

Triennial Review of Performance

These Performance Indicators (PIs) have been used in two Internal Studies. In general, they have proved to be realistic and robust indicators that have given invaluable information to Regional Committees and staff as well as to the wider audience of the World Board, World Conference and to the professional staff of WAGGGS.

Process

- The Performance Assessment Document is circulated to all Member Organizations. The Member Organization carries out its own self-assessment, at the same time regional staff carry out a performance assessment of all Member Organizations, both using the Performance Criteria. The results of these assessments are the scores for each area.
- The PI scores of the two assessments are then compared, if there are discrepancies, the Regional Executive discusses the differences with the Member Organization and gathers background information. Member Organizations/Component Associations may submit written justifications for their self-assessment scores at this point. **(Note that the Performance Indicator scores are not finally determined until there has been discussion at Regional and World levels, therefore a final Performance Indicator score cannot be negotiated or agreed between the Regional Executive and the Member Organization.)**
- The scores are then discussed with the Regional Committee – these refined scores are then moderated at world level to ensure consistency between Regions and provide the basis of the Internal Study. This score is then given to the Member Organization.
- If, at the end of the process, the Member Organization is still dissatisfied with its Performance Indicator scores, it may send in further written information and request a discussion with the Chief Executive.

How to use the Performance Indicators

Each Member Organization will look through all categories of the Performance Indicators and assess as carefully as possible each item, awarding a Yes or a No. The greatest number of Yes scored is the score for that area. There are no half ratings.

Automatic Scores

There are some criteria in **bold**. This indicates where there is an automatic rating e.g.: non-payment of quota would be an automatic (4). Category 1 has some indicators in bold, if a Member Organization does not score a Yes for even one of the indicators in bold, it cannot have a score of 1. Likewise, Category 4 has some indicators in bold, if a Member Organization scores a Yes for one of the indicators in bold, it automatically has a score of 4.

A Member Organization cannot be in the A category if it has one or more (4) scores

Minimum standards

Essentially the criteria in bold in the (4) category are minimum criteria for WAGGGS Membership. Scores of several (4) could be used as an indication that the Member Organization was not fulfilling sufficient of WAGGGS criteria for Membership and its continuation as a Member Organization will be questioned.

Component Associations

For consistency, Component Associations (CA) will be scored on the same principles as Member Organizations (MO), even in cases where it is hard to award scores such as in Structure and Management and Relationship to Society.

Criteria for Performance Indicators

EDUCATIONAL PROGRAMME

1. Strong and getting stronger:	YES	NO
a) The educational programme is attractive, up to date and offers challenges and opportunities for girls and young women shown by stable or increased membership.		
b) The programme is reviewed at least every 5 years ensuring that it is in accordance with WAGGGS policy and guidelines and necessary changes are made in the programme.		
c) There is a team including girls and young women responsible for the development and review of the programme.		
d) The needs of different age sections are established through regular research and the findings incorporated into the programme.		
e) The programme is consistent and progressive, meeting the needs of all age groups.		
f) WAGGGS' methods are extensively used in the programme.		
g) There is a variety of up to date resource materials for leaders/girls available to all.		
h) More than 75% of members within the MO/CA use the programme.		
i) At least one of WAGGGS' initiatives are included in the programme.		
j) The Education and Training Teams collaborate.		
2. Strong with some room for improvement:	YES	NO
a) There is a generally good educational programme but membership is decreasing.		
b) The educational programme has not been reviewed in the last 5 years.		
c) There is a team responsible for development and review of the programme. Girls and young women make input into the review of the programme.		
d) There is occasional research into the needs of girls and young women.		
e) The programme is not entirely consistent or progressive, only meeting the needs of some age groups.		
f) Some WAGGGS' methods are used.		
g) There are up to date resource materials for leaders/girls.		
3. Weak but able to improve:	YES	NO
a) The educational programme has aspects that are not attractive or up to date.		
b) There are realistic plans to improve the educational programme in the short term.		
c) There is a team responsible for the programme but it does not include girls or young women.		
d) There is no research into the needs of girls and young women.		
e) The educational programme has not been developed for all age sections.		
f) WAGGGS' methods are not consistently used.		
g) The resource materials need updating.		
4. Weak:	YES	NO
a) Educational programme is not relevant to the needs of girls and young women.		
b) The educational programme is not implemented.		
c) There are no plans for improvement or development of the educational programme.		
d) There is no team responsible for educational programme.		
e) There are no resource materials, or if there are any they are very out of date.		

