



GLOBAL SUPPORT ASSESSMENT TOOL TOWARDS QUALITY SCOUTING

Version 1.2 (15 October 2014)

***A SERVICE CERTIFICATION STANDARD AIMED AT ASSESSING
THE ACCOUNTABILITY OF NATIONAL SCOUT ORGANIZATIONS***

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1 INTRODUCTION

1.1 PURPOSE OF THE STANDARD

The purpose of this “**Global Support Assessment Tool towards Quality Scouting**” Standard (GSAT Standard) is to serve as a reference of Best Practices for National Scout Organizations (NSOs). The application of this Standard will enable NSOs to assess their strengths and weaknesses and, as an outcome, to improve their accountability to stakeholders.

1.2 SCOPE OF THE STANDARD

This “GSAT Standard” is intended for the sole use of NSOs as members¹ of the World Organization of the Scout Movement (WOSM). It specifies the requirements for an NSO to:

- Develop, maintain, deploy and enforce policies and procedures that conform to Best Management Practices currently, but sometimes selectively, requested to be applied by WOSM and/or by most public or private grantors.
- Demonstrate to any stakeholder that policies, procedures and practices are in conformity with today’s Best Practices, whether specific to WOSM or internationally recognized.

1.3 APPLICATION OF THE STANDARD

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. As such, the NSO is invited to carefully identify and assemble every supporting document related to each criterion before the audit takes place.**

Some three weeks before the set audit date, a procedure for audit preparation purposes is provided to the NSO.

1.4 RELATIONSHIP WITH OTHER CODES

This GSAT Standard has been built on

- The foundations of the SGS “NGO Benchmarking Standard” (<http://www.ngobenchmarking.sgs.com>), itself a reasoned consolidation of some 25 International Codes and Standards established by public or private grantors and on
- The Best Practices requirements that are specific to the Scout Movement

As such, the main features of this GSAT Standard are the following:

- a) It organizes a reasoned selection of some 91 “Objectively Verifiable Indicators” (V1.2);
- b) Most of these indicators refer to the risks an NSO could face and their consequences in terms of image, performance, resource allocation, control mechanisms etc. for the NSO itself, WOSM and potential grantors;
- c) Upon submission of evidence and auditor’s assessment, compliance is quantitatively measured for each criterion through a rating system (from 0 to 3). To minimize divergence of interpretation, scoring options are precisely defined in an auditor’s manual.
- d) A proper application of this GSAT Standard enables the audited NSO to identify its strengths and improvement opportunities. Applied at different time intervals, results will measure compliance improvements. A rating system can also generate comparative analyses between NSOs and thus identify “recurrent non-conformities” which could become the object of capacity building /training programmes across NSOs.

¹ In its chapter III, the Constitution of the World Organization of the Scout Movement (Jan 2011) specifies the difference between a “member” NSO and an “accredited” NSO.

2 REQUIREMENTS

Each chapter (or Dimension of Best Practices) is introduced by a brief rationale and is followed by the list of requirements².

D 01	NSO - WOSM INSTITUTIONAL REQUIREMENTS
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In its Article VII (Chapter III), 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 implementation of any changes to its national constitution. Besides 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 the 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.

0101	The NSO is a legal entity which has valid written permission from appropriate authority to operate in the country where it deploys its activities.
0102	The Constitution of the NSO explicitly includes the following elements: (a) Membership of WOSM and (b) Agreeing to adhere to the WOSM Constitution.
0103	The Constitution of the NSO has been considered for review at least once in the last 5 years by the "National Board" and/or the General Assembly. Amendments, if any, have been submitted for approval to the World Scout Committee.
0104	The NSO makes its annual reports available to WOSM within a year following their publication.
0105	The NSO has made provisions to ensure that Scouting names, logos and brand are legally protected in the country under copyright or trade laws, in accordance with the WOSM licensing terms of the World Scout Brand.
0106	The NSO participates regularly to World Scout Conferences and Regional Scout Conferences
0107	The last financial (externally) audited annual report of the NSO has been submitted to WOSM within the year following its publication.
0108	The NSO submits its membership numbers annually to WOSM.

