Conferences and ensures that young people under 30 are part of their delegations.</p>
0108	<p>The NSO had defined and implemented an information management system that allows for the clear identification, integrity, availability, and back up of all types of official documents (hard and soft copies).</p>



D 02



GOVERNANCE FRAMEWORK

(CONSTITUTION, GENERAL ASSEMBLY, NATIONAL BOARD, AND YOUTH IN GOVERNANCE)

The national board is the policymaking body of an NSO while the General Assembly is 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.

0201	The Constitution of the NSO sees the General Assembly as the NSO's highest authority. Its composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.
0202	The Constitution of the NSO defines the national board as the policymaking body, providing the strategic direction of the NSO, and which is approved by the General Assembly.
0203	The NSO's national board and General Assembly take decisions by a simple majority of votes cast, except for changes to the Constitution and dissolution, which requires a qualified majority.
0204 	There is independence between the national board, which gives the governance and strategic direction of the NSO, and the management team, which runs the NSO operations. The chief executive officer (CEO) and any paid staff do not have voting rights on the national board.
0205	National board members with voting rights are acting in a voluntary capacity and have no stakes in the day-to-day operations. In cases where a national board member has a stake in the day-to-day operations, the concerned national board member has declared and documented the potential conflict of interest.
0206	The composition of the national board of the NSO reflects the diversity of its existing and potential membership (e.g. gender, ethnicity, socio-economic background, regional balance, disability, religion or beliefs, experiences, and competences).
0207	The national board of the NSO is composed of at least 40% of people under 30 years old.
0208	<p>The NSO has defined and implemented the following procedures regarding the election and mandate of national board members:</p> <ol style="list-style-type: none"> 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).

D 02



GOVERNANCE FRAMEWORK

(CONSTITUTION, GENERAL ASSEMBLY, NATIONAL BOARD, AND YOUTH IN GOVERNANCE)

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0209	The NSO has a defined conflicts of interest policy (internal and external) for their national board members. The latter have formally committed themselves to avoid conflicts of interest that could jeopardise the NSO's reputation. A dedicated register of interests is maintained and updated annually.
0210	The national board of the NSO conducts a minimum of two and no more than six meetings in a year. The frequency of these meetings must be compatible with the role of a national board.
0211	The NSO has defined and enforced rules on the attendance of national board members.
0212	The NSO has defined and enforced rules on the minimum number of attendees that form a quorum in order to proceed with a national board meeting and make valid decisions for the organisation.
0213	The NSO has defined and enforced rules to avoid the concentration of votes in the hand of one member of the national board and/or the General Assembly (such as through proxy voting for absentees).
0214	All members of the national board of the NSO are provided with an established induction process through which they formally acknowledge their role, responsibilities, and legal obligations. A record is kept of all actions performed.
0215	The NSO has a binding procedure on dissolution (in its Constitution, bylaws, or national legal requirement, etc.) which defines the way in which its assets should be disposed.
0216	The Constitution of the NSO empowers young people to engage in governance across all levels of the organisation (local, regional, and national). Tools and mechanisms are in place to ensure the meaningful engagement of young people in governance.
0217	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 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.



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.

0301

The NSO's vision and mission's statement clearly defines the organisation's ambitions, principles, and beliefs and goals related to sustainable development. It has been approved by the General Assembly and is shared at all levels (local, regional and national) of the organisation.

0302

The NSO's organisational structure clearly defines the current bodies, areas of responsibility, and authority at the national level. This structure reflects the actual situation and is shared at all levels (local, regional, and national) of the organisation.

0303

The NSO has defined the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impact on the economy, environment, and people, including;

1. How it engages with stakeholders to support these processes.
2. How the governing body acts on the outcomes of such processes.
3. How the governing body reviews the effectiveness of the organisation's processes and reports on this review.

0304

The NSO has clearly documented the functions and responsibilities of the national, regional, and local levels. These functions and responsibilities are in line with the actual situation and are shared at all levels (local, regional, and national) within the organisation.

0305

The NSO has defined and implemented a methodology to break down its mission and vision into strategic goals, specific objectives, and activities (e.g. cascaded ten-year vision, three-year strategic plans, and annual operational plans). It has implemented it and tracks it regularly. The NSO actively involves young people in the implementation process.

