



SCOUTS[®]
Creating a Better World

World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout
Всемирная Организация Скаутского Движения
Organización Mundial del Movimiento Scout
المنظمة العالمية للحركة الكشفية

Self Quality Assessment in the Association

Note from the Core Group for “An Organisation for the 21st Century”

This form is designed to help you to assess the capacity of your organisation and to identify where you may be able to improve.

It has been designed to be used by the National Management Team of your organisation.

It should be completed by each person individually first and then the results shared in order to see if a consensus result can be achieved.

When agreement has been reached on your current position, you may decide that there are some areas you wish to improve on.

It might be a good idea to have a facilitator present for this work so as to ensure a smooth-running process where everyone gets a say and so as to avoid discussions getting bogged down in with too much politics.

This form does not cover Adult Resources Management or Youth Programme in depth. It is focused on organisational capability.

When you have identified areas that you want to work on you may need help with this work from other associations or from specialists from the European Scout Region.

The Core Groups of the European Scout Committee are there to help you with this work and so please don't hesitate to contact us if you need anything.

For questions in relation to the use of this form and/or to request help please contact milutin@euro.scout.org

Self Quality Assessment

Self Quality Assessment

Association:
<p>Please tick or circle the rating that best represents the situation in your organisation for each item below.</p> <p>Rating Scale</p> <p>n/a Not applicable X Insufficient information to assess 1 Non existent 2 Partially in place 3 Mostly in place 4 Fully in place</p>

Part One: Vision And Mission Clarity

1.1. Vision And Mission

A	The National organisation has a clearly articulated Vision and Mission	n/a	X	1	2	3	4
B	The national Vision and Mission aligned to global and regional vision	n/a	X	1	2	3	4
C	The national Vision and Mission were developed through a participatory process	n/a	X	1	2	3	4
D	The Vision and Mission are clearly understood by adults working at all levels	n/a	X	1	2	3	4
E	The Vision and Mission are clearly understood by youth decision makers at all levels	n/a	X	1	2	3	4

1.2 Strategy

A	The association has a strategic plan that is regularly reviewed	n/a	X	1	2	3	4
C	Strategic priorities are clearly articulated	n/a	X	1	2	3	4
D	Action plans are set out to reach the strategic priorities	n/a	X	1	2	3	4
E	The strategic plan includes targets and indicators for measuring progress	n/a	X	1	2	3	4
F	Strategic Priorities are clearly understood by adults working at all levels	n/a	X	1	2	3	4

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Part Two: Institutional Viability

2.1. Governance

2.1.1 Constitution And Legal Status

A	The national organisation is registered according to relevant legislation	n/a	X	1	2	3	4
B	The national organisation has a written constitution	n/a	X	1	2	3	4
C	The constitution is clearly understood by adults working at all levels	n/a	X	1	2	3	4
D	The constitution is clearly understood by youth decision makers at all levels	n/a	X	1	2	3	4
E	The constitution clearly defines the management structure	n/a	X	1	2	3	4
F	The constitution and bye-laws are reviewed regularly and amended as required	n/a	X	1	2	3	4

2.1.2. Policies

A	Effective Financial Policy is in place and being followed	n/a	X	1	2	3	4
B	Effective Personnel Policy is in place and being followed	n/a	X	1	2	3	4
C	Effective Youth Leadership Development Policy is in place and being followed	n/a	X	1	2	3	4
D	Effective Gender Policy is in place and being followed	n/a	X	1	2	3	4
E	Effective Diversity Policy is in place and being followed	n/a	X	1	2	3	4
F	Policies are reviewed every 2-3 years and updated as required	n/a	X	1	2	3	4

2.1.3. Membership

A	There is a clear recruitment strategy for adults and youth members	n/a	X	1	2	3	4
B	National appointments are made through election by the members as appropriate	n/a	X	1	2	3	4
C	The membership is actively involved in creating and amending policy	n/a	X	1	2	3	4
D	The membership is actively involved in deciding on programme and activities	n/a	X	1	2	3	4
E	The association has an effective membership management tool which provides information on: total number of members, male and female for the different sections and adult leaders; market share; composition of the membership from the different segments in society; geographical distribution of the membership.	n/a	X	1	2	3	4

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2.1.4. Leadership Capacity

A	A Volunteer Leadership Development Strategy exists	n/a	X	1	2	3	4
B	This strategy includes succession planning	n/a	X	1	2	3	4
C	Leadership is accountable to the membership	n/a	X	1	2	3	4
E	Age balance exists in senior management	n/a	X	1	2	3	4
F	A Volunteer Leadership Training Strategy exists and is being followed	n/a	X	1	2	3	4
G	Volunteers are recruited & managed according to a clear Adult Resources Policy	n/a	X	1	2	3	4

2.1.5. Secretary General / Chief Executive Officer

A	SG/CEO has a job description	n/a	X	1	2	3	4
B	SG/CEO has the right qualifications for the job	n/a	X	1	2	3	4
C	SG/CEO is employed on contract	n/a	X	1	2	3	4
D	SG/CEO is regularly evaluated by the Board/Executive Committee	n/a	X	1	2	3	4
E	SG/CEO has a succession Plan	n/a	X	1	2	3	4

