WORLD SCOUTING

National Support Assessment Tool (NSAT) 1.0

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PREFACE

National Support Assessment Tool (NSAT) serves as a reference for Best Practice for Regional, Provincial, State or District Formations within a National Scout Organization (NSO), the key administrative structure between the NSO and the local Scout Group (known as the Sub-National Formation - SNF).

The purpose of the NSAT is to ensure that SNF at regional, provincial, and district levels apply consistent good practices in the governance, financial management, and administration of Scouting, in alignment with the standards and expectations established by their National Scout Organization (NSO) through the WOSM Global Support Assessment Tool (GSAT).

It should be noted that regional/provincial/state/district level, whichever is the sub-national structure, requirements are different from NSO to NSO. It is recommended that this is taken into consideration when reviewing and evaluating the NSAT criteria for implementation at your level within your Association/Organization.

The NSAT shall be owned and delivered by the National Scout Organization (NSO), with support, as may be needed, from the WOSM Asia Pacific Support Centre as a service.

The NSO retains full ownership and responsibility for the implementing NSAT at the SNF level. A consistent approach should be followed by trained facilitators and assessors to ensure uniformity in its implementation. There are no right or wrong answers, as SNF may be at different stages of organisational development and operate at varying levels of capacity. NSAT is therefore a tool for continuous improvement, helping SNFs identify gaps, adopt good practices, and strengthen their governance, financial management, and administration for sustainable development.

TABLE OF CONTENTS

PREFACE **3**

1 INTRODUCTION **5-10**

1.1 PURPOSE OF THE STANDARD 5
1.2 SCOPE OF THE STANDARD 5
1.3 COMPOSITION OF THE STANDARD 5
1.4 APPLICATION OF THE STANDARD 6
1.5 SCORING PRINCIPLES 6
- How do we use the scoring method for the assessments? 7
- What are major non-conformities? 8

1.6 NSAT Benchmarking Certificate 9
1.7 Confidentiality 10

2 REQUIREMENT **11-19**

D 01 NSO INSTITUTIONAL REQUIREMENTS 11
D 02 GOVERNANCE FRAMEWORK 12
D 03 STRATEGIC FRAMEWORK 14
D 04 INTEGRITY MANAGEMENT 15
D 05 COMMUNICATION, ADVOCACY AND PUBLIC IMAGE 15
D 06 ADULTS IN SCOUTING 16
D 07 FINANCIAL STABILITY AND RESOURCE MOBILISATION 17
D 08 YOUTH PROGRAMME 18
D 09 GROWTH 18
D 10 CONTINUOUS IMPROVEMENT 19

3 HOW TO COMPLETE NSAT ASSESSMENT WITHIN AN NSO **20-27**

3.1 Parties involved in a NSAT Assessment 20
3.3 NSAT Consultants 20
3.3 Comparison: NSAT Facilitator vs NSAT Assessor 21
3.4 Selection, Training and Appointment of NSAT Assessor 22
3.5 The NSAT Assessment process (8 Steps) 22
3.5.1 Pre-Assessment 22
3.5.2 During the NSAT Assessment 23
3.5.3 Post-Assessment 24
3.6 Suggested preparatory meeting plan 25
3.7 Suggested Assessment Schedule / Programme 26
3.8 What happens next? 27

4 GLOSSARY **27**

5 NSAT TOOL KIT – LIST OF ANNEXES (A-N) **28-50**

1 INTRODUCTION

1.1 PURPOSE OF THE STANDARD

Modelled on GSAT, the Asia-Pacific Region has developed the **National Support Assessment Tool (NSAT)** Standard as a reference for good practices in governance, financial management, and administration at the sub-national level within a National Scout Organization (NSO). **These sub-national formations** (SNFs) may be regional/provincial/state, or district structure, as the case may in respective NSO, that **serve as the key administrative link between the NSO and grass roots.**

Adapted to the context and requirements of each NSO, the NSAT Standard enables SNFs to assess their existing practices, identify strengths and areas for improvement, and strengthen their accountability to stakeholders. It also provides a framework for benchmarking performance against the standards and expectations established by the NSO, promoting continuous improvement and the adoption of good governance practices to enhance the quality, effectiveness, and sustainability of services delivered to members.

1.2 SCOPE OF THE STANDARD

This "National Support Assessment Tool (NSAT) Standard" is intended for the sole use of NSOs as members of the World Organization of the Scout Movement (WOSM). It specifies the requirements for a SNF to:

- Adequately support the delivery of quality Scouting by local Scout Groups,
- Demonstrate to the NSO that policies, procedures, and practices are implemented in alignment with recognised good practices and current standards
- Ensure that SNFs consistently meet the standards and benchmarks established by the NSO.

1.3 COMPOSITION OF THE STANDARD

a. The NSAT is structured around ten dimensions of good practice, adapted from the Global Support Assessment Tool (GSAT) used to assess National Scout Organizations (NSOs), and tailored to the governance, financial management, and administrative responsibilities of sub-national formations.

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

   Each focusing on the different facets of a SNF, promoting corresponding Best Practices and requirements.

b. Within these ten dimensions, **five are considered as key**:
   The Dimensions that constitute Scouting's core business:

- Dimension 6: Adults in Scouting
- Dimension 8: Youth programme

The Dimensions that are core management areas of any organisation:
- Dimension 2: Governance framework
- Dimension 3: Strategic framework
- Dimension 7: Financial stability and resource mobilisation

c. Each Dimension is composed of between 5 to 17 criteria. In total, there are 96 objectively verifiable indicators. Each refers to the risks that the SNF could face and their consequences, including to the image, performance, resource allocation, and control mechanisms to the Sub-National Formation, the NSO and potential grantors.

d. Within the 96 criteria, **18 criteria are to be considered as essential, "the minimum required"** for a well-functioning Sub-National Formation. These 18 criteria are therefore identified as **"Major Non-Conformities",** which, if not complied with, should be considered as priorities in the assessment follow-up.

1.4 APPLICATION OF THE STANDARD

The application of the NSAT enables each SNF to identify its strengths and areas for improvement. When conducted at regular intervals, the assessment also helps track progress and measure improvements in compliance with established standards. The rating system facilitates comparisons across SNFs, helping the NSO identify recurring nonconformities and common development needs. These findings can then inform targeted capacity building and training programmes across the NSO, promoting continuous improvement and the consistent adoption of good practices.

Unless confronted with exceptional situations, all criteria can be directly applicable to all SNF within an NSO.

It is the SNFs responsibility to demonstrate compliance during the assessment. As such, the SNF is invited to carefully identify and assemble every supporting document related to each criterion before the assessment takes place. Examples of evidence for each dimension are given in Annex G of the NSAT Tool Kit.

It is recommended that NSOs review the criteria to ensure that they are relevant to your local situation of Sub-National Level, noting that the major non-conformity criteria should be kept ensuring that the NSAT is consistent with the GSAT requirements that an NSO must carry out.

1.5 SCORING PRINCIPLES

Compliance with each criterion is assessed quantitatively using a rating scale from 0 to 3, based on the evidence presented by the SNF during the assessment. To ensure consistency and minimize differences in interpretation, detailed scoring guidelines are provided in the Assessor Manual, and the scoring sheet template is provided in the Annex F.

Where compliance cannot be demonstrated through sufficient evidence during the assessment, the applicable scoring guidelines shall be followed. Information or evidence submitted after the assessment has concluded shall not be considered in determining the score.

For criteria requiring the existence of a procedure, it is essential to demonstrate not only that the procedure has been established and documented, but also that it is being effectively implemented. Accordingly, the assessment focuses, where applicable, on the practical application and effectiveness of the requirement rather than solely on the existence of supporting documentation.

How do we use the scoring method for the assessments?