² The numbering of each requirement is as follows: First 2 digits = the Dimension of Best Practice and second 2 digits = the criteria in each of these Dimensions.

D 02	GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY AND NATIONAL BOARD)
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The National Board is the policy-making body of an NSO while the General Assembly would be its highest authority. The National Board exercises a leadership role and provides the strategic direction of the organization. This National Board ensures that the long term vision-mission, goals, and objectives of the organization are carried out by the management and staff. Being the main group of individuals that steers the organization, this Board must be composed of independent-minded persons acting in a voluntary capacity. They should possess certain qualifications that befit the organization's principles and adhere to conflict of interest policies. Moreover, the Board should be governed by its own rules on conduct, attendance, meetings, quorum, voting rights, and terms of office.

0201	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 assigned functions in the Constitution.
0202	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 GA.
0203	The "National Board" and the "General Assembly" of the NSO make decisions by a simple majority of votes cast, except for changes to the Constitution and Dissolution together with other items as defined, which require a qualified majority.
0204	There is a clear distinction of responsibilities between the "National Board" and the executives running the NSO operations (CEO, paid staff & volunteers). "National Board" members are acting in a voluntary capacity and they have no stakes in the day-to-day operations beyond the group / local level.
0205	The composition of the "National Board" of the NSO adequately reflects the diversity of members and potential members (such as gender, experience, competences, regional representation). The "National Board" includes young people under 30.
0206	The NSO has established and implemented the following procedures with regard to election and mandate of "National Board" members: (a) defined election procedure, (b) fixed term of office, (c) rotation to prevent all from leaving at the same time, (d) in case of assignments going beyond the ToR (exceptional mandates), (e) procedure for removal, (f) re-election is limited.
0207	The NSO has defined potential areas of conflict of interests (internal and external) for their "National Board" Members. The latter have formally committed themselves to avoid such conflict of interests which could jeopardize the NSO's reputation (such as tobacco, arms, gambling). Their formal commitments are updated yearly.
0208	The NSO has defined and implemented a provision on the minimum number of meetings that the "National Board" conducts in a year. The number of meetings corresponds with the role of a Governing Body.
0209	The NSO has defined and enforced rules on "National Board" members' attendance.
0210	The NSO has defined the required minimum number of attendees to proceed with the "National Board" meeting and arrive at certain decisions for the organization. Taking into account the different sizes of "National Boards", a minimum of 3 members has been fixed.
0211	The NSO has defined a rule (or a set of rules) to avoid the concentration of votes in the hand of one member of the National Board and/or the General Assembly (i.e. through Proxy voting for absentees).
0212	Newcomers to the "National Board" of the NSO are provided with written guidance and training, and have formally acknowledged their role, responsibilities and legal obligations.

0213	The NSO has a documented procedure in its Constitution on dissolution, which defines the way in which its assets should be disposed.
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D 03	STRATEGIC FRAMEWORK
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This dimension deals with the NSO's reason for being: its vision-mission statement, its existence, its consistency throughout the NSO's operations, structure and 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 has a documented statement of its Vision / Mission, approved by the "National Board" or the "General Assembly". This statement defines clearly the organization's ambitions, principles, and beliefs and is disseminated throughout the NSO.
0302	The NSO has a formal structure that defines the organizational hierarchy on a national level and clearly distinguishes between the different bodies, areas of responsibility and authority.
0303	The NSO has clearly documented delineated functions and responsibilities between the national, regional and local levels.
0304	The NSO has a 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 regularly.
0305	The NSO has implemented a documented procedure to identify its internal and external stakeholders and to evaluate the issues which are important to them. The "National Board" acts upon its findings.
0306	The method for developing a strategic plan for the organization includes: 1. A participative internal process in all levels of the organization 2. An analysis of the external situation 3. Taking regional and local development priorities into account and 4. Youth involvement.
0307	"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 report on their work on a regular basis.
0308	The NSO has a system which ensures youth involvement at all decision levels.
0309	The NSO has Key Performance Indicators defined to assess the outputs/results, outcomes and impacts of its strategic plans and acts accordingly upon the results identified.
0310	The NSO has established a procedure to identify and evaluate its management risks (i.e. financial, conflict of interests, operational, funding, succession planning etc.). The result of the evaluation is documented and reviewed by the "National Board" on a regular basis, and corrective actions are taken at the appropriate level.
0311	The NSO has an established procedure/mechanism to respond to previously defined critical field situations (e.g. safety, health, accident, criminal, natural disaster etc.). Part of this procedure is an escalation to the appropriate level.
0312	The NSO ensures that the insurance coverage (health, accident, travel, liability, property etc.) relating to all human resources or other matters is fit for purpose and regularly reviewed.