TRAINING

1. Strong and getting stronger:	YES	NO
a) There is a formal Training Scheme accredited with, or based on, WAGGGS' Policy and Guidelines for Training Adults for all adult members.		
b) The Training Scheme is updated/revised every six years ensuring it is in accordance with WAGGGS Training Policy and Guidelines and the necessary changes made in the training of adults.		
c) There is a system in place that ensures all adults are trained regularly (i.e. at least every 3 years), and training is relevant and updated on a regular basis.		
d) There are enough competent trainers, including young women, to carry out the training.		
e) There are a variety of up to date resource materials available to support trainers.		
f) Adults have easy access to training and are assisted to attend, such as having fares and/or accommodation paid.		
g) There is an appraisal system for all adults and appropriate assistance is given as needed to help the adult comply with the expectations of the MO/CA.		
h) Education Programme and Training teams collaborate.		
2. Strong with some room for improvement:	YES	NO
a) The formal Training Scheme is for some adults but is being extended to include all.		
b) The Training Scheme has not been accredited with, or based on WAGGGS Policy and Guidelines for Training Adults but has been revised within the last 6 years.		
c) Adults are undergoing some training at least every 3 years.		
d) There is a competent training team responsible for the training of adults.		
e) Some materials are available to support training.		
f) Adults have access to training but no assistance to attend.		
g) There is a strategy in place to improve training.		
3. Weak but able to improve:	YES	NO
a) There is a Training Scheme but many adults are not covered.		
b) The Training Scheme has not been accredited with, or based on WAGGGS Policy and Guidelines for Training Adults but has been revised and or updated within last 6 years.		
c) There is some training of adults but it is not regular.		
d) There are some competent trainers but not enough.		
e) There are few training materials.		
f) Access to training is not easy.		
g) A strategy is being drawn up to improve the situation.		
4. Weak:	YES	NO
a) No Training Scheme at all.		
b) Training Scheme has not been accredited or revised or updated within last 6 years.		
c) No team responsible for Training.		
d) Adults' training is carried out on an ad hoc basis.		
e) Training does not respond to the needs of the adults in the MO/CA nor to the needs of the MO/CA.		

MEMBERSHIP

Member Organizations/Component Associations should outline on the sheet attached at the end of this document, in brief bullet form, actions that they have undertaken to increase membership. The scores for category (1) and (2) will be determined according to the percentage increase, taking into account previous census returns and the size of potential membership.

1. Strong and getting stronger:	YES	NO
a) Membership has increased by % <i>(Please insert percentage figure)</i>		
b) Membership represents an increase of % of the market share (potential membership)		
c) Membership has increased in all age groups.		
d) The MO/CA has a Committee or group with an effective strategy for recruitment and retention of all members.		
e) The MO/CA has units in all areas of the country, urban and rural, schools, churches, community centres areas, from all sectors of society, class religion, and race. The units are for different branches and levels.		
f) The MO/CA has provided tools for adults to make their work interesting and challenging.		
g) The MO/CA has enough adults to support girl membership increase.		
2. Strong with some room for improvement:	YES	NO
a) Membership has increased by % <i>(Please insert percentage figure)</i>		
b) Membership represents % of the market share (potential membership)		
c) The MO/CA has increased the membership in some age groups but not all.		
d) The MO/CA has a Committee or group with a strategy for recruitment and retention of specific target groups.		
e) The MO/CA has units in a variety of different places, and from some sectors of society, but not all, such as urban and rural, schools, churches, community centres areas, from all sectors of society, class religion and race.		
f) The MO/CA has enough adults to support girl membership increase in most areas.		
3. Weak but able to improve:	YES	NO
a) Membership numbers remain the same.		
b) Some age groups have falling membership. Existing members are not being retained.		
c) The MO/CA is in the process of writing a strategy for recruitment and retention.		
d) Members come from restricted sections of society and are only in urban areas/cities or rural areas.		
e) Increase towards sustainable membership is falling behind agreed plan.		
f) The MO/CA does not have enough adults to support girl membership increase.		
4. Weak:	YES	NO
a) Membership numbers have decreased significantly by % <i>(Please insert percentage figure)</i>		
b) The MO/CA provides no census information.		
c) The MO/CA provides inaccurate membership information.		
d) There is no recruitment and retention plan.		
e) Members only in a few local areas, and very limited sections of society.		
f) The MO/CA does not have an effective system for registering members accurately.		