2.2. Management Practices

2.2.1. Organisational Structure And Culture

A	Authority & responsibility are clearly defined for all roles at all levels	n/a	X	1	2	3	4
B	Administrative procedures are documented and regularly audited	n/a	X	1	2	3	4
C	Organisation development is audited on a regular basis	n/a	X	1	2	3	4
D	Management policy embraces equality and diversity	n/a	X	1	2	3	4

2.2.2. An Organisation For the 21st Century

A	The associations reviews its organisational structure to make it more lean and more "flat" (less management layers) and to adopt appropriate management styles for responding to changing needs	n/a	X	1	2	3	4
B	The association has developed and implemented organisational performance indicators	n/a	X	1	2	3	4
C	The association has a succession planning for key appointments to ensure continuity and stability in the association.	n/a	X	1	2	3	4

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2.2.3. Communication

A	An effective Communication policy (both external and internal) exists and is used	n/a	X	1	2	3	4
B	The association has a communication plan which clearly identifies the target audiences, the key messages and the means of communication used	n/a	X	1	2	3	4
C	Members regularly receive updates on operations and programme	n/a	X	1	2	3	4
D	An effective public relations strategy exists and is in use	n/a	X	1	2	3	4
E	The organisation has a positive image with its "publics"	n/a	X	1	2	3	4
F	The organisation receives appropriate media coverage on a regular basis	n/a	X	1	2	3	4

2.3. Human Resources

2.3.1. Personnel Procedures And Practices

A	Effective Personnel procedures are in place and followed	n/a	X	1	2	3	4
B	Conditions of employment are well defined	n/a	X	1	2	3	4
C	Statutory labour regulations are well followed	n/a	X	1	2	3	4
D	Job descriptions are well defined and documented	n/a	X	1	2	3	4
E	Grievances and conflict management mechanisms are in place	n/a	X	1	2	3	4

2.3.2. Staffing

A	The organization is correctly staffed to enable it deliver on its Strategic Priorities	n/a	X	1	2	3	4
B	Tasks are allocated according to skills, capacity and project requirements	n/a	X	1	2	3	4
C	All staff have an agreed skills development plan	n/a	X	1	2	3	4
D	Staff morale is measured regularly and is good	n/a	X	1	2	3	4

2.3.3. Work Organisation

A	Staff and senior management undergo regular teamwork development training	n/a	X	1	2	3	4
B	Teamwork is the way of working for adults at all levels of the organisation	n/a	X	1	2	3	4
C	Staff creativity and initiatives are promoted and supported	n/a	X	1	2	3	4
D	Staff are involved in decision making and in progress review	n/a	X	1	2	3	4

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2.3.4. Salaries, Benefits And Performance

A	An appropriate Performance appraisal system is implemented	n/a	X	1	2	3	4
B	The Remuneration structure is clearly set out and is competitive	n/a	X	1	2	3	4
C	Evaluation and promotions are based on performance	n/a	X	1	2	3	4
D	An appropriate benefits policy is in place and in operation	n/a	X	1	2	3	4

2.3.5. Volunteers In Scouting

A	A training and support programme is developed and regularly offered to meet the needs of the volunteers in the role they have undertaken	n/a	X	1	2	3	4
B	A system for recognising the contribution of volunteers is in place	n/a	X	1	2	3	4
C	The association has developed and implemented a recruitment campaign and tools to recruit and support new volunteers to Scouting	n/a	X	1	2	3	4
D	The number of volunteers in the association increased in response to recruitment campaigns and efforts to attract them	n/a	X	1	2	3	4

2.3.6. Youth Involvement

A	Youth involvement is supported structurally	n/a	X	1	2	3	4
B	The constitution of the association foresees measures for youth involvement	n/a	X	1	2	3	4
C	At least 50% of the board is younger than 35 years old	n/a	X	1	2	3	4
D	Young people are involved in the decision making processes at all levels of the organisation	n/a	X	1	2	3	4

2.4. Financial Resources

2.4.1. Resources And Financial Sustainability

A	An appropriate resource mobilisation plan is in place and is being followed	n/a	X	1	2	3	4
B	There is a clear programme in place to manage Funding Partners/Donors	n/a	X	1	2	3	4
C	The organisation is not overly reliant on any one source of funding	n/a	X	1	2	3	4
D	The organization has the capacity to adapt to changing financial circumstances	n/a	X	1	2	3	4
E	The association is making the most of its membership registration system to design and implement a national fee system which provides the necessary income	n/a	X	1	2	3	4

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2.4.2. Accounting

A	Appropriate & adequate financial management procedures are in place	n/a	X	1	2	3	4
B	Appropriate and adequate financial reporting systems are in place	n/a	X	1	2	3	4
C	Accounting procedures are adequate and are followed	n/a	X	1	2	3	4
D	Accounting categories exist for separating project funds	n/a	X	1	2	3	4
E	Clear Accounting records exist	n/a	X	1	2	3	4
F	Checks and balances are documented, followed and audited regularly	n/a	X	1	2	3	4