STATUS	EXPLANATION	SCORE
NON-COMPLAINT	**No evidence** exists that the sub national has met any of the standards outlines in this criteria	**0**
IN ACCORDANCE WITH FEW ITEMS	Evidence exists that the sub national **has met some but not all of the standards** outlined in this criteria.	**1**
IN ACCODANCE WITH MOST ITEMS	Evidence exists that the sub national **has met most of the standards** outlined in this criteria and that they are up to date and implemented.	**2**
FULL COMPLIANCE	Evidence exists that the sub national has met all the standards outlined in this criteria. **They are up to date, implemented, regularly evaluated, and refreshed.**	**3**
NOT APPLICABLE	Not applicable due to local circumstances or in relation to another non-complaint criteria.	**N/A**

Calculation of results (excel formula): *Score per dimension (%) = (Total of scores obtained in the dimension ÷ (3 × number of applicable criteria in the dimension)) × 100. Criteria marked N/A are excluded from the calculation. The overall NSAT score (%) is calculated in the same way using all 96 criteria. (Reference: GSAT V3.0 Scoring Template.) The scoring sheet is in Annex F.*

Examples

Below are examples that provide guidance on the scoring method. Remember that the NSAT V1.0 is a development tool, aligned with GSAT, that can help any NSO to identify SNF's areas of improvement. Be honest, avoid overestimating or underestimating the amount of time and human resources needed to prepare for the assessment and always think about whether an external assessor would share your opinion.

Criteria 102: The Constitution/by-laws (where one is required) or such Charter document of the SNF explicitly includes the following elements: (a) Membership of the NSO and (b) Agreeing to adhere to the NSO Constitution.

STATEMENT	SCORE
The Constitution/by-laws **includes** (a) Membership of the NSO and (b) Agreeing to adhere to the NSO Constitution.	FULL COMPLIANCE
The Constitution/by-laws includes **(not both)** (a) Membership of the NSO and (b) Agreeing to adhere to the NSO Constitution,	IN ACCORDANCE WITH FEW ITEMS
The Constitution/by-laws **does not** explicitly include the elements (a) and (b), as stated in the criteria	NON-COMPLIANT

Criteria 301: Sub-National Formation's vision and mission's statement defines clearly the organisation's ambitions, principles, beliefs and goals related to sustainable development – aligned to the NSO strategy, but relevant for the capability/capacity of the Sub-National Formation. It has been approved by the Sub-National General Assembly and is disseminated to all levels of the Sub-National Formation.

STATEMENT	SCORE
There is a vision and mission statement that clearly defines the organisation's ambitions, principles, and beliefs. **It has been approved by the General Assembly and is disseminated to all levels of the sub- national formation**	FULL COMPLIANCE
There is a vision and mission statement that clearly defines the organisation's ambitions, principles, and beliefs. It has been approved by the General Assembly, **however, it has not been disseminated to all levels of the sub- national formation**	IN ACCORDANCE WITH MOST ITEMS
There is vision and mission statement that has been approved by the General Assembly, however, **it does not clearly define the organisation's ambitions, principles, and beliefs and it has not been disseminated to all levels of the sub- national formation**	IN ACCORDANCE WITH FEW ITEMS
There is no vision and mission statement or there is a vision and mission statement, but it has **not been approved** by the "General Assembly"	NON-COMPLIANT

What are major non-conformities?

The NSAT standard contains 96 criteria, of which 18 are considered key and serve as "the minimum required" for a well-functioning SNF that enable NSOs to spot priorities areas in the assessment follow up.

DIMENSION OF BEST PRACTICES	CRITERIA
NSO INSTITUTIONAL REQUIREMENTS	N101
GOVERNANCE FRAMEWORK	N204
STRATEGIC FRAMEWORK	N301, N302, N313
INTEGRITY MANAGEMENT	N401, N402, N403
COMMUNICATION, ADVOCACY AND PUBLIC IMAGE	N501
ADULTS IN SCOUTING	N601, N608, N611, N612
FINANCIAL STABILITY AND RESOURCE MOBILISATION	N702, N706, N708, N710
YOUTH PROGRAMME	N801
GROWTH	NONE
CONTINUOUS IMPROVEMENT	NONE

1.6 NSAT BENCHMARKING CERTIFICATE

The NSAT certificate is a **benchmarking recognition**. It is not a compliance or pass/fail certification. It recognizes that a Sub-National Formation has gone through the NSAT assessment and has reached the benchmark set by its NSO. The purpose of NSAT is to improve quality standards in service delivery and in the engagement of young people.

1.6.1 Conditions for issue of the certificate

The NSO issues the NSAT Benchmarking Certificate only when both of the following conditions are met:

- Benchmark reached: the overall NSAT score is equal to or higher than the benchmark (70%– see 1.6.2); and
- No underscored major non-conformity: none of the 18 major non-conformity criteria (marked ✱) are below 70%.

An under scored major non-conformity prevents issue of the certificate, even when the overall score is above the benchmark.

1.6.2 Benchmark

- **Advised benchmark**: 70% is the advised benchmark for the NSAT Benchmarking Certificate for sub-national formations, in line with GSAT practice. An SNF reaches the benchmark when its overall NSAT score (Section 1.5, Annex F) is 70% or higher.
- **Communicating the benchmark**: The benchmark that applies is stated in the SNF Request and Agreement Form (Annex A) before the assessment starts, so that the SNF knows the benchmark in advance.

1.6.3 What is an underscored major non-conformity?

- A major non-conformity is underscored when any of the 18 criteria marked ✱ is scored 0 (non-compliant) or 1 (In accordance with few items) at the assessment. [score level at which a major non-conformity is treated as standards if the is " 3".]
- A major non-conformity criterion marked N/A, with justification accepted by the assessor, is not counted.
- All underscored major non-conformities are presented by the assessor at the closing meeting and recorded in the assessment report.

1.6.4 Issue, validity and format

- **Issuing body:** The certificate is issued by the National Scout Organization.
- **Validity:** The certificate is valid for three (3) years from the date of issue. A new NSAT assessment is advised before expiry.
- **Format:** A suggested certificate format is given in Annex I.

Summary – issue of the certificate

Overall Score Vs Benchmark (70%)	Underscored major non-conformity?	Certificate
Reached	NO	Issued by the NSO
Not Reached	No	Not Issued – action plan and new assessment to be carried out.

1.7 CONFIDENTIALITY

All information, documents and evidence shared by the SNF during the NSAT process, as well as the scores and report, are confidential. They are used only for the purpose of the NSAT assessment and the SNF's improvement.

- NSAT facilitators and assessors shall not share any SNF documents, discussions or results with any person outside the NSAT process without the written consent of the SNF and the NSO.
- The assessment report is shared only with the NSO and the SNF leadership. Publication or sharing of results is decided by the NSO together with the SNF.
- Documents uploaded to a shared folder/drive are accessible only to the SNF, the NSO Representative, the facilitator and the assessor. Access to the folder should be withdrawn from the facilitator and assessor after the final report is submitted.
- Facilitators and assessors sign a Confidentiality and Conflict of Interest Declaration (Annex J) before taking up an assignment.

2 REQUIREMENTS

National Support Assessment Tool - NSAT 1.0

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

D 01	NSO INSTITUTIONAL REQUIREMENTS
N101 ✱	The SNF is an entity with valid written document(s) from NSO and appropriate local authority to operate in the said geographical area where it is officially established.
N102	The Constitution/by-laws (where one is required) or such Charter document of the SNF explicitly includes the following elements: (a) Membership of the NSO and (b) Agreeing to adhere to the NSO Constitution.
N103	The Constitution/by-laws (where one is required) or such Charter document of the SNF has been considered for review at least once in the last 5 years, or when the national association has reviewed its constitution/by-Laws (so to ensure alignment with it), by the SNF board and/or Sub-National General Assembly. The approved amendments made are submitted to the NSO approval.
N104	The SNF has submitted its last (fiscal) year's Annual Report to the NSO within three months of publication.
N105	Any commercial or non-commercial use of NSO Brand is properly licensed with the national board or national headquarters.
N106	The SNF participates in its National General Assembly (as required by the NSO and ensures that young people under 30 are part of their delegations).
N107	SNF demonstrates implementation of an information management system as defined, and allows for the clear identification, integrity, availability, and back up of all types of official documents (hard and soft copies)