STRUCTURE AND MANAGEMENT

1. Strong and getting stronger:	YES	NO
a) The MO/CA has an implemented, updated constitution, approved by WAGGGS within last 6 years.		
b) The roles and responsibilities, job descriptions of each position/committee are clear.		
c) All positions have terms of office that are implemented with succession planning in place.		
d) The MO/CA has a clear Vision, Mission, a budgeted strategic plan including a time schedule.		
e) Young women and minorities are involved in the decision-making process.		
f) The National Board reflects the membership of the Association so that all sectors of society are represented.		
g) The leadership of the MO/CA is visionary, responsive and open to change.		
h) Communications are open, transparent with all members having appropriate information.		
i) Democratic principles permeate/influence all aspects of the Association.		
j) There is an effective structure, suitable for the culture, the size & needs of the MO/CA.		
k) The MO/CA has well-managed professional staff, where appropriate according to size.		
l) Where relevant, Component associations work well within the Federation.		
2. Strong with some room for improvement:	YES	NO
a) The Constitution has not been approved by WAGGGS within the last 6 years.		
b) Roles and responsibilities of each position/committee are clear but not always implemented.		
c) All positions have terms of office that are implemented but no succession plan.		
d) The MO/CA has a Mission and an operational plan but not a strategic plan.		
e) Young women and minorities are only partly involved in the decision-making process.		
f) The National Board reflects only part of the Association's membership as not all sectors of society are represented.		
g) The leadership of the MO/CA is effective but not responsive to change.		
h) Communications are open and transparent but not everyone is informed.		
i) The MO/CA has democratic principles but is not always transparent and accountable.		
j) The structure of the MO/CA is suitable for the culture of the country, and the size & needs of the Association but is only partly effective.		
k) The MO/CA has professional staff where appropriate to support the Association but may need stronger management.		
3. Weak but able to improve:	YES	NO
a) The constitution has not been updated for at least 6 years.		
b) The roles and responsibilities of each position are not clear.		
c) Terms of office are not always implemented.		
d) The Mission of the MO/CA is unclear. An operational plan rather than a strategic plan is being developed.		
e) Few young women and minorities participate in decision-making.		
f) The membership of the National Board are only from one part of the membership of the MO/CA.		
g) There is limited delegation by the leadership of the MO/CA, poor teamwork, and it is not open to change.		
h) Communications are poor and unclear but steps are being taken to improve.		
i) The MO/CA holds regular elections but with limited democracy.		
j) The structure of the MO/CA is not suitable for the size of the Association and does not meet its needs.		
k) There are significant weaknesses in the management of the Association.		

4.	Weak:	YES	NO
a)	The Constitution is over 10 years old and does not meet WAGGGS guidelines.		
b)	Constitutional procedures are not followed.		
c)	Terms of office are not implemented, office holders remain in positions after their term of office expires.		
d)	There is no Mission and no operational or strategic plans.		
e)	No young women and minorities are involved in decision-making.		
f)	There are no regular elections as annual meetings are not held.		
g)	The leadership of the MO/CA is not open to change with responsibilities in the hands of a few and little delegation or teamwork.		
h)	Communication is poor.		
i)	There is limited or no democracy.		
j)	Management of MO/CA is poor.		
k)	Communication with the Bureau is poor.		

