



BARBADOS BOY SCOUTS ASSOCIATION

NATIONAL GSAT COMMITTEE

GSAT SELF-ASSESSMENT REPORT

OCTOBER 2022 (REVISED)

Note: The below report submitted in October 2022 has been revised to include amendments made to the National Scout Constitution of the Barbados Boy Scouts Association on 24th January, 2023.

The GSAT Committee was established to review the Global Support Assessment Tool (GSAT) in order to determine to what extent the Association complied with its requirements in preparation for an audit. The members of the Committee are:

Mr. E. Anthony Archer (Chairman)
Mrs. Sandra Alleyne-Richards (Secretary)
Mrs. Pamala Harewood
Ms. Sandreen Scantlebury
Mr. Lavonne Hinds
Mr. Sylvester Blackman

The meetings were held virtually. At its first meeting the Committee agreed that the first order of business would be to examine the GSAT Standard and its “ten Dimensions of Best Practice” and determine to what extent the Association complied. The 10 Dimensions are as follows:

- Dimension 1 – NSO-WOSM Institutional Requirements
- Dimension 2 – Governance Framework
- Dimension 3 – Strategic Framework
- Dimension 4 – Integrity Management
- Dimension 5 – Communication, Advocacy & Public Image
- Dimension 6 – Adults in Scouting
- Dimension 7 – Resource Allocation & Financial Control
- Dimension 8 – Youth Programme
- Dimension 9 – Growth Potential
- Dimension 10 – Continuous Improvement

Each of these are focusing on the different facets of an NSO, promoting corresponding Best Practices and requirements. Of these 10 Dimensions, 5 are considered to be key.

These are:

- Adult in Scouting
- Youth Programme
- Strategic Framework
- Governance Framework



- Resources Allocation & Financial Control

Each Dimension is composed of between 5 to 14 criteria making a total of 96 “Objectively Verifiable Indicators”. Each of these indicators refer to the risks an NSO could face and their consequences in terms of image, performance, resource allocation, control mechanisms and the likes, for the NSO itself, WOSM and potential grantors.

A proper application of the GSAT Standard enables the audited NSO to identify its strengths and improvement opportunities. Applied at different time intervals, results will also measure compliance improvement.

Unless confronted with exceptional situations, all criteria are directly applicable to all NSOs that are WOSM members. It is the NSO’s responsibility to demonstrate compliance during the audit during the audit. As such, the NSO is invited to carefully identify and assemble every supporting document relating to each criterion before the audit takes place.

The Committee agreed that it will examine each criterion, decide its compliance to the Association and assign a rating ranging from 0 to 3 using the guidelines set by WOSM. It should be noted that the Association’s compliance was assessed on its present position and when the GSAT exercise is undertaken the situation may be considerably changed.

The Committee used, as its reference documents, the Association’s Constitution and Regulations and Rules, CAP 376A of the Laws of Barbados and the WOSM Services Global Support Assessment Tool.

The following are the result of the Committee’s consideration of the matter.

1 – NSO-WOSM Institutional Requirements

Criterion 1 – The NSO is a legal entity with valid written permission from an appropriate authority to operate in the country/territory where it is officially established.

3 Response – This requirement is considered to be compliant. See CAP376A of the Laws of Barbados.

Criterion 2 – The Constitution of the NSO explicitly includes the following elements- (a) Membership of WOSM and (b) Agreeing to adhere to the WOSM Constitution.

3 Response – This requirement is considered to be compliant. See Article III Section 7 of the Constitution.

Criterion 3 – 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 Chapter I or II or III of the WOSM Constitution, if any, have been submitted to WOSM.

3 Response – This requirement is considered to be compliant. Chapters I, II and III of the WOSM Constitution deal with “The Scout Movement”, “Titles, Purpose and Organs of the World Organisation” and “Membership” respectively. The

Association reviewed and amended its Constitution in 2023. The amendments have been submitted to WOSM.

Criterion 4 – The NSO has submitted its last (fiscal) year’s Annual Report to WOSM within three months of publication.

3 Response – The Association submits its Annual Report from its AGM, including its financials, to WOSM soon after the meeting.

Criterion 5 – The NSO has made provisions to ensure that Scouting Logos and brand (National and World) are legally protected under copyright or trade laws in accordance with the existing legal framework in its country/territory.