0306

The NSO has identified/mapped out its internal and external stakeholders, assessing the issues that are important to them. The results of this process are documented, reviewed every three years, and acted on by the national board.

0307

The NSO's method for developing its strategic plan includes:

1. A participative internal process in all levels of the organisation.
2. An analysis of the external situation.
3. Youth engagement.
4. Taking into account both WOSM strategic priorities at Regional and World levels as well as local development priorities.

D 03

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.

0308	The committees, task forces and other appropriate bodies of the NSO's national board have been created in line with the strategic objectives. Each has a clearly defined terms of reference, conducts regular meetings, and reports on their work on a regular basis and reflects the diversity of the communities in which they operate.
0309	The national board's committees, task forces, and other appropriate bodies at all levels of the NSO are comprised of at least 40% people under 30 years old.
0310	The NSO has defined and implemented a system with structures and mechanisms to ensure youth engagement at all levels of decision-making, in accordance with the World Scout Youth Involvement Policy.
0311	The NSO has defined key performance indicators to assess the outputs/results, outcomes, and possibly impact of its strategic and operational plans. Measurements are regularly taken, and the results are acted on.
0312	The NSO has defined and implemented a sustainability framework that includes guidelines for environmental sustainability. The framework is aligned with its national context, WOSM's strategic plan on environmental sustainability, and WOSM's sustainability references, such as WOSM's sustainability guidelines and guidelines for organising sustainable events. The sustainability framework is periodically reviewed for effectiveness.
0313 	The NSO undertakes an identification and evaluation of its management risks (e.g. financial, conflict of interests, operational, funding, succession planning, reputational, safeguarding, sustainability). The results of this process are documented and updated annually and, whenever appropriate, acted on by the national board.
0314	The NSO has defined a procedure to respond to critical field situations, including safety, health, accidents, criminal acts, and natural disasters. This procedure includes an escalation to the appropriate level(s) and is communicated to all concerned parties and periodically reviewed.
0315	The NSO's insurance policies (for health, accidents, travel, liabilities, property, etc.) are fit for purpose and regularly reviewed.

D 04



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.

0401



The NSO has a written national Safe from Harm policy that addresses child and youth safeguarding. It must meet the following criteria:

1. Addresses different types of harm and abuse including emotional, physical, sexual and neglect.
2. Considers diversity and inclusion issues and any special needs of the children and young people in the NSO.
3. Is approved by the relevant governance body.
4. Is consistent with the national legal framework.
5. Is aligned with the World Safe from Harm policy.

Applies to all levels of the NSO (local, regional, national) and is reviewed regularly.

0402



The NSO has an effective team or coordinator responsible for overseeing all work on Safe from Harm. The process of contacting this team or coordinator is disseminated across the NSO.

0403



The NSO has a defined child, youth, and adult Safeguarding reporting procedures that:

1. Have been approved by relevant governance bodies and are aligned with the World Safe from Harm policy.
2. Are compliant with the national legal frameworks within which the NSO operates.
3. Outline how to report and respond to any safeguarding concerns, breach of the code of conduct, or potential case of abuse.
4. Outline the measures and actions following a safeguarding report.
5. Contain guidelines on how to collect and record information from all parties involved in a safeguarding concern or potential case of abuse.
6. Are regularly reviewed.

D 04	 INTEGRITY MANAGEMENT
<p><i>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.</i></p>	
0404	<p>The NSO formally adheres to ethical norms and values that could be reflected or included in one code or several documents covering the following:</p> <ol style="list-style-type: none"> 1. Ethical principles in fundraising (fair representation of purpose, method, behaviour). 2. Conflicts of interest (gift policy, affiliation with suppliers or competing organisations). 3. Behaviour of professional staff and volunteers (discrimination, harassment). <p>These codes/documents have been communicated and are readily available to all relevant stakeholders.</p>
0405	<p>The NSO addresses ethics and compliance issues through the induction, training, and periodic refresher programmes for newly hired staff and volunteers (including the national board) that are appropriate to their position. Such training is fully recorded.</p>
0406	<p>The NSO has defined and implemented a system to enforce its agreed ethical norms and values at all levels of the organisation (e.g. national board, management, professional staff, and volunteers). Enforcement monitoring covering rules and implementation procedures, compliance review, investigation, and sanctions is carried out regularly and is documented.</p>
0407	<p>The NSO has defined and implemented a system to report on ethical breaches, which includes:</p> <ol style="list-style-type: none"> 1. The protection of whistle blowers. 2. The rights of involved parties. 3. The designation of appropriate reporting levels (internal and external). <p>Major breaches are communicated to the national board.</p>
0408	<p>The NSO has evaluated the ethical standing of its external or internal partners entrusted with fundraising activities (e.g. Scout Shop, Scout Foundation). Results of this process are documented, regularly reviewed, and acted on.</p>