D 02	GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY, BOARDS, AND YOUTH IN GOVERNANCE)
N201	The Constitution/by-laws (where one is required) or such Charter document of the SNF foresees a General Assembly as the Sub-National Formation's highest authority; the composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.
N202	The Constitution/by laws (where one is required or such Charter document) of the SNF defines a SNF board as the policymaking body, providing the strategic direction of the SNF that complements the national strategic direction.
N203	The SNF 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.
N204 ✱	There is independence between the Sub-National board, which gives the governance and strategic direction of the SNF, and the management team, which runs the SNF's operations. Any paid chief executive officer (CEO) and any paid staff (should there be any) do not have voting rights on the sub-national board.
N205	SNF 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 SNF board member has a stake in the day-to-day operations, the concerned SNF board member has declared and documented the potential conflict of interest.
N206	The composition of the SNF board reflects the diversity of its existing and potential members (examples of diversity of membership can include any of the following: gender, ethnicity, socio-economic background, regional balance, disability, religion or beliefs, experience, and competences).
N207	All decision-making bodies of SNF is composed of at least 40% of people under 30 years of age.
N208	The SNF has defined and implemented the following procedure with regard to election and mandate of SNF members: 1. election procedure 2. fixed term of office 3. rotation of SNF board members to prevent all from leaving at the same time 4. removal of a SNF board member 5. re-election is limited 6. co-optation (replacement or addition of members).
N209	The SNF has a defined conflict of interest policy (internal and external) for their SNF board members. The board members have formally committed themselves to avoid conflict of interest that could jeopardise the Sub-National Formation's reputation. A dedicated register of interests is maintained and updated annually.
N210	The board of the SNF has defined meeting times, and the frequency of these meetings must be compatible with the role of a sub-national board.
N211	The SNF has defined and enforced rules on the attendance of SNF board members.
N212	The SNF has defined and enforced rules on the minimum number of attendees that forms a quorum in order to proceed with a SNF board meeting and make valid decisions for the organisation.

D 02	GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY, BOARDS, AND YOUTH IN GOVERNANCE)
N213	The SNF has defined and enforced rules to avoid the concentration of votes in the hand of one member of the SNF board and/or the General Assembly (such as through proxy voting for absentees).
N214	All members of the board of the SNF are provided with an established induction process through which they formally acknowledge their role, responsibilities, and legal obligations. A record is kept of all actions performed.
N215	The SNF has a binding procedure on dissolution (in its Constitution, by-laws or national legal requirement, etc.) which defines the way in which its assets should be disposed.
N216	The Constitution/by-laws (where one is required) or such Charter document of the SNF empowers young people to engage in governance across all levels of the organisation. Tools and mechanisms are in place to ensure the meaningful engagement of young people in governance.
N217	The SNF has defined an approach to targeting and cultivating potential new SNF board members from a non-Scouting background. This approach is focused on specific skills relevant to the challenges faced by the organisation. As an outcome of this, the SNF board includes some member(s) from a non-Scouting background.



D 03	STRATEGIC FRAMEWORK
N301 ✱	The SNF's vision and mission's statement defines clearly the organisation's ambitions, principles, and beliefs and goals related to sustainable development – aligned to the NSO strategy, but relevant for the capability/capacity of the Sub-National Formation. It has been approved by the Sub-National General Assembly and is disseminated to all levels of the Sub-National Formation.
N302 ✱	The SNF's organisational structure clearly defines the current bodies, areas of responsibility and authority at the Sub-National level.
N303	The SNF participates in the NSO's due diligence and other processes that identify and manage the organisation's impact on the economy, environment, and people as identified the NSO board.
N304	The SNF has clearly documented functions and responsibilities between the sub-national and local levels.
N305	The SNF implements strategic goals, specific objectives and activities that are aligned with those of the NSO.
N306	The SNF has identified/mapped its internal and external stakeholders, assessing the issues which are important to them. The results of this process are documented, reviewed every three years, and acted upon by the sub-national board.
N307	The SNF participates in the development of the NSO strategic plan.
N308	The committees, task forces and other appropriate bodies of the Sub-National Formation's board have been created in line with the strategic objectives. Each has a clearly defined terms of reference, conduct regular meetings, and report on their work on a regular basis and reflects the diversity of communities in which they operate.
N309	The Sub-National board's committees, task forces, and other appropriate bodies are comprised of at least 40% people under 30 years old.
N310	The SNF has defined and implemented a system which ensures youth involvement in their decision-making.
N311	The SNF has defined key performance indicators to assess the outputs/results, outcomes, and possibly impact of its strategic and operational plans. Measurements are regularly taken, and results are acted upon.
N312	SNF implements the NSO sustainability framework.
N313 ✱	The SNF undertakes an identification and evaluation of its management risks (e.g. financial, conflict of interests, operational, funding, succession planning, reputational, safeguarding, sustainability), in consultation with the NSO. The results of this process are documented and updated annually and, whenever appropriate, acted upon by the sub-national board.
N314	The SNF demonstrates capacity to implement the NSO's defined procedures to respond to critical field situations, including safety, health, accidents, criminal acts, natural disaster. This procedure includes an escalation to the appropriate level(s) and is communicated to all concerned parties and participates in NSO's periodical review.
N315	The Sub-National Formation's insurance policies – or demonstration of use of NSO's insurance policies (for health, accident, travel, liabilities, property etc.) are fit for purpose and regularly reviewed.

D 04	INTEGRITY MANAGEMENT
N401 ✱	The SNF implements the Safe from Harm Policy of the NSO.
N402 ✱	SNF has effective communication with the NSO team or coordinator responsible for overseeing all work on Safe from Harm.
N403 ✱	The SNF implements the NSO child, youth and adult Safeguarding reporting procedures.
N404	The SNF formally adheres to ethical norms and values which are reflected in the policies and procedures of the NSO.
N405	The SNF implements the NSO ethics and compliance programs through induction, training, and periodic refresher programmes for newly hired staff and volunteers (including the national board) that are appropriate to their position. Such training is fully recorded.
N406	The SNF implements the defined NSO system of ethical norms and values enforcement. Enforcement monitoring covering rules and implementation procedures, compliance review, investigation, and sanctions is carried out regularly and is documented.
N407	The SNF implements NSO reporting on ethical breaches.
N408	The SNF implements the NSO system of evaluating the ethical standing of its external or internal partners entrusted with fundraising activities.

D 05	COMMUNICATION, ADVOCACY AND PUBLIC IMAGE
N501 ✱	The SNF makes annual reports available (upon request or without request) to all its key stakeholders. These contain at least: 1. a narrative of the organisation's activities 2. a general membership census 3. a list of key Sub-National personnel 4. externally audited financial statements
N502	The SNF makes its agenda and minutes of relevant meetings, including resolutions to be discussed, available to all its key internal and external stakeholders, within a reasonable timeframe.
N503	The SNF contributes and implements NSO communication strategy.
N504	The SNF implements NSO communications plan for crisis situations.
N505	The SNF cooperates with NSO to form strategic partnerships with civil society organisations and/or other groups impacting Scouting. SNF actively fosters these partnerships at their sub-national level.
N506	The Sub National Formation is active in the State/Local Youth Council or its equivalent body at their level (if such exists).
N507	The SNF cooperates with NSO to advocate and engage in dialogue with key civic decisionmakers and has identified its key advocacy priorities.
N508	SNF cooperate with NSO to define and implement system of young people to externally represent Scouting at a national level.

D 06	ADULTS IN SCOUTING
N601 ✱	The SNF provides support to adults in accordance with the NSO Adults in Scouting policy to enable them to attain the required level of proficiency (eg. Calendar of training, list of training courses, training evaluations).
N602	The SNF actively participates in the NSO Adults in Scouting committee or team as may be defined in its charter or invitation from the NSO (this can include minutes and agenda of meetings).
N603	The SNF implements role descriptions and mutual agreements for all adult positions as stated in NSO Adults in Scouting Policy.
N604	The SNF implements the NSO performance management system to appraise annually all adults, which results in an action plan for their development.
N605	The SNF has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff or implements NSO remuneration/compensation package policy for professional staff.
N606	The SNF implements NSO system of recognising the contribution of adults.
N607	The Sub-National implements NSO mechanisms for efficient succession of adult positions (professional staff and volunteers). Volunteers have fixed periods, and all appointments are recorded.
N608 ✱	The SNF implements NSO adult development system that includes personal development of competences for all adults both professional staff and volunteers. Each learning opportunity has clear objectives and minimum competencies required and is regularly reviewed.
N609	The SNF includes youth engagement in decision-making in the curriculum of all Adults in Scouting training, based on the NSO Policy.
N610	The SNF provides regular training for trainers for the different strategic topics as stated in the NSO Adults in Scouting Policy.
N611 ✱	The SNF ensures that all adults receive elemental Safe from Harm training as defined in the National Adults in Scouting Policy/Safe from Harm Policy.
N612 ✱	The SNF carries out NSO policies and systems to review the background of adults (including background checks, prevention of adults who do not comply with safeguarding policies and regular compliance checks are in place).