2 Response – This is considered to be partially compliant. See CAP376A Chapter 4 – Offences. There is no provision in the Constitution at present. However, “Chapter 13 – Other Matters” of the Regulations and Rules is being developed and Rule 13.7 is entitled “Protected Scout Logos, Names, Badges and Awards”. It is expected that provisions will be made to protect Scouting Logos and Brand both Nationally and World.

Criterion 6 – Any commercial use of the World Scout Brand is properly licensed with the World Scout Bureau or its agent.

3 Response – There is no commercial use of the World Scout Brand nor is there any recent history of any use. Any use will be appropriately licensed.

Criterion 7 – The NSO participates regularly in World Scout Conferences and Regional Scout Conferences.

2 Response – The Association regularly participates in Regional Scout Conference. It participates in World Scout Conferences when funds are available.

Criterion 8 – Last fiscal year’s externally audited financial accounts have been submitted to WOSM within 12 months of the date of publication.

3 Response – The externally audited financial statements are submitted to WOSM annually within 4 month of the date of publication.

Criterion 9 – The NSO submits its membership census annually to WOSM in accordance with WOSM’s requirements.

3 Response – The Association conducts an annual registration and census exercise and the resultant information is submitted to WOSM as required.

2 – Governance Framework (Constitution, General Assembly and National Board)

Criterion 1 – The Constitution of the NSO foresees a “General Assembly” as the NSO’s highest authority: the composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.

3 Response – Article VII of the Association’s Constitution clearly sets this out. The National Scout Council is the equivalent of the “General Assembly”.

Criterion 2 – The Constitution of the NSO defines the “National Board” as the policy-making body, providing the strategic direction of the NSO, and which is approved by the “General Assembly”

3 Response – Article IX of the Association’s Constitution clearly sets this out. The “National Board” of the National Scout Council is the equivalent of the “National Board”.

Criterion 3 – 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 require a qualified majority.

3 Response – The Association’s Constitution clearly sets this out in Article VIII Paragraph 4, Article IX and Article X of the Constitution.

Criterion 4 – There is a clear distinction of authority and responsibilities between the “National Board” and the “Executive Team” running the NSO operations. The CEO and any paid staff do not have voting rights on the “National Board”.

3 Response – There is a clear distinction between the “National Board” and the “Executive Team”. Paid staff do not have voting rights.

Criterion 5 – “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 a potential conflict of interest.

3 Response – The “National Board” members with voting rights have no stake in the day-to-day operation of the Association. Voting members who have a stake in the day-to-day operations are required to declare the potential conflict of interest and it is recorded in a designated log.

Criterion 6 – The composition of the “National Board” of the NSO reflects the diversity of existing and potential members (such as gender, ethnicity, socio-economic background, disability, religion or beliefs, experience and

competence). The “National Board” reflects regional representation and includes young people under 30.

- 3** Response – Article IX Item 12 of the Association makes provision for this where possible.

Criterion 7 – The NSO has defined and implemented the following procedure with regard to election and mandate of “National Board” members:

- (a) election procedure,
- (b) fixed term of office,
- (c) rotation of “National Board” members to prevent all from leaving at the same time,
- (d) removal of a National Board” member,
- (e) re-election is limited,
- (f) co-option (replacement or addition of members).

- 3** Response – Article IX of the Association’s Constitution makes provisions for all of the above procedures.

Criterion 8 – The NSO has defined potential areas for conflict of interest (internal and external) for their “National Board” members. The latter have formally committed themselves to avoid such conflict of interest which could jeopardize the NCO’s reputation. A dedicated “register of interest” is maintained and updated annually.

- 2** Response – Article IX Item 15 of the Association’s Constitution requires that a “Register of Interest” be maintained and updated annually. However, the potential area for conflict of interest has not been defined as yet.

Criterion 9 – The NSO has defined and implemented a provision regarding the minimum number of meetings the “National Board” conducts in a year. The frequency of these meetings must be compatible with the role of a “National Board”.

- 3** Response – Article IX Item 14 of the Association’s Constitution defines the minimum number of meeting the “National Board” must hold annually.

Criterion 10 – The NSO has defined and enforced rules on “National Board” member’s attendance.

- 3** Response – Article IX Item 16 of the Association’s Constitution defines the rule with respect to the attendance of “National Board” members.