D 05

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.

0501

The NSO makes annual reports available (on request or without request) to all key stakeholders. These reports must contain:

1. An overview of the NSO's mission, vision, and strategic goals.
2. A narrative of the organisation's activities.
3. A general membership census.
4. A list of national board members.
5. Externally audited financial statements.

0502

The NSO makes its agenda and minutes of relevant meetings, including resolutions to be discussed, available to all key internal and external stakeholders, within a reasonable timeframe.

0503

The NSO has a current communication strategy that reflects the identity and principles of the organisation and outlines how to reach internal and external stakeholders. The strategy is supported by appropriate communications channels (e.g. Scout magazine, e-newsletters for national volunteers, website, social media).

0504

The NSO has defined and implemented a communication plan for crisis situations, aligned with its risk management and brand management guidelines as well as Safe from Harm response mechanisms. The plan is periodically reviewed.

0505

The NSO has defined and implemented a strategy to form strategic partnerships with civil society organisations and/or other groups impacting Scouting. The NSO actively fosters these partnerships.

0506

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

0507

The NSO advocates and engages in dialogue with key decisionmakers (e.g. policy makers) in its country and has identified its key advocacy priorities. These include non-formal education as well as other areas relevant to the internal and external environment such as peace, gender, environment, sustainable development, and youth rights.

0508

The NSO has a defined and implemented system to identify, nominate, prepare, and support young people to externally represent Scouting at the national level.



D 06
**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.

0601

The NSO has an Adults in Scouting Policy and procedures that outline the steps in the adult life cycle, including recruitment, appointment, induction, monitoring, evaluation, and retirement (for all key positions at all levels of the organisation). This policy is based on the World Adults in Scouting Policy and is regularly reviewed.

0602

The NSO has an effective national Adults in Scouting committee or team that consists of members with relevant competencies, is gender balanced, and reflects the diversity of the community in which it operates. The committee or team works in collaboration with the national youth programme committee or team.

0603

The NSO has role descriptions and uses mutual agreements for all adult positions. These are regularly reviewed, adapted to the organisation's structure needs, and communicated to all concerned parties.

0604

The NSO has defined and implemented a performance management system to appraise annually the performance of all adults (professional staff and volunteers), which results in an action plan for their development.

0605

The NSO has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff.

0606

The NSO has a defined and implemented a system for recognising the contribution of adults. This system records recognitions and recommendations and is accessible to all members. Recognitions are awarded in a reasonable time and follow transparent practices.

0607

The NSO has mechanisms in place for the efficient succession to adult positions (professional staff and volunteers). Volunteers have fixed periods, and all appointments are recorded.

0608

The NSO has a clear system for adult development focused on personal development of competences for all adults both professional staff and volunteers. Each learning opportunity has clear objectives and minimum competences required and is periodically reviewed.

0609

The NSO includes fundamental aspects of Scouting, leadership, management and relationships, and World Initiatives in its Adults in Scouting training curriculum.