D 04	INTEGRITY MANAGEMENT
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This dimension addresses the organization's ethical standards and practices, checks and balances, behavioral policies, and non-conformance processes and systems. Organizational policies, systems and procedures shall be pre-defined and documented so that staff from the top management down to the rank and file will be guided not only in the performance of their respective duties and responsibilities but more importantly in their conduct and behavior.

0401	The NSO formally adheres to ethical norms and values. These could be reflected or included in one code or several documents covering the following: <ol style="list-style-type: none"> 1. Child protection including confirmed compliance with local laws, safety regulations and code of conduct during NSO activities 2. Ethical principles in fundraising (fair representation of purpose, method, behavior); 3. Conflict of Interest (gift policy, affiliation with suppliers or competing organizations); 4. Paid staff and volunteers' behavior (discrimination, harassment); 5. A system to report on ethical issues, including protection of whistleblower and rights of involved parties. These codes/documents have been communicated to all concerned parties.
0402	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.
0403	The NSO has a system to enforce its agreed ethical norms and values at all levels of the organization (i.e. National Board, Management, Staff and Volunteers). Enforcement monitoring (covering Rules and Implementation procedures, compliance review, investigation and sanctions) is carried out regularly and is documented.
0404	The NSO has established and implemented a procedure to report systematically on ethical non-conformities to the appropriate level, internal and external. Major breaches are communicated to the "National Board".
0405	The NSO has a documented procedure to evaluate its external partners entrusted with fundraising activities (e.g. scout shops, scout foundations ...) and acts upon it.

D 05	COMMUNICATION, ADVOCACY AND PUBLIC IMAGE
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This dimension revolves around the communication policy of the organization to its various internal and external stakeholders, its grantors, its publics, and within its organization, 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 organization keeps the public and its stakeholders apprised of its operations. Areas covered are the system and policy of reporting, the organizational goals and accomplishments, the use of resources to achieve these goals, and the promotional materials.

0501	The NSO makes annual reports available (upon or without request) to all its key stakeholders and WOSM. These contain at least a narrative of the organization's activities, a general membership census, a list of "National Board" members and audited financial statements in accordance with generally accepted accounting principles (GAAP).
0502	The agenda and minutes of key meetings of the NSO, including resolutions to be discussed, are available to all its key stakeholders (including "National Board" members).
0503	The NSO has defined and established a document control system which allows unequivocal identification, integrity and availability of all types of official documents (hard & soft copies).
0504	The NSO has a brand strategy targeted at external stakeholders. Its communication (including up-to-date promotional material/s) accurately reflects the identity and declared principles of the organization.

0505	The NSO has established regular communication channels with its internal stakeholders (e.g. scout magazine for leaders, newsletter for national volunteers, website, social media ...).
0506	The NSO has links and/or partnerships with other civil society organizations and community groups impacting Scouting.
0507	The NSO is active in the National Youth Council or its equivalent body (if such exists).
0508	The NSO regularly engages in a dialogue with key policy makers in its country.