D 07	FINANCIAL STABILITY AND RESOURCE MOBILISATION
N701	The SNF is not overly reliant on any one source of revenue (averaged over the last 3 fiscal years).
N702 ✱	The SNF 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 fund-raising, sources of funds).
N703	The SNF has defined and implemented a control system to prevent any financial misuse of funds.
N704	The SNF operates on the basis of an annual (or possibly at longer intervals) budget, clearly linked to an operational plan, approved by the "General Assembly".
N705	The SNF 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).
N706 ✱	The SNF has financial reports that include the balance sheet, income and expenditure statement and assets and liabilities.
N707	The SNF has an internal financial audit committee appointed by the board and/or General Assembly that meet at least twice a year to review: 1. Internal financial controls 2. Audit programme of auditors 3. 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 the SNF level.
N708 ✱	The SNF 's last 3 fiscal year's financial report has been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express an opinion / make recommendation (e.g., a "Management letter").
N709	The SNF has defined and implemented an inventory system (e.g., of the properties, equipment and supplies of the organisation). This inventory is properly reflected in the financial statement.
N710 ✱	Case 1: The SNF must have enough short-term liquidity or assets to cover any short- and mid-term liabilities or debts, including operational expenses and staff salaries. Case 2: Where the SNF receives funds as needed from a specific set of donors, the organisation has a legal agreement which ensures that donors cover the liabilities (responsibility) to which the SNF is committed by supporting all expenses related to the activities to be performed over the duration of the project.
N711	The SNF implements local or NSO procurement policies and procedures.
N712	The SNF has defined and implement a resource generation policy or strategy that considers different sustainable revenue streams. The policy or strategy is periodically reviewed and aligned with National Policy (if exist).

D 08	YOUTH PROGRAMME
N801 ✱	The SNF provides support to Scout Groups in the delivery of the NSO's Youth Programme.
N802	The SNF actively participates in national youth programme committee or team as may be defined in its charter or invitation from the NSO.
N803	The SNF implements the NSO's defined system to monitor the implementation of its Youth Programme at local level.

D 09	GROWTH
N901	The SNF implements NSO membership registration system.
N902	The SNF implements the NSO policy on diversity and inclusion.
N903	The SNF has defined and implemented a growth strategy that is regularly reviewed.
N904	The SNF promotes Scouting to establish a community climate where it may flourish as an organization which adults and young people will want to join.
N905	The SNF has an effective growth lead or team with the necessary skills, knowledge, and resources to drive growth initiatives aligned with strategic objectives.



D 10	CONTINUOUS IMPROVEMENT
N1001	The SNF has defined and implemented a system to annually evaluate the effectiveness of its SNF board in fulfilling its roles and responsibilities (e.g. group and/or individual self-assessment within the Board). The evaluation is based on the defined functions of the SNF board members, and its results are recorded and acted on.
N1002	The SNF's board has defined and implemented a system to annually review the performance of its head of the executive (e.g. paid CEO, secretary general) that is based on their role description. The results are recorded and used as observations for further development.
N1003	The SNF's board has defined and implemented a system to annually review the performance of each of its committees and task forces. The review is based on their Terms of Reference. If a SNF board member is part of a committee or task force, they do not take part in the corresponding evaluation process. The results are recorded and used as observations for further development.
N1004	The SNF uses the results of all external auditor's reports (e.g. financial or non-financial) as inputs towards continuous improvement.
N1005	The SNF, at the planning stage, selects activities and projects which require an evaluation. The activities and projects identified are evaluated and the results and lessons learned are recorded.
N1006	The SNF uses the evaluations and lessons learned from activities and projects to prepare subsequent activities and projects.
N1007	The SNF 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 on.
N1008	The SNF has defined and implemented a system, or implement the NSO's system, to assess the satisfaction of its youth members at least once over the past three years. Results are recorded and acted upon.
N1009	The SNF has an archiving system (hard or soft) that allows easy access to past documented information. This system can be used for planning current and future activities.

3 HOW TO COMPLETE NSAT ASSESSMENT WITHIN AN NSO

This section is designed to help NSOs on how to carry out and complete assessment process within their NSO.

NSAT assessments can take significant resources to prepare for and complete, therefore it is important that NSOs do not underestimate the amount of time required at each stage. It is essential to commit the right time and people to complete the assessment and action its findings with the goal of strengthening the capacity of your organisation.

Before you start your assessment:

- Make sure to read this NSAT booklet fully. Start by familiarising yourself with the NSAT Standard and refer to these accompanying guidelines for further information.
- Ensure that you have the agreement or confirmation of your SNF to start a NSAT assessment.

3.1 PARTIES INVOLVED IN A NSAT ASSESSMENT

1. SNF leadership (including the executive team and sub national board members) and the SNF Focal Person
2. NSO Representative (NSO Executive/focal Person responsible for NSAT in the NSO)
3. NSAT Assessor
4. NSAT Facilitator

SNF Focal Person: *A person designated by the SNF to coordinate the NSAT process among the four parties (SNF, NSO, facilitator and assessor), including scheduling of meetings, uploading of evidence and logistics.*

3.2 NSAT CONSULTANTS

NSAT Facilitator

A team of trained facilitators shall be developed by the NSO, so to support SNF through the NSAT assessment process. If the SNF wish to get an introductory briefing or seek guidance or clarification on specific items, they can get support from a trained NSAT facilitator through respective NSO. This support can be extended virtually or in person.

Facilitators can help SNF with the following:

- Link assessment with the overall capacity strengthening cycle.
- Explain the purpose of the NSAT Standard, the assessment, dimensions, and criteria.
- Help identify the evidence and documentation needed to complete the assessment.
- Explain the scoring system and method.
- Pre assessment, advise on how best to prepare for the assessment.
- During the NSAT assessment, facilitate the discussions with the assessor from an external perspective.
- Post assessment, support the SNF in action planning and identifying improvements.

NSAT Assessor

NSAT Assessors are volunteers or professionals from the NSO who are trained to evaluate the performance of a Sub-National Formation against the NSAT Standard. Based on the evidence presented, the assessor gives objective scores and clear and fair feedback, helping the sub-national formation to find ways to improve towards attaining the benchmark set by the NSO.

Assessors are selected and appointed by the NSO from its pool of trained NSAT facilitators. The assessor does not take part in the preparatory phase of the assessment, so as to keep the assessment independent and objective.

Assessors are responsible for:

- Studying the preliminary information and evidence of the SNF before the assessment.
- Chairing the opening meeting, conducting the assessment sessions and chairing the closing meeting.
- Scoring each criterion based on written evidence and its implementation, using the NSAT scoring sheet (Annex F).
- Identifying any underscored major non-conformities and, when requested by the NSO, verifying evidence of their resolution (Section 1.6.4).
- Presenting the preliminary results at the closing meeting and submitting the final report to the NSO within two weeks.
- Keeping all SNF information confidential (Section 1.7).