D 06	 ADULTS IN SCOUTING
<p><i>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.</i></p>	
0610	The NSO includes youth engagement in decision-making in the curriculum of all Adults in Scouting training, based on the World Scout Youth Involvement Policy.
0611	The NSO provides regular training for the different strategic topics and levels of the NSO's structure from national to local. Training includes the WOSM Wood Badge competencies (e.g. fundamental aspects of Scouting, leadership and management, project management, communications, and adult development).
0612 	<p>The NSO ensures that all adults receive elemental Safe from Harm training as part of their integration process before they interact with children and young people. It must include the following elements.</p> <ol style="list-style-type: none"> 1. Recognising and identifying abuse. 2. Responding and reporting a potentially harmful or abusive situation. 3. Understanding the national Safe from Harm policy and code of conduct. 4. Ensuring the safety and wellbeing of children and young people in Scouting.
0613 	<p>The NSO has a system in place to review the background of adults, including the following elements:</p> <ol style="list-style-type: none"> 1. Performs relevant background checks of all incoming adults according to the national laws and regulations. 2. Prevents adults who do not comply with the safeguarding policy prerequisites to interact with children and young people. 3. Regularly checks that the compliance of adults is in place.

D 07

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.

0701	The NSO is not overly reliant on any one source of revenue (averaged over the last three fiscal years).
0702 	The NSO has defined and implemented a financial accountability system (full disclosure) that enables it to track funds (earmarked or not) down to their use in programmes/projects (e.g. total, cost of fund-raising, sources of funds).
0703	The NSO has defined and implemented a control system to prevent any financial misuse of funds.
0704	The NSO operates based on an annual (or possibly at longer intervals) budget that is clearly linked to an operational plan and approved by the national board or the General Assembly.
0705	The NSO actively uses the monitoring and reporting of administrative costs, fundraising and operational expenses as inputs to regularly adjust its budget (either midstream or for its next cycle).
0706 	The NSO has financial reports that include a balance sheet, income and expenditure statement, assets, and liabilities. If a commercial activity (e.g. Scout Shop) is part of the NSO, financial statements are also available in the report.
0707	<p>The NSO has an internal financial audit committee appointed by the national board and/or General Assembly that meet at least twice a year to review:</p> <ol style="list-style-type: none"> 1. Internal financial controls. 2. Audit programme of auditors. 3. Financial statements. <p>They make recommendations to the national board on financial reporting. While serving on the internal financial audit committee, no member can hold another office at the national level.</p>
0708 	The NSO's financial reports from the last three fiscal years have been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express an opinion and make recommendations (e.g. through a management letter).

D 07	 FINANCIAL STABILITY AND RESOURCE MOBILISATION
<p><i>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.</i></p>	
0709	<p>The NSO has defined and implemented an inventory system (including of the organisation's properties, equipment, and supplies). This inventory is properly reflected in the financial statement.</p>
<p>0710</p> 	<p>Case 1: The NSO must have enough short-term liquidity or assets to cover any short- and mid-term liabilities or debts, including operational expenses and staff salaries.</p> <p>Case 2: Where the NSO receives funds as needed from a specific set of donors, the organisation has a legal agreement which ensures that donors cover the liabilities (responsibility) to which the NSO is committed by supporting all expenses related to the activities to be performed over the duration of the project.</p>
0711	<p>The NSO has defined and implemented a procurement procedure which explicitly states that above a certain threshold, a competitive bidding system is the preferred mode of procurement.</p>
0712	<p>The NSO has defined and implemented a resource generation policy or strategy that considers different sustainable revenue streams (e.g. membership fees, commercial activities, individual donations, government grants, fundraising, funding proposal submissions). The policy or strategy is periodically reviewed.</p>



D 08
**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.

0801

The NSO has a Youth Programme with educational competencies that is:

1. Focused on contributing to the development of young people in achieving their full physical, intellectual, emotional, social, and spiritual potentials as individuals, as responsible citizens, and as members of their local, national and international communities.
2. Based on the fundamentals of Scouting, the World Scout Youth Programme Policy, and the National Youth Programme Policy, where applicable.
3. Aligned with education for sustainable development.

0802

The NSO has an effective national youth programme committee or team that consists of members with relevant competencies, is gender-balanced, and reflects the diversity of the community in which it operates. The committee or team works effectively in collaboration with the national Adults in Scouting committee.

0803

The NSO engages young people in the review and development of the youth programme through established processes, methods, and communication channels, ensuring their needs and interests are addressed. The NSO documents and consistently applies these processes, regularly evaluates their effectiveness, and makes improvements, as needed.