Criterion 11 – The NSO has defined and enforced rules on the minimum number of attendees that forms a quorum in order to proceed with a “National Board” meeting and make valid decisions for the organization.

3 Response – Article IX Item 14 of the Association’s Constitution defines a quorum for “National Board” meetings.

Criterion 12 – 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 (through proxy voting for absentees)

3 Response – There is no provision for proxy voting at “General Assembly” meetings. Article IX Item 17c of the Association’s Constitution sets out the required provision for proxy voting.

Criterion 13 – Newcomers to the “National Board” of the NSO are provided with written guidance and training, and have formally acknowledged their roles, responsibilities and legal obligation.

3 Response – Article IX Item 14 of the Association’s Constitution requires that this be done.

Criterion 14 – The NSO has a binding procedure on dissolution (in its Constitution, by-laws or national legal requirement etc.) which defines the way in which it assets should be disposed.

3 Response – Article X Item 4 of the Association’s Constitution sets the procedure that disposal of assets on the dissolution of the Association.

3 – Strategic Framework

Criterion 1 – The NSO’s statement defines clearly the organisation’s ambitions, principles and beliefs. It has been approved by the “General Assembly” and is disseminated to all levels of the organization.

3 Response – Article II of the Association’s Constitution clearly defines these. It is disseminated to all levels of the Association.

Criterion 2 – The NSO’s organizational structure clearly defines the current bodies, areas of responsibility and authority at the national level. This structure reflects the actual situation and is disseminated to all levels within the organization.

3 Response – They are defined in Articles IV, V, VI, VII. & IX of the Association’s Constitution, and Chapter 5 of the R&R.

Criterion 3 – The NSO has clearly documented delineated functions and responsibilities between the national, regional and local levels. These functions and responsibilities are in line with the actual situation and are disseminated to all levels within the organization.

3 Response – This requirement is satisfied. See R&R Rules 3:18, 3:19, 4:8, 4:15 and 4:17.

Criterion 4 – The NSO has defined and implemented methodology to break down its Mission and Vision into strategic goals, specific objectives and activities (e.g. cascaded 10-year vision, 3-year strategic plans and annual operational plans) – It has implemented it and tracks it.

0 Response – The Association has not defined a methodology to break down its Mission and Vision into goals or activities.

Criterion 5 – The NSO has identified/mapped its internal and external stakeholders, assessing the issues which are important to them. Results of the process are documented, regularly reviewed (every 3 years) and acted upon by the “National Board”.

0 Response – The Association has not identified/mapped its internal and external stakeholders, or that it has assessed which are important to it.

Criterion 6 – The NSO’s method for developing its strategic plan includes:

1. a participative internal process in all levels of the organization,
2. an analysis of the external situation,
3. youth involvement,
4. taking into account both WOSM strategic priorities at Regional and World levels, as well as local development priorities.

0 Response – The Association does not have a strategic plan.

Criterion 7 – The “National Board “Committees and Task Forces” or other appropriate bodies have been created in line with the strategic objectives. They have clearly defined terms of reference, conduct regular meetings and reports on their work on a regular basis. All these Committees and Task Forces include young people under 30.

3 Response – This requirement is substantially satisfied. Article II Item 9 of the Association’s Constitution provides for the inclusion of young people in all aspects of the Association where possible.

Criterion 8 – The NSO has identified and implemented a system which ensures youth involvement at all levels.

1 Response – Article II Item 9 of the Association’s Constitution provides for the inclusion of young people in all aspects of the Association where possible. A National Youth Engagement Policy is being developed and implemented to encourage more youth involvement.

4 – Integrity Management

Criterion 1 – The NSO has a Safe from Harm Policy which includes:

- a code of conduct for the NSO activities,
- a commitment to fulfill its legal compliance obligations’
- a mechanism to receive and manage complaints of abuse involving children, young people or adults
- a system to oversee Safe from Harm matters at the highest level of the NSO.

This policy is implemented and disseminated to all levels within the organization.

- 1** Response – At present the Association does not have a Safe from Harm Policy as such. There are individual safeguarding policies set out in Chapter 2 of R&R, but there is no specific overall policy.