3.3 COMPARISON: NSAT FACILITATOR vs NSAT ASSESSOR

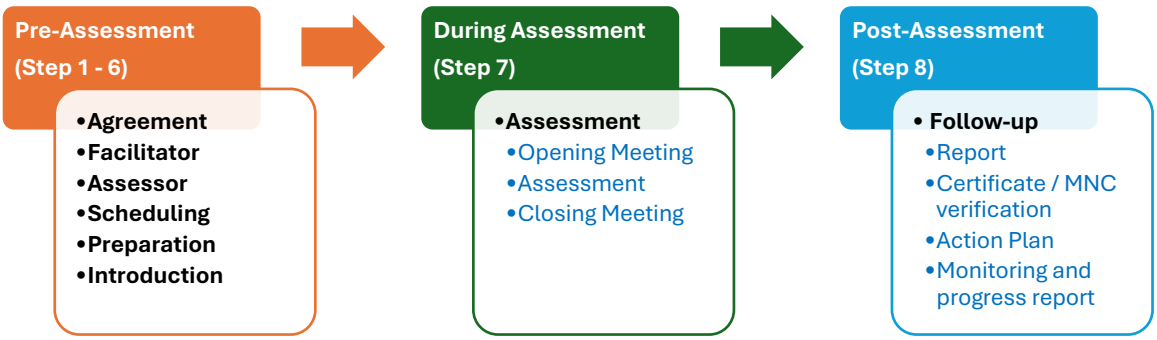
Description	NSAT Facilitator	NSAT Assessor
Who are	Trained volunteers or professionals of the NSO who guide and support the SNF through the NSAT process, virtually or in person.	Trained volunteers or professionals of the NSO who evaluate the SNF's performance against the NSAT Standard and give fair, evidence-based feedback.
Role of	Explain the Standard, dimensions, criteria and scoring; help the SNF identify and organise evidence; conduct preparatory meetings; support evidence discovery during the assessment from an external perspective; support action planning after the assessment.	Review preliminary information; chair the opening meeting; conduct the assessment by dimension; score each criterion based on evidence; present preliminary results at the closing meeting; submit the final report to the NSO within two weeks. Does not take part in the preparatory phase.
Who Can be	Adult members/professionals with good knowledge of the NSO's structure, policies and governance, good facilitation and communication skills, and the time to commit to the process. Should not hold office in the SNF being supported.	Experienced NSAT facilitators who show the capacity for the assessor role: objectivity, analytical skills, sound knowledge of governance, finance and administration, integrity, and the ability to keep information confidential. Must not have a conflict of interest with the SNF being assessed.
Selection of	Identified and selected by the NSO according to the expected profile.	Selected by the NSO from the existing pool of trained NSAT facilitators, based on capacity to take on the assessor role.
Building Capacity (Training)	NSAT Facilitator training – Standard, process, evidence, scoring, facilitation skills; hands-on practice in at least one SNF.	Facilitator training PLUS a short additional Assessor training– assessor role and competencies, evidence-based scoring, report writing, ethics and confidentiality.
Appointment	Appointed by the NSO for each NSAT assessment, after the SNF request is agreed (Step 2).	Appointed by the NSO for each NSAT assessment (Step 3); signs the Confidentiality and Conflict of Interest Declaration (Annex J).

3.4 SELECTION, TRAINING AND APPOINTMENT OF NSAT ASSESSORS

- **Pool:** Assessors are drawn from the existing pool of trained NSAT facilitators of the NSO.
- **Selection criteria:** The NSO selects facilitators who have shown the capacity to take on the assessor role (experience as facilitator, objectivity, integrity, analytical and report-writing skills, availability).
- **Short additional training:** Selected assessors receive a short additional training covering: (a) the role of the assessor and related competencies; (b) evidence-based scoring and consistency in scoring; (c) conducting opening and closing meetings; (d) report writing; (e) ethics, conflict of interest and confidentiality.
- **Appointment:** The NSO appoints the assessor for each assessment. An assessor shall not assess an SNF in which he/she holds office, or where any other conflict of interest exists.
- **Confidentiality:** Before each assignment the assessor signs the Confidentiality and Conflict of Interest Declaration (Annex J) and follows Section 1.7 of this booklet.

3.5 THE NSAT ASSESSMENT PROCESS (8 STEPS)

The NSAT assessment process is carried out in three phases and eight steps, as shown below. Each step is explained in the text that follows.



3.5.1 PRE-ASSESSMENT

Step 1 – Agreement and appointment of focal person

The SNF submits a request to the NSO to undertake an NSAT assessment, or the NSO encourages an SNF to do so. The NSO and the SNF agree to undertake the NSAT using the one-page SNF Request and Agreement Form (Annex A), signed by both parties. The applicable benchmark 70% as stated in the form. The SNF designates a Focal Person to coordinate among the four parties.

Note: Make sure the SNF board has read the NSAT booklet and understands the time and people needed for the process.

Step 2 – Appointment of facilitator

After receiving and reviewing the request, the NSO appoints an NSAT facilitator to support the SNF in preparing for the assessment. The facilitator can support the SNF virtually or in person.

Step 3 – Appointment of assessor

The NSO appoints an NSAT assessor to conduct the assessment. The assessor does not take part in the preparatory phase. The assessor signs the Confidentiality and Conflict of Interest Declaration (Annex J).

Step 4 – First joint meeting (scheduling)

The NSO Representative, the facilitator, the SNF Focal Person and the SNF leadership meet to finalise the schedule, including the dates of the preparatory meetings and the three-day assessment, and to agree whether the assessment will be in person or online.

Note: After the dates are confirmed, the NSO makes travel arrangements for the assessor for an in-person assessment, or provides virtual logistical support for an online assessment.

Step 5 – Preparatory meetings

The facilitator supports the SNF in reviewing all 10 dimensions and 96 criteria and in gathering evidence. The meetings are held online or in person, as agreed (see Section 3.6 and Annex B).

Evidence upload: It is recommended that all documents be uploaded before the meeting. NSO may opt to use Smartsheet, Google Drive, or Dropbox based on their capacity. (Google Drive is free and is suggested for NSOs that do not have their own system.)

Suggested method: (a) The SNF creates teams and allocates dimensions to each team; each team compiles the documentation required for each criterion. (b) Create one online folder per dimension (and sub-folders per criterion) so that documents are in one place and easy to share and review. (c) Teams can schedule separate meetings to agree on workload sharing and other practicalities.

Note: Scoring of all assessments must be based on written evidence of meeting and implementation of each criterion. Give special attention to the 18 major non-conformity criteria, as an underscored major non-conformity prevents issue of the certificate (Section 1.6). Examples of evidence are in Annex G.

Step 6 – Pre-assessment introduction of assessor

At least three to four weeks before the assessment, the NSO connects the assessor with the SNF leadership and the facilitator. The assessor receives the NSAT Standard, the assessment instructions and preliminary information about the SNF (e.g. constitution, organogram, recent annual reports, census results, website) and access to the evidence folder. Any points of concern of the parties are clarified.

3.5.2 DURING ASSESSMENT

Step 7 – Assessment proper (3 days)

(a) Opening / kick-off meeting (template in Annex C) – led by the NSAT assessor; it sets the tone for the assessment. Four parties are present:

- SNF leadership (including the executive team and sub-national board members)
- NSO Representative (NSO Executive/focal Person responsible for NSAT in the NSO)
- NSAT Assessor
- NSAT Facilitator

It is important to invite members of the sub-national board, management and staff to the opening. Introductions are made and the assessment schedule is confirmed. The agenda is agreed, with specific timing for each dimension, so the SNF knows when to involve specific team members (e.g. finance or youth programme team). The suggested schedule (Section 3.7 / Annex D) can be adjusted according to the availability of the SNF team, as agreed at the beginning of the assessment or through prior email.

(b) Assessment sessions – SNF teams participate by dimension. The assessor reviews the evidence and its implementation for each criterion. The facilitator supports evidence discovery from an external perspective.

(c) Closing meeting (template in Annex E) – the assessor presents the preliminary results:

- Scores by dimension and overall score (compared with the benchmark – 70% advised)
- Any underscored major non-conformities, and whether they affect issue of the certificate (Section 1.6)
- Criteria not applicable to the SNF's situation
- Strengths and opportunities for improvement based on the key dimensions

The SNF board, management and staff are recommended to attend. The closing meeting is an opportunity for the SNF to discuss, ask questions and give input on the preliminary results. In an online assessment, attendance is recorded through meeting minutes or a participant list from the virtual platform.

3.5.3 POST-ASSESSMENT

Step 8 – Report, certificate, action planning and follow-up

- The assessor submits the final report to the NSO within two weeks after the assessment, consistent with the results presented at the closing meeting.
- Where the benchmark 70% is reached and there is no underscored major non-conformity, the NSO issues the NSAT Benchmarking Certificate (Section 1.6, Annex I).
- The facilitator supports the SNF in action planning and identifying improvements (Action Plan template – Annex H).
- All parties are invited to evaluate the assessment process (Annex K).
- The appointed coordinator to continue to follow up on the actions.
- The NSO supports the SNF to track and monitor the action plan.