0804

The NSO's youth programme provides a way for young people to develop the competencies necessary to remain safe from harm.

0805

The NSO's youth programme has been considered for review at least once in the last five to ten years, taking into account its relevance and effectiveness and in accordance with the World Scout Youth Programme Policy.

0806

The NSO has defined and implemented a system to monitor the implementation of its youth programme at the local level.

0807

The NSO has defined several age sections linked to educational competences in the youth programme. Each section has a defined starting and ending age and with specific personal progressive schemes and educational materials.

0808

Young people with diverse backgrounds and/or underrepresented communities and groups can formally access and effectively participate in the NSO's youth programme.

D 08	 YOUTH PROGRAMME
<p><i>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.</i></p>	
<p>0809</p> 	<p>The NSO provides educational materials on how to integrate safeguarding in the youth programme and raise awareness among children and young people based on the following elements:</p> <ol style="list-style-type: none"> 1. Understanding of what Safe from Harm is when they join Scouting. 2. Their right to be safe and how to act if they experience harmful situations. 3. Following the promise and law and acting against abuse or bullying. <p>These materials are publicly available to all members and external stakeholders (e.g. parents and partners) and disseminated to all local Scout groups.</p>
<p>0810</p>	<p>The NSO has conducted an outcome or impact assessment of its educational offering in the last five years. The results were discussed and used to improve the youth programme.</p>



D 09	 GROWTH
<p><i>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.</i></p>	
0901	<p>The NSO has a membership registration system that enables the measurement and understanding of membership growth or decline that is shared at all levels and acted on. It includes information on total numbers, gender, social and geographical distribution, and retention rate by age section.</p>
0902	<p>The NSO has a policy on diversity and inclusion in place that reaches out to different segments of society and local communities. This policy is consistently implemented with the NSO taking proactive measures to reach out to new areas and communities underserved by the NSO.</p>
0903	<p>The NSO has defined and implemented a sustainable growth strategy that is periodically reviewed. The NSO ensures that the strategy is regularly monitored against a set measurable and specific goals. The strategy is shared across all levels of the NSO.</p>
0904	<p>The NSO has a clear strategy in place, including a plan to accommodate membership demands and/or manage waiting lists, that is aimed at increasing and retaining the number of members. The NSO conducts regular reviews of both the strategy and plan to ensure that it remains effective in meeting the needs of both the members and communities it serves.</p>
0905	<p>The NSO has an effective growth lead or team with the necessary skills, knowledge, and resources to drive growth initiatives aligned with strategic objectives.</p>



D 10	 CONTINUOUS IMPROVEMENT
<p><i>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.</i></p>	
1001	<p>The NSO has defined and implemented a system to annually evaluate the effectiveness of its national board in fulfilling its roles and responsibilities (e.g. group and/or individual self-assessment within the board). The evaluation is based on the defined functions of national board members and its results are recorded and acted on.</p>
1002	<p>The NSO's national board has defined and implemented a system to annually review the performance of its head of the executive (e.g. CEO, secretary general) that is based on their role description. The results are recorded and used as observations for further development.</p>
1003	<p>The NSO's national board has defined and implemented a system to annually review the performance of each of its committees and task forces. The review is based on their terms of reference. If a national board member is part of a committee or task force, they do not take part in the corresponding review process. The results are recorded and used as observations for further development.</p>
1004	<p>The NSO uses the results of all external auditor reports (e.g. financial or non-financial) as input towards continuous improvement.</p>
1005	<p>The NSO, at the planning stage, selects activities and projects that require an evaluation. The activities and projects identified are evaluated and the results and lessons learned recorded.</p>
1006	<p>The NSO uses the evaluations and lessons learned from activities and projects to prepare subsequent activities and projects.</p>
1007	<p>The NSO has defined and implemented a system to assess the satisfaction of both its professional staff and volunteers at least once over the past three years. The results are recorded and acted on.</p>
1008	<p>The NSO has defined and implemented a system to assess the satisfaction of its youth member at least once over the past three years. The results are recorded and acted on.</p>
1009	<p>The NSO has an archiving system (hard or soft) that allows for easy access to past documented information. This system can be used for planning current and future activities.</p>



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