Criterion 2 – The NSO formally adheres to ethical norms and values which could be reflected or included in one code or several documents covering the following:

1. Ethical principals in fundraising (fair representation of purpose, method, behaviour);
2. Conflict of interest (gift policy, affiliation with suppliers or competing organizations);
3. Professional staff and volunteer’s behaviour (discrimination, harassment).

These codes/documents have been communicated to all concerned.

- 2** Response – This requirement is partially satisfied. See Article 3 of the Constitution and Chapter 5 of the R&R. However #2 is not covered.

Criterion 3 – The NSO addresses ethics and compliance issues through induction and training to both newly hired staff and volunteers (including the “National Board”) appropriate to their position, as well as in periodic refresher programmes. Such training is fully recorded.

- 1** Response – The Association provides training for its uniformed Leaders as is appropriate. Training for other members is being implemented. All training is recorded. Currently they are no refresher programmes.

Criterion 4 – The NSO has identified and implemented a system to enforce its agreed ethical norms and values at all levels of the organization (i.e. the “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 recorded

- 1** Response – The Association has not defined a system to enforce its agreed ethical norms and values at all levels of the organization.

Criterion 5 – The NSO has defined and implemented a system to report on ethical breaches which includes:

- (a) The protection of whistle-blowers;
- (b) The rights of involved parties;
- (c) The designation of appropriate reporting levels (internal and external).

Major breaches are communicated to the “National Board”.

- 0** Response – The Association has not defined or implemented any system to report on ethical breaches as required.

Criterion 6 – The NSO has evaluated the ethical standing of its partners (external or internal) entrusted with fundraising activities (e.g. Scout Shop, Scout Foundation). Results of this process are documented, regularly reviewed and acted upon.

- 0** Response – The Association has no such system in place.

5 – Communication, Advocacy & Public Image

Criterion 1 – The NSO makes annual reports available (upon or without request) to all its key stakeholders. These contain at least:

- (a) A narrative of the organisation’s activities,
- (b) A general membership census,
- (c) A list of ‘National Board’ members, and
- (d) External audited financial statements

- 3** Response – The annual reports contain all the information that is required. The reports are made available to everyone.

Criterion 2 – The NSO makes its agenda and minutes of key meetings, including resolutions to be discussed, available to all key internal and external stakeholders, within a reasonable timeframe.

- 3** Response – This requirement is satisfied as the Association’s Constitution provides for this.

Criterion 3 – The NSO has defined and implemented a document control system which allows unequivocal identification, integrity and availability of all types of official documents (Hard and Soft copies).

- 1** Response – This requirement is not satisfied at this time. The control of documents is inadequate. The Association is in the process of implementing an appropriate management system.

Criterion 4 – The NSO has a current Communications and External Relations strategy. It is supported by up-to-date promotional materials and reflects the identity and declared principles of the organization.

- 0** Response – The Association does not have such a strategy. A sub-committee has been established develop a strategy and to look after communications and public relations.

Criterion 5 – The NSO has established regular communication channels with internal stakeholders (e.g. Scout magazines for Leaders, newsletters for national volunteers, websites, social media).

- 2** Response – This requirement is satisfied partially. The Association has a website, but the information is not updated regularly. It publishes information on Facebook and Instagram and communicates through email and WhatsApp.

Criterion 6 – The NSO links and/or partnerships with other civil society organizations and community groups impacting Scouting.

- 3** Response – This requirement is satisfied. The Association has links with the Duke of Edinburgh's International Award, the Girl Guides Association of Barbados, the Barbados Defence Force, the Barbados Police Service to name a few.

Criterion 7 – The NSO is active in the National Youth Council or its equivalent body (if such exists).

- 0** Response – The Association does not actively participate in national youth councils and committees.

Criterion 8 – The NSO regularly engages in a dialogue with key policy makers in its country.

- 3** Response – The Association communicates with government ministries and agencies, and other civil society entities as required.

Criterion 9 – The NSO has a defined and implemented system to identify, nominate and prepare young people to externally represent Scouting at a national level.

- 0** Response – The Association has not defined any system to identify, nominate or prepare young people to represent Scouting. A Committee has been established to define and implement a system.

6 – Adults in Scouting

Criterion 1- The NSO has an Adults in Scouting Policy which describes the procedures for all phases and steps in the adult life cycle, including recruitment, appointment, induction monitoring, evaluation and retirement (for all key positions at all levels of the organization). This policy is based on the “World Adults in Scouting Policy” and is regularly reviewed.