It is important to remember that the overall goal of the NSAT assessment is to strengthen a sub-national formation's capacity, not to judge it. Any result (high or low) should be seen as a starting point toward improvement and further development.

3.6 SUGGESTED PREPARATORY MEETING PLAN

Date	Action	WHO	Remarks
	1st Joint Meeting	• SNF • NSAT Facilitator • NSO Representative	Introduction of the Facilitator, the process of the NSAT Assessment and presentation of the proposed timeline
		• SNF	Complete upload of all documents on given folder/drive.
	2nd Joint Meeting	• SNF • NSAT Facilitator • NSO Representative	Review of the evidence with Facilitator for Dimension 1, 2 and 3
		• SNF	Upload any additional documents agreed in 2nd joint meeting
	3rd Joint Meeting	• SNF • NSAT Facilitator • NSO Representative	Review of the evidence with Facilitator for Dimension 4, 5 and 6
		• SNF	Upload any additional documents agreed in 3rd joint meeting
	4th Joint Meeting	• SNF • NSAT Facilitator • NSO Representative	Review of the evidence with Facilitator for Dimension 7, 8, 9 and 10
		• SNF	Upload any additional documents agreed in 4th joint meeting
	5th Meeting introducing the assessor	• SNF • NSAT Facilitator • NSAT Assessor • NSO Representative	This will be introduction of the Assessor and Assessor expression on the expectations to have swift assessment
	NSAT Assessment	• SNF • NSAT Facilitator • NSAT Assessor	3 days
	Follow-up Meeting		To decide on the last day of the assessment
	Presentation/Submission of Report		Last day of the assessment
	Follow-up meeting on action plan preparation	• SNF • NSO Representative • NSAT Facilitator	One month after the assessment
	Finalize the action plan	• SNF • NSO Representative • NSAT Facilitator	
	Follow up on recommendations progress	• SNF • NSO Representative	as needed

Note: A fillable version of this plan is given in Annex B.

3.7 SUGGESTED ASSESSMENT SCHEDULE / PROGRAMME

TIMING	ATTENDANCE	SUBJECT(S) / DIMENSION OF THE GSAT	
DAY 1			
10:00-10:30	Sub National Leadership composed of: Board Members Management Team	**Opening meeting**	
11:30-12:30	Sub National Leadership composed of: Board Members Management Team	**Dimensions 1 and 2** (24 criteria)	**DIMENSION 01:** NSO - INSTITUTIONAL REQUIREMENTS **DIMENSION 02** - GOVERNANCE FRAMEWORK
1400-1600	Sub National Leadership composed of: Board Members Management Team	**Dimensions 1 and 2** (24 criteria) cont'd	
1630-1730	Sub National Leadership composed of: Board Members Management Team	**Dimension 3** (15 criteria)	**DIMENSION 03** - STRATEGIC FRAMEWORK
DAY 2			
09:30-11:00	Sub National Leadership Communications Team	**Dimensions 4 and 5** (16 criteria)	**DIMENSION 04** - INTEGRITY MANAGEMENT **DIMENSION 05** - COMMUNICATION, ADVOCACY AND PUBLIC IMAGE
11:00-12:30	Sub National Leadership Educational Methods Team	**Dimension 6** (12 criteria).	**DIMENSION 06** – ADULTS IN SCOUTING
14:00-15:00	Sub National Leadership Finance Team (Treasurer)	**Dimension 7** (12 criteria)	**DIMENSION 07** – FINANCIAL STABILITY AND RESOURCE MOBILISATION
15:00-16:00	Sub National Leadership Educational Methods Team	**Dimension 8** (3 criteria)	**DIMENSION 08** – YOUTH PROGRAMME
16:30-17:00	Sub National Leadership	**Dimension 9** (5 criteria)	**DIMENSION 09** – GROWTH
Day 3			
09:30-10:30	Sub National Leadership	**Dimension 10** (9 criteria)	**DIMENSION 10** - CONTINUOUS IMPROVEMENT
10:30-11:00		**Break:** Compilation of the results.	
1100-1200	All are welcome	**Closing meeting**	

3.8 WHAT HAPPENS NEXT? ACTION PLANNING AND FOLLOW-UP

- **Results:** After the assessment, share the results with the relevant people in your sub-national formation. After a reflection period, bring them back to the board for discussion.
- **Follow-up:** Schedule a meeting for action planning (about one month after the assessment). This meeting can consist of a brainstorming session. Don't forget to involve the sub-national board members to ensure strategic overview.
- **Prioritise:** Align with national and sub-national strategic planning to prioritise your actions. If you don't have a strategic plan, then identify which criteria would prevent growth if not addressed
- **Seek support from NSO:** During the action planning stage, the NSAT facilitator and the NSO will support you in developing an action plan (Annex H), as well as in identifying other support that the SNF may require.
- **Track progress:** Continuously monitor and evaluate the progress of the action plan's implementation, adjusting as necessary.
- **Re-assessment:** A new NSAT assessment is advised before the three-year validity of the certificate ends, to measure progress.

4. GLOSSARY

- NSAT – National Support Assessment Tool
- NSO – National Scout Organization
- SNF – Sub-National Formation
- GSAT – Global Support Assessment Tool
- WOSM – World Organization of the Scout Movement
- MNC – Major Non-Conformity (one of the 18 essential criteria marked ✱)
- Underscored MNC – a major non-conformity criterion scored 0 - 2 that has not yet been corrected and verified; it prevents issue of the NSAT certificate
- N/A – Not Applicable
- NSO Representative – Person designated by the NSO to oversee the NSAT process
- SNF Focal Person – Person designated by the SNF to coordinate the NSAT process
- Benchmark – The overall NSAT score required for the NSAT Benchmarking Certificate. The advised benchmark is 70%; the NSO may set its own percentage. The benchmark, together with no underscored major non-conformity, is required for issue of the certificate.

5. NSO TOOL KIT – LIST OF ANNEXES

(The annexes are provided here as "NSAT 1.0 Tool Kit – Annexes A to K".)

Annex	Title	Used in Step	Page
A	SNF Request and Agreement Form (one page)	Step 1	29
B	Preparatory Meeting Programme	Steps 4–6	31
C	Opening Meeting Template	Step 7	32
D	Three-Day Assessment Schedule	Step 7	33
E	Closing Meeting Template	Step 7	34
F	NSAT Scoring Sheet (96 criteria)	Step 7	35 - 44
G	Examples of Evidence by Dimension	Step 5	45
H	Action Plan Template	Step 8	46
I	NSAT Benchmarking Certificate Format (Final Desing Will be shared only with the NSOs on Request)	Step 8	47
J	Confidentiality and Conflict of Interest Declaration	Steps 2–3	49
K	Evaluation of the NSAT Assessment Process	Step 8	50

ANNEX A – SNF REQUEST AND AGREEMENT FORM

To be completed by the Sub-National Formation (SNF) and submitted to the National Scout Organization (NSO)

Section 1 : SNF Details

ITEM	DETAILS
Name of SNF	
Level (region / province / state / district)	
Address	
SNF Chairperson / Commissioner	
SNF Contact Person (name, email, phone)	
Previous NSAT assessment (date and result, if any)	

Section 2 : Request

ITEM	DETAILS
Preferred assessment period	
Preferred format *(in-person / online / hybrid)*	
Evidence-sharing platform proposed *(Smartsheet / Google Drive / Dropbox / other)*	

Section 3: Benchmark

The benchmark standard of NSAT is 70%.

The SNF acknowledges that the NSAT Benchmarking Certificate is issued by the NSO only when:

1. the overall NSAT score reaches the benchmark stated above; and
2. none of the 18 major non-conformity criteria (✱) are underscored

Section 4: SNF Commitments

The SNF agrees to:

- Appoint an SNF NSAT Coordinator and dimension teams.
- Upload all evidence to the agreed platform before the deadline set in the preparatory meeting programme.
- Make board members, Management and relevant staff available for the three days of the assessment.
- Accept that only evidence presented by the end of the assessment is considered in scoring.
- Prepare and implement an action plan after the assessment,

Section 5: NSO Commitments

The NSO agrees to:

- Appoint a trained NSAT Facilitator and a trained NSAT Assessor.
- Provide logistical support
- Treat all evidence and results as confidential (see Annex J).
- Support the SNF in action planning and follow-up.