D 06	ADULTS IN SCOUTING
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This dimension deals with how the NSO handles human resources related matters such as recruitment, hiring, training, performance management, compensation and benefits, security, and employees' relations. No matter how well-crafted the NSO's policies, procedures, and programs may be these cannot be implemented without the right people (as long as they are supported to better cope with the changing conditions in their associations and countries). It is therefore 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 Adult in Scouting policy in place for the management of Adults in Scouting. It describes procedures on recruitment, appointment, induction, monitoring, evaluation and departure for all key positions. This policy is based on the World Adults in Scouting Policy and is regularly reviewed.
0602	The NSO has functioning national Adults in Scouting Committee, consisting of members with relevant experience and includes young people under 30.
0603	The NSO has job descriptions of all adult positions, including all training functions (course leader, trainer, facilitator, coach, tutor, etc.).
0604	The NSO has an effective appraisal system for all national adult positions (paid staff and volunteers) and implements it on an annual basis.
0605	The NSO has a clear and competitive remuneration/compensation package policy for paid staff which is consistently applied.
0606	The NSO has a system for recognizing the contribution of adults which is consistently implemented and recorded.
0607	The NSO has mechanisms in place for efficient succession for adult positions (paid staff and volunteers), including fixed terms of appointment.
0608	The NSO has a clear training framework for adults (both paid staff and volunteers) with, for each curriculum, clear objectives, expected results and minimum competences required.
0609	The NSO offers each appointed adult, the opportunity to receive training according to his/her actual needs, knowledge and experience. All training undertaken is recorded.
0610	The NSO has the following general competencies included in its training curriculum: Fundamental aspects of Scouting, leadership, management and relationships.
0611	The NSO includes "youth involvement in decision making" as a topic in relevant training.
0612	The NSO provides regular training for trainers, which includes the following general competencies: Fundamental Scouting, adult learning, training and facilitating, training management, relationships.

D 07
RESOURCES ALLOCATION AND FINANCIAL CONTROLS

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

0701	The NSO is not overly reliant on any one source of revenue (averaged over the last 3 years).
0702	The NSO has implemented a documented financial accountability mechanism (full disclosure) which enables it to track funds (earmarked or not) down to their use in programmes/projects (total, cost of fund-raising, sources of funds).
0703	The NSO has a control system in place to prevent any financial misuse of funds.
0704	The NSO operates on the basis of an annual (or possibly at larger intervals) budget, clearly linked to an operational plan, approved by the "National Board" or the "General Assembly".
0705	The NSO actively uses the monitoring and reporting of administrative costs, fundraising expenses, operational expenses and specific outputs as input by management, to adjust the budget midstream or at the next planning or budgeting cycle.
0706	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.
0707	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 (a) the internal financial controls, (b) the audit program of auditors, and (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 office at the national level.
0708	The NSO has its financial reports audited yearly by an external and accredited body.
0709	The NSO has established a documented inventory system at its HQ, properly reflected in the financial statement (e.g. properties, equipment and supplies of the organization).
0710	Case1: - The NSO must have enough short term liquidity/assets to cover its short and mid-term liabilities/debts (operational expenses, staff salaries in particular). Case2: - Where the NSO receives money "as needs arise" from a specific set of donors, the organization 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 whole duration of the project.
0711	The NSO has a documented and implemented procurement procedure which explicitly states that above a certain threshold, the competitive bidding system is the preferred mode of procurement.

D 08
YOUTH PROGRAMME

This dimension deals with the NSO's "raison d'être": from planning its major thrusts and objectives to detailing its mode of operations at the program, project, and field levels. NSOs need to operate on certain planning, implementation, monitoring, and evaluation and feedback adjustment systems. Each of these systems is essential in carrying out the NSO's objectives and key performance indicators from the planning stage (at the "drawing table") down to the project or field level activities.