1 Response – There are some provisions for adults in Rules 3, 4, and 5, of the R&R. The Association has started the process to implementing an “Adults in Scouting Policy” to oversee adults in Scouting.

Criterion 2 – The NSO has an effective national “Adults in Scouting Committee” consisting of members with relevant experience. The Committee is gender-balanced, includes young people under the age of 30 and operates in collaboration with the national Youth Programme Committee.

0 Response – The Association is presently developing an “Adults in Scouting Committee that will include the required elements.

Criterion 3 – The NSO role has descriptions and uses the mutual agreements for all adult positions. They are regularly reviewed and communicated to all concerned parties.

0 Response – Role descriptions are published for only a very few positions in the Association. There are no mutual agreements between adults and the Association.

Criterion 4 – The NSO has defined and implemented an appraisal system to annually evaluate all adult positions (professional staff and volunteers). Results of this process are recorded and acted upon.

0 Response – The Association has neither defined nor implemented such an appraisal system.

Criterion 5 – The NSO has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff.

0 Response – The Association has no professional staff at present and does not see the need for implementing such a package at this time.

Criterion 6 – The NSO has a defined and implemented system for recognizing the contributions of adults. This system is disseminated, and recognitions are recorded.

3 Response – This requirement is satisfied. See Chapter 10 of the R&R.

Criterion 7 – The NSO has mechanisms in place for efficient succession to adult positions (professional staff and volunteers). Volunteers have fixed terms of appointment.

- 1** Response – The Association has no professional staff. There no succession plan for adults. Leaders are issued with Warrants with expiry dates.

Criterion 8 – The NSO has a clear training and development framework for adults (both professional staff and volunteers). Each training curriculum has clear objectives, the minimum competencies required and is regularly reviewed.

- 1** Response – The Association only has an effective training framework for Leaders. A training framework is being developed for all other adults.

Criterion 9 – The NSO offers each appointed adult (both professional staff and volunteers) the opportunity to receive initial and ongoing training according to their needs and/or experience. All training is recorded.

- 1** Response – This requirement is partially satisfied. Training is only made available to all Leaders in the Association according to their needs and/or experience. All training is recorded.

Criterion 10 – The NSO includes in its training curriculum: Fundamentals aspects of Scouting, leadership, management and relationships.

- 3** Response – This requirement is satisfied. The training curriculum of the Association includes the aspects specified items.

Criterion 11 – The NSO includes youth involvement in decision-making in its training curriculum.

- 2** Response – Youths are not involved in the decision-making in the training curriculum. However, provisions have been made for this in the Association's Constitution.

Criterion 12 – The NSO provides regular training for trainers, which includes the following general competences:

- Fundamentals of Scouting,
- adult learning,
- training and facilitating,
- training management, and
- relationships.

- 1** Response – All of the trainers have undergone training that includes the mentioned topics in the train-the-trainers course. There is no regular training.

Criterion 13 – The NSO has processes and procedures in place for all adults to ensure the implementation of Safe from Harm. These include:

- Appointment of adults are made ensuring all appropriate checks are in place in compliance with local legislation'

- Safe from Harm as part of the training process and content.
- 2** Response – This requirement is partially satisfied. See Rules 3, 4 and 5 of the R&R. This process is only now starting.

7 – Resource Allocation & Financial Control

Criterion 1 – The NSO is not overly reliant on any one source of resource (average over the last 3 fiscal years).

- 1** Response – The Association is mostly reliant on the Barbados Government for funding. However, a committee has been set up to investigate and access other available means of funding.

Criterion 2 – The NSO has defined and implemented a financial accountability system (full disclosure) which enables it to track funds (earmarked or not) down to their use in programmes/projects (total cost of fundraising, sources of funds).

- 1** Response – The Association is in the process of completing and implementing a defined financial accountability system.

Criterion 3 – the NSO has defined and implemented a control system to prevent any financial misuse of funds.

- 1** Response – The Association is in the process of completing and implementing a control system to prevent the misuse of funds.

Criterion 4 – The NSO operates on the basis of an annual (or possibly at longer interval) budget, clearly linked to an operational plan, approved by the “National Board” or the “General Assembly”.