RELATIONSHIP TO SOCIETY

1. Strong and getting stronger:	YES	NO
a) The MO/CA is a key participant in the youth sector of the country and is perceived as the leading organization for girls and young women (or in SAGNOs, for young people).		
b) The MO/CA has good relations with the press and is seen as dynamic and up to date.		
c) The MO/CA has a clear communication/PR strategy and Committee so its aims are understood.		
d) The MO/CA participates in Regional and World events, including girls and young women in the event.		
e) The MO/CA has good links with relevant Government bodies and influences policy.		
f) The MO/CA has good links with other NGOs/INGOs that have similar aims and objectives.		
g) The MO/CA has a marketing strategy to recruit members.		
h) The MO/CA gains support and funding from parents, corporate bodies and other stakeholders.		
i) The MO/CA initiates and advocates on issues affecting girls and young women in the country.		
2. Strong with some room for improvement:	YES	NO
a) The MO/CA is an occasional participant in the youth sector of the country and has some influence at national level but is not seen as a leading organization.		
b) The MO/CA has some press contacts.		
c) The MO/CA has a public relations strategy that is being improved so the aims and the work of the Association will be made clear to the public.		
d) The MO/CA only partly reflects the composition of society – class, religion, race, urban and rural.		
e) The MO/CA participates in Regional and World events.		
f) The MO/CA has good links with relevant Government bodies, but does not use them to its advantage.		
g) The MO/CA has some links with other NGOs/INGOs that have similar aims and objectives.		
h) The MO/CA does not have a marketing strategy to recruit members.		
i) The MO/CA has some strong support from parents but few other bodies/stakeholders.		
3. Weak but able to improve:	YES	NO
a) The MO/CA has little influence at national level, but some locally.		
b) The MO/CA has a basic public relations strategy to improve its image in society.		
c) The MO/CA rarely participates in Regional and World events. When it does the same people attend.		
d) The MO/CA has some contact with Government bodies and other NGOs/INGOs.		
e) The MO/CA carries out few activities within the community that enhance and reflect WAGGGS' Mission.		
f) The MO/CA relies on individual contacts rather than MO/CA contacts to influence society.		
4. Weak:	YES	NO
a) The MO/CA has little or no influence in society. Membership is so small, the Organization or Component can have no effect on society.		
b) The MO/CA has no public relations strategy.		
c) The MO/CA does not participate in Regional or World events.		
d) There are no effective relations with Government bodies or other NGOs/INGOs.		
e) There is no public profile or recognition.		

FINANCE

1. Strong and getting stronger:	YES	NO
a) The MO/CA has healthy finances and is able to meet all its obligations, such as quota, on time.		
b) The MO/CA promotes World Thinking Day and other WAGGGS fundraising activities and makes a significant contribution to WAGGGS.		
c) There is good financial management with full records and clear procedures and all financial statements are audited annually by independent financial experts.		
d) Membership fees and fundraising provide a steady financial income.		
e) The Strategic Plan is accompanied by a realistic budget. Yearly estimates are realistic.		

2. Strong with some room for improvement:	YES	NO
a) The MO/CA has healthy finances and is able to meet its basic obligation e.g. quota.		
b) Promotion of World Thinking Day and/or WAGGGS fundraising is limited.		
c) There is sound financial management with full records and yearly audit.		
d) There is steady financial income from membership fees.		
e) Fundraising activities are not fully developed but there are realistic plans in place.		
f) Budgeting for the Strategic Plan needs improvement. Yearly estimate is realistic.		

3. Weak but able to improve:	YES	NO
a) The MO/CA has poor finances but meets its financial obligation to WAGGGS.		
b) The MO/CA does not promote World Thinking Day or other WAGGGS fundraising.		
c) Financial management is poor with limited records of income, expenditure. There is no auditing of financial statements but books are kept and open to inspection.		
d) Many members do not pay fees.		
e) The MO/CA has no fund raising strategy.		
f) There is no budget in relation to Strategic Plan. Yearly plan is realistic.		

4. Weak:	YES	NO
a) The MO/CA does not meet its financial obligation to pay quota nor has an agreed payment plan.		
b) There is no auditing of financial statements, books are not kept and are not open to inspection.		
c) There is no budget.		
d) There is little or no income.		
e) Level of quota does not reflect accurately the size of membership.		
f) There is no effective strategy to fundraise or to collect membership fees.		
g) Association cannot promote and develop Girl Guiding/Girl Scouting due to lack of finances.		