0801	The NSO has a child protection policy and procedure(s) for scout activities which are disseminated to all levels and included in the training for adults (e.g. Keeping Scouts Safe from Harm).
0802	The NSO has a functioning national Youth Programme Committee consisting of members with relevant experience and includes young people under 30.
0803	The NSO has identified the needs and interests of young people in their community, during the development and review of its Youth Programme.
0804	The NSO has a Youth Programme with overall <u>educational objectives</u> , based on the fundamentals of Scouting and the World Scout Youth Programme Policy. Adequate resource material is available.
0805	The Youth Programme is considered for review at least every 5 years for relevance and effectiveness.
0806	The NSO has defined a number of age sections linked to the educational objectives in the Youth Programme, each with a defined starting and ending age.
0807	Young people with special needs can access Scouting and the Youth Programme of the NSO.

D 09
GROWTH POTENTIAL

This Dimension³ expresses the need for nonprofits in general to make tremendous efforts even to keep their current levels of service and funding. Those NSOs that grow are likely to do something proactively (otherwise, "competition" is likely to dent into their "market share"). Several factors are critical to a nonprofit's ability to grow among which: Preparing for growth, demonstrating results, marketing to specific funders and engaging board members' time, talent and resources.

0901	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.).
0902	The NSO has a policy on diversity which is in place to reach out to different segments of society.
0903	The NSO has defined a <u>resource generation</u> policy and procedures identifying different revenue streams (membership fees, commercial activities, individual donations, government grants, fundraising, funding proposal submissions etc).
0904	The resource generation policy is implemented and reviewed on a regular basis.
0905	The NSO has a growth strategy that includes a communication and marketing strategy that focuses on growth (web-site, leaflets, email blasts, social media).

³ Inspired from a survey conducted by The Bridgespan Group "Four Pillars of Growth for Youth-Serving Nonprofits" (Oct 2010)

0906	The NSO has a precisely defined 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 a non-scouting background.
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D 10	CONTINUOUS IMPROVEMENT
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This last Dimension of GSAT V1.2 concentrates on the NSO's continuous and sustained improvement. All NSOs need to undergo an audit of their management system, making their findings known to all concerned parties, implement corrective or preventive actions and ultimately take stock of the lessons learned, this is a prerequisite towards the NSO's continuous improvement.

1001	The NSO has defined and implemented a mechanism to evaluate the effectiveness of its "National Board" in fulfilling its roles and responsibilities (e.g. self-assessment within the Board).
1002	The "National Board" of the NSO has defined and implemented a process to evaluate annually the performance of its CEO (head of the executive).
1003	The "National Board" of the NSO annually evaluates the performance of its Committees (Standing and/or Task Forces). Evaluation is based on each Committee's Terms of Reference (objectives, deliverables, deadlines and responsibilities). If a Board member is part of a Committee / Task Force, he/she does not take part in the evaluation process.
1004	The NSO uses the results of any external auditor's reports (e.g. financial or non-financial) as inputs towards continuous improvement.
1005	The NSO has a detailed list of activities/projects executed in the last year, together with their corresponding evaluation documents.
1006	The NSO can show that the evaluation of each activity/project has been used in the preparation of the next edition or follow-up with documented corrective and preventive actions.
1007	The NSO has a system in place to assess satisfaction of its <u>staff and volunteers</u> . The results are translated into an action plan which is then implemented.
1008	The NSO has a system in place to assess <u>youth member satisfaction</u> . The results are translated into an action plan which is then implemented.
1009	The NSO has a documented procedure safeguarding the memory and experience gained in different situations.

END OF STANDARD

ANNEX: GLOSSARY

The following words are defined for better understanding or clarification of the Standard. Voluntarily, words that are specific to the World Scout Movement have not been inserted here.

ACCOUNTABILITY

The ability of an individual or organization to give an account for its actions (and inaction) to their concerned parties and be held responsible for them. It is the means by which power is used responsibly. Three specific components:

- Obligation to inform affected people about all aspects of a project and about their rights;
- Obligation to listen about perceived concerns and priorities for improving delivery. Listening should stimulate change and improvement
- Obligations to respond and report back. Responsibility must be assumed for what is done (success and failures). Reporting back completes the accountability circle of informing, listening and responding.