- 3** Response – An annual budget is presented to and approved by the Council at the AGM.

Criterion-5 – The NSO actively uses the monitoring and reporting of administrative costs, fundraising and operational expenses as inputs to regularly adjust the budget (either midstream or for its next cycle).

- 3** Response – The Association monitors or reports on administrative cost, funding, or operational expenses and uses the resulting information to adjust the budget for the next cycle.

Criterion 6 – The NSO has financial reports that include the balance sheet, income and expenditure statement and assets and liabilities. If a commercial activity (e.g. Scout Shop) is part of the NSO, financial statements are also available in the report.

- 3** Response – The financial report that is submitted to the AGM contains all the specified information.

Criterion 7 – The NSO has an internal financial audit committee appointed by the “National Board” and/or “General Assembly” that meets at least twice a year to review:

- (a) The internal financial controls,
- (b) The audit program of auditors,
- (c) The financial statements

They make recommendations to the Board on financial reporting. Whilst serving on the internal financial audit Committee, no member can hold another office at national level.

0 Response – The Association does not have an internal audit committee.

Criterion 8 – The NSO’s last 3 year’s financial report has been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express opinion/make recommendations (a “Management letter”)

3 Response – This requirement is satisfied. Each year’s financial report is audited by an independent auditor who is duly accredited and who express opinions on the state of the Association’s finances and management activities.

Criterion 9 – The NSO has defined and implemented an inventory system (e.g. of the properties, equipment and supplies of the organization). This inventory is properly reflected in the financial statement.

1 Response – The Association has not defined and implemented an inventory system. However, the Association’s assets are included in the financials of the Association.

Criterion 10 – Case 1- The NSO must have enough short-term liquidity/assets to cover its short and mid-term liabilities (operational expenses, salaries in particular).

Case 2 – When the NSO receives money “as needs arise” from a specific set of donors, the organisation has a legal agreement which ensures that donors cover the liabilities (responsibilities) to which the NSO is committed, by supporting all expenses relating to activities to be performed over the whole duration of the project.

2 Response – With respect to Case 1, the Association has enough funds to meet its short and mid-term liabilities.

With respect to case 2, there has not been any such donations in recent years.

Criterion 11 – The NSO has defined and implemented a procedure which explicitly states that above a certain threshold, the competitive bidding system is the preferred mode of procurement.

- 0** Response – The Association does not have a procurement procedure in place.

8 – Youth Programme

Criterion 1 – The NSO has a Youth Programme with educational objectives, based on the Fundamentals of Scouting and the World Scout Youth Programme Policy.

- 2** Response – The Association has such a Youth Programme, but it has not been updated for some time. An updated Youth Programme is being developed which is also based on the Fundamentals of Scouting and the World Scout Youth Programme Policy.

Criterion 2 – The NSO has an effective national Youth Programme Committee, consisting of members with relevant experience. The Committee is gender-balanced, includes young people under 30 and operates in collaboration with the Adults in Scouting Committee.

- 2** Response – The Association has a Youth Programme Committee in place. The Committee is gender balanced and includes a young person under 30. It will operate in collaboration with the AiS Committee once it has been established.

Criterion 3 – The NSO has identified the needs and interest of young people in their community, during the development and review of its Youth Programme.

- 1** Response – the Association is in the process of identifying the needs and interest of young people in the community during its development and review of its Youth Programme.

Criterion 4 – The NSO's Youth Programme's educational objectives provide a way for young people to develop the competencies necessary to remain safe from harm.

- 1** Response – This requirement is not substantially satisfied. It will be included in the ongoing updating of the Youth Programme.

Criterion 5 – The NSO 's Youth Programme has been considered for review at least once in 5 years, taking into account relevance and effectiveness.

- 1** Response – The Youth Programme is presently being reviewed. The last review was more than 5 years ago.

Criterion 6 – The NSO has defined and implemented a system to monitor the implementation of its Youth Programme at the local level.

- 1** Response – The Association has implemented a system to monitor the implementation of its Youth Programme at the local level. However, the system needs to be revised and implementation improved.

Criterion 7 – The NSO has defined a number of age sections linked to the educational objectives in the Youth Programme, each section has a defined starting and ending age and with specific educational materials.

3 Response – The Association has age sections which are defined by starting and ending age in the current Youth Programme.