Section 6: Signatures

	SNF	NSO
Name		
Position		
Signature		
Date		

For NSO Use only

Item	Details	
Request received on		
NSAT Facilitator appointed	Name	
	Contact No	
	Email	
	Confirmation Status	
NSAT Assessor appointed	Name	
	Contact No	
	Email	
	Confirmation Status	
Confirmed assessment dates		

ANNEX B – PREPARATORY MEETING PROGRAMME

No.	Target date	Meeting / Action	Who	Purpose / Output
1		1st Joint Meeting	SNF, NSAT Facilitator, NSO Representative	Introduce the facilitator, the NSAT process and the proposed timeline. Set up the evidence platform and dimension teams.
2		Evidence upload	SNF	Upload all available documents to the agreed folder or drive.
3		2nd Joint Meeting	SNF, NSAT Facilitator, NSO Representative	Review evidence for Dimensions 1, 2 and 3.
4		Additional upload	SNF	Upload documents agreed in the 2nd meeting.
5		3rd Joint Meeting	SNF, NSAT Facilitator, NSO Representative	Review evidence for Dimensions 4, 5 and 6.
6		Additional upload	SNF	Upload documents agreed in the 3rd meeting.
7		4th Joint Meeting	SNF, NSAT Facilitator, NSO Representative	Review evidence for Dimensions 7, 8, 9 and 10. Check all 18 ✱ criteria.
8		Final upload	SNF	Upload documents agreed in the 4th meeting. Evidence folder closed for preparation.
9	3–4 weeks before	5th Meeting – introducing the Assessor	SNF, NSAT Facilitator, NSAT Assessor, NSO Representative	Introduce the assessor, confirm schedule, logistics and expectations.
10		NSAT Assessment	SNF, Facilitator, Assessor	Three days (Annex E).
11	Within 2 weeks	Final report	Assessor to NSO	Report consistent with closing meeting results.
12	1 month after	Action plan meeting	SNF, NSAT Facilitator, NSO Representative	Prepare action plan (Annex H).
13		Action plan finalised	SNF, NSO Representative	Approved by SNF board.
14	As needed	Follow-up on progress	SNF, NSO	Track implementation; verify resolution of any ✱ criteria.

ANNEX C – OPENING MEETING TEMPLATE

Chaired by: NSAT Assessor

Duration: about 60 minutes

Participants: SNF board members, management team, staff, NSO Representative (if needed), NSAT Facilitator

No.	Agenda item	Lead	Time
1	Welcome and introductions	SNF Chair	5 min
2	Purpose of the NSAT assessment – development, not pass/fail	NSAT Assessor	5 min
3	Scope: 10 dimensions, 96 criteria, 18 major non-conformities	NSAT Assessor	5 min
4	Scoring method (0–3, N/A) and evidence rule	NSAT Assessor	10 min
5	Benchmark and certificate conditions	NSAT Assessor	5 min
6	Confidentiality	NSAT Assessor	5 min
7	Confirmation of schedule and people per dimension	NSAT Assessor, SNF Coordinator	10 min
8	Logistics (room, platform, breaks, contacts)	SNF Coordinator	5 min
9	Questions	All	10 min

Attendance record

Name	Position	Organisation	Signature / Online

ANNEX D – THREE-DAY ASSESSMENT SCHEDULE

Note: Times may be adjusted by agreement between the SNF, the Facilitator and the Assessor.

Day	Time	Attendance	Session
DAY 1	09:30–10:30	SNF board, management team, NSO Representative, Facilitator	Opening meeting (Annex C)
	10:30–11:30	SNF board, management team	Dimension 1 – NSO Institutional Requirements (7 criteria)
	11:30–12:30	SNF board, management team	Dimension 2 – Governance Framework (N201–N208)
	12:30–13:30		Lunch
	13:30–15:00	SNF board, management team	Dimension 2 – Governance Framework (N209–N217)
	15:00–15:30		Break
	15:30–17:30	SNF board, management team	Dimension 3 – Strategic Framework (15 criteria)
	17:30–18:00	SNF board, NSAT Facilitator, SNF Coordinator, NSAT Assessor	Wrap-up and preparation for Day 2
	END OF DAY 1		
DAY 2	09:00–10:30	SNF board, management team, Safe from Harm and communications leads	Dimensions 4 and 5 – Integrity Management; Communication, Advocacy and Public Image (16 criteria)
	10:30–11:00		Break
	11:00–12:30	SNF board, Adults in Scouting team	Dimension 6 – Adults in Scouting (12 criteria)
	12:30–13:30		Lunch
	13:30–15:00	SNF board, finance team	Dimension 7 – Financial Stability and Resource Mobilisation (12 criteria)
	15:00–15:30		Break
	15:30–16:15	SNF board, Youth Programme team	Dimension 8 – Youth Programme (3 criteria)
	16:15–17:15	SNF board, growth lead or team	Dimension 9 – Growth (5 criteria)
	17:15–17:45	SNF board, NSAT Facilitator, SNF Coordinator, NSAT Assessor	Wrap-up and preparation for Day 3
	END OF DAY 2		
DAY 3	09:00–10:30	SNF board, management team	Dimension 10 – Continuous Improvement (9 criteria)
	10:30–11:00	SNF Coordinator, Assessor	Final check of outstanding evidence and ✱ criteria
	11:00–12:00	Assessor (with Facilitator support)	Compilation of results
	12:00–13:00	All are welcome	Closing meeting (Annex E)

ANNEX E – CLOSING MEETING TEMPLATE

Chaired by: NSAT Assessor

Duration: about 60 minutes

Participants: SNF board members, management team, staff, NSO Representative (if needed), NSAT Facilitator

No.	Agenda item	Lead	Time
1	Thanks and recap of the process	NSAT Assessor	5 min
2	Scores by dimension and overall score	NSAT Assessor	10 min
3	Comparison of overall score with the benchmark	NSAT Assessor	5 min
4	Major non-conformities – list of underscored ✱ criteria and whether they affect issue of the certificate	NSAT Assessor	10 min
5	Criteria marked N/A and reasons	NSAT Assessor	5 min
6	Strengths and opportunities for improvement (key dimensions 2, 3, 6, 7, 8)	NSAT Assessor	10 min
7	Next steps: final report within 2 weeks; action plan; certificate	NSAT Assessor, NSAT Facilitator	5 min
8	Questions and comments from the SNF	All	10 min

Summary of preliminary results (to be completed by the Assessor)

Item	Result
Overall score (%)	
Benchmark (%)	
Benchmark reached? (Yes / No)	
Number of underscored ✱ criteria	
Certificate can be issued now? (Yes / No – pending resolution)	

Note: In an online assessment, attendance is recorded through the platform participant list or meeting minutes.

ANNEX F – NSAT Scoring Sheet

SNF: _____ Assessment dates: _____ NSAT Assessor: _____

Scores: 0 = Non-compliant; 1 = In accordance with few items; 2 = In accordance with most items; 3 = Full compliance; N/A = Not applicable (reason required). ✱ = Major non-conformity criterion.

D 01	NSO INSTITUTIONAL REQUIREMENTS	SCORE	EVIDENCE	COMMENTS
N101 ✱	The SNF is an entity with valid written document(s) from NSO and appropriate local authority to operate in the said geographical area where it is officially established.			
N102	The Constitution/by-laws (where one is required) or such Charter document of the SNF explicitly includes the following elements: (a) Membership of the NSO and (b) Agreeing to adhere to the NSO Constitution.			
N103	The Constitution/by-laws (where one is required) or such Charter document of the SNF has been considered for review at least once in the last 5 years, or when the national association has reviewed its constitution/by-Laws (so to ensure alignment with it), by the SNF board and/or Sub-National General Assembly. The approved amendments made are submitted to the NSO approval.			
N104	The SNF has submitted its last (fiscal) year's Annual Report to the NSO within three months of publication.			
N105	Any commercial or non-commercial use of NSO Brand is properly licensed with the national board or national headquarters.			
N106	The SNF participates in its National General Assembly (as required by the NSO and ensures that young people under 30 are part of their delegations).			
N107	SNF demonstrates implementation of an information management system as defined, and allows for the clear identification, integrity, availability, and back up of all types of official documents (hard and soft copies)			
	Sub- Total : Dimension 01			
D 02	**GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY, BOARDS, AND YOUTH IN GOVERNANCE)**	**SCORE**	**EVIDENCE**	**COMMENTS**
N201	The Constitution/by-laws (where one is required) or such Charter document of the SNF foresees a General Assembly as the Sub-National Formation's highest authority; the composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.			
N202	The Constitution/by laws (where one is required or such Charter document) of the SNF defines a SNF board as the policymaking body, providing the			