Building a culture of accountability never ends; it is not a tangible outcome but rather an ongoing process with benchmarks measuring its evolution. The challenge is to turn exceptional examples of accountability into regular, institutionalized practice.

BENCHMARKING

A tool for improving performance by learning from best practices and understanding the processes by which they are achieved. Application of benchmarking involves four basic steps. Firstly, understand in detail your own processes. Next, analyze the processes of others. Then, compare your own performance with that of others. Finally, implement the steps necessary to close the performance gap.

BEST PRACTICE

A technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success.

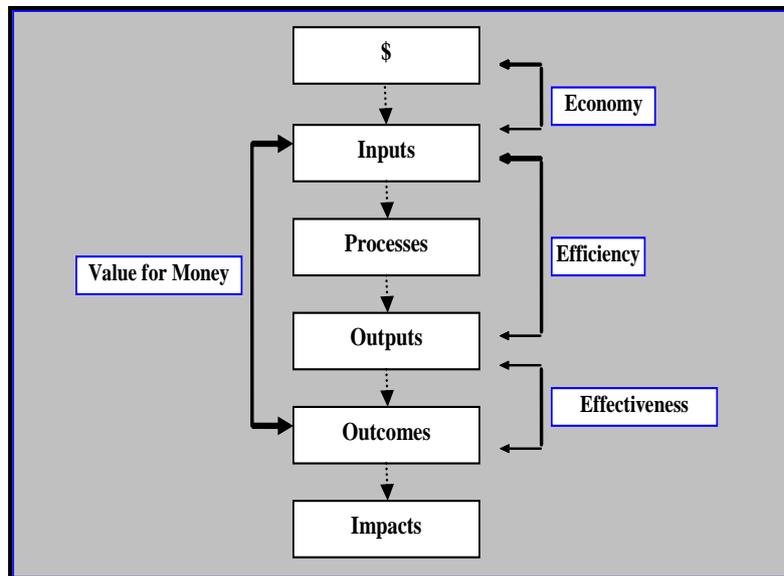
CORRECTIVE ACTION

Action taken to eliminate the cause of a non-conformity detected or another undesirable situation in an organization

EFFECTIVENESS

A measure of the extent to which an activity attains its objectives. In evaluating the effectiveness of a program or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?



EFFICIENCY (PRODUCTIVITY)

A measure of the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the activity uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of a program or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the program or project implemented in the most efficient way compared to alternatives?

See diagram under "Effectiveness"

ETHICAL PRINCIPLES

Moral laws of a universal nature which the organization adopts and by which it is guided.

GOAL

Specific performance requirement which is quantifiable to the extent of what is possible, belonging to an organization, which derives from the major objectives and which needs to be achieved in order to attain these objectives

IMPLEMENTATION (EXECUTION)

The translation of a mission and strategy into concrete actions. It is where the mission is realized.

INPUTS - OUTPUTS

Inputs are the resources you put into your project to deliver its outputs. Inputs include time, money and other resources (in case of a training granted to unemployed, inputs could be the staff time to organize the training, the premise available for the training, etc.) -> "what we use to do the work"

Outputs are the services and facilities you deliver (also called deliverables). Outputs include, for example, training courses. -> "what we produce or deliver".

See diagram under "Effectiveness"

NON-CONFORMITY

Failure to comply with a requirement

OBJECTIVE

Goal, in terms of performance, which an organization sets out to be achieved and which must be quantifiable as far as possible.

ORGANIZATION

Set of individuals and installations with a specific arrangement in terms of responsibilities, authorities, relations and activities involving the transformation of certain activities /products into others of greater value.

OUTCOMES, IMPACTS

Outcomes are specific, measurable changes (short or medium term) for a target group expected to occur as a result of the delivery of outputs. Outcomes are usually specified in terms of changes in attitudes, behaviors, knowledge, skills, status, level of functioning, etc. For example, as a result of training, a higher percentage of the unemployed have found a job. -> "what we wish to achieve".