Criterion 8 – Young people with diverse backgrounds and/or special needs can formally access and effectively participate in the Youth Programme of the NSO.

2 Response – Young people of diverse background and people with special needs can participate in the present Youth Programme. The Programme is being reviewed to ascertain how best those with special needs can be accommodated.

9 – Growth Potential

Criterion 1–The NSO has a membership registration system that enables the measurement and understanding of membership growth/decline (e.g. total numbers, gender, per- age section, social and geographical distribution, retention rate, etc).

2 Response – This requirement is partially satisfied. The Association has a membership registration system that measures most aspects of its membership. It is putting a system in place which will also measure retention.

Criterion 2 – The NSO has a policy on diversity and inclusion which is in place to reach out to different segments of society and local communities.

3 Response – This requirement is satisfied. Article III of the Constitution stipulates such a policy.

Criterion 3 – The NSO has defined and implemented a resource generation policy/strategy identifying different revenue streams (e.g. membership fees, commercial activities, individual donations, government grants, fund raising, funding proposal submissions, etc.). The resource generation policy/strategy is regularly reviewed.

0 Response – The Association has not defined and implemented such a policy/strategy, but it has established a committee to develop one.

Criterion 4 – The NSO has defined and implemented a growth strategy that is regularly reviewed.

0 Response – The Association has not defined and implemented a growth strategy.

Criterion 5 – The NSO has defined an approach to targeting and cultivating potential new “National Board” members from a non-Scouting background. This

approach is focused on the specific skills relevant to the challenges faced by the organization. As an outcome of this, the “National Board” includes member(s) from non-Scouting background.

- 0** Response – The Association has not defined an approach to targeting and cultivating potential new “National Board” members from a non-Scouting background. However, the “National Board” includes a number of members from non-Scouting backgrounds.

10 – Continuous Improvement

Criterion 1 – The NSO has defined and implemented a system to annually evaluate the effectiveness of its “National Board” in fulfilling its role and responsibilities (e.g. group and/or individual self-assessment within the Board). Evaluation is based on the defined functions of the “National Board” members. Results are recorded and acted upon.

- 0** Response – The Association has not defined or implemented a system to annually evaluate the effectiveness of its “National Board” or its members in fulfilling its role or responsibilities.

Criterion 2 – The “National Board” of the NSO has defined and implemented a system to annually evaluate the performance of its head of the executive (CEO, SG etc.). Evaluation is based on the role description. Results are recorded and acted upon.

- 0** Response – The Association has not defined or implemented such a system.

Criterion 3- The “National Board” of the NSO has defined and implemented a system to annually evaluate the performance of each of its Committees and Task Forces. Evaluation is based on their terms of reference. If a “National Board” member is part of a Committee/Task Force, he/she does not take part in the corresponding evaluation process. Results are recorded and acted upon.

- 0** Response – The National Executive has not defined or implemented a system to evaluate Committees or Task Forces.

Criterion 4 – The NSO uses the results of all external auditors’ reports (e.g. financial or non-financial) as inputs towards continuous improvement.

- 2** Response – The Association uses the results of external auditor’s reports as inputs towards continuous improvement.

Criterion 5 – The NSO selects, at the planning stage, those activities/project which require an evaluation. The activities/projects identified have been evaluated and the results/ lessons learned are recorded.

- 1** Response – The Association does not select on a regular basis, activities/projects for evaluation. Those activities/projects selected are evaluated and the results recorded.

Criterion 6 – The NSO uses the evaluations/lessons learned from the activities/projects in the preparation of subsequent activities/projects.

- 2** Response – The Association sometimes uses the evaluations/lessons learnt in the preparation of subsequent activities/projects.

Criterion 7 – 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. Results are recorded and acted upon.

- 0** Response – The Association has not defined or implemented such a system.

Criterion 8 – The NSO has defined and implemented a system to assess the satisfaction of its youth members at least once over the past three years. Results are recorded and acted upon.

- 0** Response – The Association has not defined nor implemented a system to assess the satisfaction of its youth.

Criterion 9 – The NSO has an archiving system (hard or soft) that allows easy access to past documented information. Such a system can be used for planning current and future activities.

- 1** Response – The Association's current archiving system is not easily accessible. A new management system is being implemented and this will solve the problem.