2.4.3. Budgeting

A	Regular budgeting process is integrated into annual implementation plans	n/a	X	1	2	3	4
B	Budget is organised to reflect the organisations strategic priorities	n/a	X	1	2	3	4
C	There is adequate staff support for preparation & implementation of the budget	n/a	X	1	2	3	4
D	Annual operations and programme costs stay within the agreed budget	n/a	X	1	2	3	4

2.4.4. Financial Reporting And Management

A	Accurate financial reports are prepared in a timely manner	n/a	X	1	2	3	4
B	A registered reputable firm of auditors prepares an annual financial report	n/a	X	1	2	3	4
C	An annual financial report is documented and disseminated to stakeholders	n/a	X	1	2	3	4
D	Internal audits are conducted on a regular basis	n/a	X	1	2	3	4
E	Management have incorporated a response to any audit recommendations in their operational plan	n/a	X	1	2	3	4
F	An adequate procurement system is implemented	n/a	X	1	2	3	4

2.5. Networking And External Relations

2.5.1. Stakeholders' Relations

A	The organisation is credible to stakeholders	n/a	X	1	2	3	4
B	The organisation is a valuable resource to stakeholders	n/a	X	1	2	3	4
C	The relationship with stakeholders is one of partnership for a common purpose	n/a	X	1	2	3	4
D	The organisation is able to attract volunteer support	n/a	X	1	2	3	4

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2.5.2. Inter-NGO Collaboration And Networking

A	The organisation is involved appropriately in networks and in sharing resources with national, regional and international organisations	n/a	X	1	2	3	4
B	The organisation plays a role in promoting coalitions and networks	n/a	X	1	2	3	4
C	The organisation is active in their National Youth Council	n/a	X	1	2	3	4

2.5.3. Government/Local Authority Collaboration

A	The organisation has contact with relevant decision-makers	n/a	X	1	2	3	4
B	The organisation regularly engages key policy makers in dialogue	n/a	X	1	2	3	4
C	Exchange of ideas and resources occur where and when appropriate	n/a	X	1	2	3	4
D	The organisation's activities and recommendations are integrated into government's development plans & policies	n/a	X	1	2	3	4
E	The organisation takes national and local development priorities into account in its plans	n/a	X	1	2	3	4

2.5.4. Partners For Funding/Resources

A	The organisation has diversified contacts within the funding community	n/a	X	1	2	3	4
B	The organisation is credible to funding partners	n/a	X	1	2	3	4
C	The organisation is credible to other partners who provide access to resources for Scouting / Youth Work	n/a	X	1	2	3	4

2.5.5. Partnership

A	The association works in partnership with the other youth organisations in particular WAGGGS and the other members of the "Big Six" (YWCA, YMCA, Red Cross / Red Crescent, WAGGS, WOSM, IAA)	n/a	X	1	2	3	4
B	The association is in dialogue with the major faith groups represented in the country	n/a	X	1	2	3	4
C	The association is in dialogue with other community groups supporting scouting such as parliamentarians	n/a	X	1	2	3	4
D	The organisation hosts European and/or World events	n/a	X	1	2	3	4
E	The organisation contributes to European and/or World working groups	n/a	X	1	2	3	4
F	The organisation is actively working with another association so that both can gain	n/a	X	1	2	3	4

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Part Three: Social Relevance

3.1. Programming And Service Delivery

A	An appropriate and relevant Youth Programme exists	n/a	X	1	2	3	4
B	The Youth Programme has been reviewed for relevance and effectiveness within the past 3 years and updated as required	n/a	X	1	2	3	4
C	Adequate materials are available to support the Youth Programme	n/a	X	1	2	3	4
D	The National Youth Programme committee works	n/a	X	1	2	3	4
E	A Youth Programme Commissioner exists and is active	n/a	X	1	2	3	4

3.2. Community Involvement

A	Programme priorities are based on actual/changing needs of the community	n/a	X	1	2	3	4
B	Programme priorities and services are periodically defined and updated in collaboration with stakeholders	n/a	X	1	2	3	4
C	The community understands the objectives of the Movement	n/a	X	1	2	3	4

3.3. Gender

A	The programme ensures parity in participation to both boys and girls (equality of recognition of capacities and skills and equality of access to resources and positions)	n/a	X	1	2	3	4
B	There is an even gender balance in the membership at all levels	n/a	X	1	2	3	4
C	The gender balance of the movement is reflected in the decision-making bodies	n/a	X	1	2	3	4

3.4. Reaching Out

A	The association has a policy in place and implemented to reach out to different segments of society	n/a	X	1	2	3	4
B	Programs are developed to broaden the membership of young people and adults for different segments of society	n/a	X	1	2	3	4
C	Decision making is inclusive of the needs of the different segments of society	n/a	X	1	2	3	4
D	The different segments of society are included in the management teams of the association	n/a	X	1	2	3	4