Impacts are the results of achieving specific outcomes, such as reducing poverty and social exclusion. Whereas an outcome is a change resulting from project/program outputs, impact refers to broader, longer-term change and relates to your overall aim. It can be difficult to assess long-term change in the lifetime of a short project.

See diagram under "Effectiveness"

PERFORMANCE

Measurement of what has been achieved by an individual, team, organization or process.

POLICY

Set of rules and procedures that defines the range of acceptable choices and behaviors.

PREVENTIVE ACTION

Action taken to eliminate the cause of a potential non-conformity or another potentially undesirable situation

PROCEDURE

Standardized way of carrying out an activity or a process. Procedures are usually documented.

PROCESS

Set of mutually-related activities which interact in order to transform what comes in into what goes out.

QUALITY

Extent to which a set of characteristics attached to a product and service meets certain previously-established requirements or needs and expectations prior to consumption.

RISK

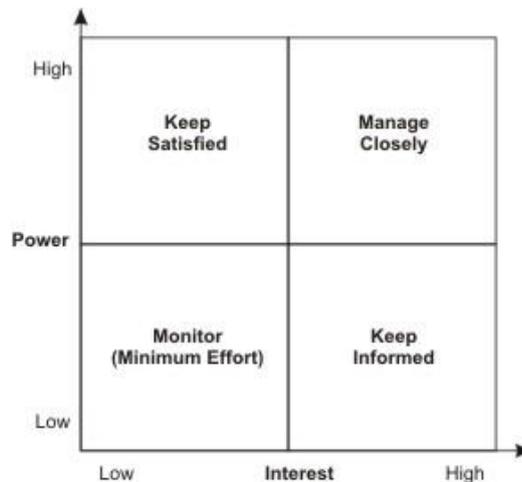
Expression of the likelihood that a specific hazardous event and the serious consequences of this event may take place.

The following list gives a few examples of risks that can be encountered. It is **NOT** exhaustive

- **Management :** Can the leadership do what needs to be done?
- **HR :** Are the profiles up to the exigencies?
- **Market :** Are the stakeholders going to buy?
- **Competition :** Is there another organization offering something similar/better?
- **Funding :** Can the organization raise the funds it needs to sustain itself and grow?
- **Insurance :** Liability and property
- **IP :** Right to use the intellectual property it is using?
- **Technology :** Can the technology that's needed be developed?
- **Program :** Is this idea reasonable? - Is this project feasible? - Are the outcomes measurable?

STAKEHOLDERS

Stakeholders are defined as “individuals or organizations who stand to gain or lose from the success or failure of a system” (Nuseibeh and Easterbrook, 2000). Since, by definition, stakeholders are those who are impacted by (or have an impact on) the project, their perspectives need to be taken into account in order for a project to be successful. Stakeholders can have positive or negative views regarding a given project, and often don’t agree with one another, making it a challenge to reconcile their varied viewpoints. Typical mapping of Stakeholders:



SYSTEM

The word system appears for the first time in the Standard Q#308 (and later on in 12 instances). It should not be confused with the word “procedure”: A system is larger than a procedure. It can be defined as a set of mechanisms that are put in place for management purposes while a procedure is “a way of doing things”.

The mastering of a system requires good tools (softwares, inventories, IP...), at the right time using good instructions (procedures, methods) and by the right persons (Adult policy in the NSO context)

TRANSPARENCY

Information is fully disclosed and can be easily analyzed; Activities are complying with internal and external rules. Please note that for Perspective # 2 “Contributors’ Expectations” of the GSAT system, has specifically defined Transparency with reference to contributors (or grantors) only rather than in its more general sense.

VALIDATION

Confirmation by means of scrutiny and provision of objective evidence by which the specific requirement for a determined use are met.

VALUES

The concepts and expectations which describe the behavior of individuals from the organization and determine all their relations.

VISION / MISSION

Declaration outlining the psychological and emotional logic that drives an organization, it captures the basis for people’s passion and excitement; it inspires the organization and its stakeholders. Vision is a very brief overarching “utopia” while the mission will translate it into more realistic terms.