	strategic direction of the SNF that complements the national strategic direction.			
N203	The SNF 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.			
N204 ✱	There is independence between the Sub-National board, which gives the governance and strategic direction of the SNF, and the management team, which runs the SNF's operations. Any paid chief executive officer (CEO) and any paid staff (should there be any) do not have voting rights on the sub-national board.			
N205	SNF 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 SNF board member has a stake in the day-to-day operations, the concerned SNF board member has declared and documented the potential conflict of interest.			
N206	The composition of the SNF board reflects the diversity of its existing and potential members (examples of diversity of membership can include any of the following: gender, ethnicity, socio-economic background, regional balance, disability, religion or beliefs, experience, and competences).			
N207	All decision-making bodies of SNF is composed of at least 40% of people under 30 years of age.			
N208	The SNF has defined and implemented the following procedure with regard to election and mandate of SNF members: 7. election procedure 8. fixed term of office 9. rotation of SNF board members to prevent all from leaving at the same time 10. removal of a SNF board member 11. re-election is limited co-optation (replacement or addition of members).			
N209	The SNF has a defined conflict of interest policy (internal and external) for their SNF board members. The board members have formally committed themselves to avoid conflict of interest that could jeopardise the Sub-National Formation's reputation. A dedicated register of interests is maintained and updated annually.			
N210	The board of the SNF has defined meeting times, and the frequency of these meetings must be compatible with the role of a sub-national board.			
N211	The SNF has defined and enforced rules on the attendance of SNF board members.			
N212	The SNF has defined and enforced rules on the minimum number of attendees that forms a quorum in order to proceed with a SNF board meeting and make valid decisions for the organisation.			
N213	The SNF has defined and enforced rules to avoid the concentration of votes in the hand of one member of			

	the SNF board and/or the General Assembly (such as through proxy voting for absentees).			
N214	All members of the board of the SNF are provided with an established induction process through which they formally acknowledge their role, responsibilities, and legal obligations. A record is kept of all actions performed.			
N215	The SNF has a binding procedure on dissolution (in its Constitution, by-laws or national legal requirement, etc.) which defines the way in which its assets should be disposed.			
N216	The Constitution/by-laws (where one is required) or such Charter document of the SNF empowers young people to engage in governance across all levels of the organisation. Tools and mechanisms are in place to ensure the meaningful engagement of young people in governance.			
N217	The SNF has defined an approach to targeting and cultivating potential new SNF board members from a non-Scouting background. This approach is focused on specific skills relevant to the challenges faced by the organisation. As an outcome of this, the SNF board includes some member(s) from a non-Scouting background.			
	Sub- Total : Dimension 02			
D 03	**STRATEGIC FRAMEWORK**	**SCORE**	**EVIDENCE**	**COMMENTS**
N301 ✱	The SNF's vision and mission's statement defines clearly the organisation's ambitions, principles, and beliefs and goals related to sustainable development – aligned to the NSO strategy, but relevant for the capability/capacity of the Sub-National Formation. It has been approved by the Sub-National General Assembly and is disseminated to all levels of the Sub-National Formation.			
N302 ✱	The SNF's organisational structure clearly defines the current bodies, areas of responsibility and authority at the Sub-National level.			
N303	The SNF participates in the NSO's due diligence and other processes that identify and manage the organisation's impact on the economy, environment, and people as identified the NSO board.			
N304	The SNF has clearly documented functions and responsibilities between the sub-national and local levels.			
N305	The SNF implements strategic goals, specific objectives and activities that are aligned with those of the NSO.			
N306	The SNF has identified/mapped its internal and external stakeholders, assessing the issues which are important to them. The results of this process are documented, reviewed every three years, and acted upon by the sub-national board.			
N307	The SNF participates in the development of the NSO strategic plan.			

N308	The committees, task forces and other appropriate bodies of the Sub-National Formation's board have been created in line with the strategic objectives. Each has a clearly defined terms of reference, conduct regular meetings, and report on their work on a regular basis and reflects the diversity of communities in which they operate.			
N309	The Sub-National board's committees, task forces, and other appropriate bodies are comprised of at least 40% people under 30 years old.			
N310	The SNF has defined and implemented a system which ensures youth involvement in their decision-making.			
N311	The SNF has defined key performance indicators to assess the outputs/results, outcomes, and possibly impact of its strategic and operational plans. Measurements are regularly taken, and results are acted upon.			
N312	SNF implements the NSO sustainability framework.			
N313 ✱	The SNF undertakes an identification and evaluation of its management risks (e.g. financial, conflict of interests, operational, funding, succession planning, reputational, safeguarding, sustainability), in consultation with the NSO. The results of this process are documented and updated annually and, whenever appropriate, acted upon by the sub-national board.			
N314	The SNF demonstrates capacity to implement the NSO's defined procedures to respond to critical field situations, including safety, health, accidents, criminal acts, natural disaster. This procedure includes an escalation to the appropriate level(s) and is communicated to all concerned parties and participates in NSO's periodical review.			
N315	The Sub-National Formation's insurance policies – or demonstration of use of NSO's insurance policies (for health, accident, travel, liabilities, property etc.) are fit for purpose and regularly reviewed.			
	Sub- Total : Dimension 03			
D 04	**INTEGRITY MANAGEMENT**	**SCORE**	**EVIDENCE**	**COMMENTS**
N401 ✱	The SNF implements the Safe from Harm Policy of the NSO.			
N402 ✱	SNF has effective communication with the NSO team or coordinator responsible for overseeing all work on Safe from Harm.			
N403 ✱	The SNF implements the NSO child, youth and adult Safeguarding reporting procedures.			
N404	The SNF formally adheres to ethical norms and values which are reflected in the policies and procedures of the NSO.			
N405	The SNF implements the NSO ethics and compliance programs through induction, training, and periodic refresher programmes for newly hired staff and volunteers (including the national board) that are			

	appropriate to their position. Such training is fully recorded.			
N406	The SNF implements the defined NSO system of ethical norms and values enforcement. Enforcement monitoring covering rules and implementation procedures, compliance review, investigation, and sanctions is carried out regularly and is documented.			
N407	The SNF implements NSO reporting on ethical breaches.			
N408	The SNF implements the NSO system of evaluating the ethical standing of its external or internal partners entrusted with fundraising activities.			
	Sub- Total : Dimension 04			
D05	**COMMUNICATION, ADVOCACY AND PUBLIC IMAGE**	**SCORE**	**EVIDENCE**	**COMMENTS**
N501 ✱	The SNF makes annual reports available (upon request or without request) to all its key stakeholders. These contain at least: • a narrative of the organisation's activities • a general membership census • a list of key Sub-National personnel • externally audited financial statements			
N502	The SNF makes its agenda and minutes of relevant meetings, including resolutions to be discussed, available to all its key internal and external stakeholders, within a reasonable timeframe.			
N503	The SNF contributes and implements NSO communication strategy.			
N504	The SNF implements NSO communications plan for crisis situations.			
N505	The SNF cooperates with NSO to form strategic partnerships with civil society organisations and/or other groups impacting Scouting. SNF actively fosters these partnerships at their sub-national level.			
N506	The Sub National Formation is active in the State/Local Youth Council or its equivalent body at their level (if such exists).			
N507	The SNF cooperates with NSO to advocate and engage in dialogue with key civic decisionmakers and has identified its key advocacy priorities.			
N508	SNF cooperate with NSO to define and implement system of young people to externally represent Scouting at a national level.			
	Sub- Total : Dimension 05			
D 06	**ADULTS IN SCOUTING**	**SCORE**	**EVIDENCE**	**COMMENTS**
N601 ✱	The SNF provides support to adults in accordance with the NSO Adults in Scouting policy to enable them to attain the required level of proficiency (eg. Calendar of training, list of training courses, training evaluations).			
N602	The SNF actively participates in the NSO Adults in Scouting committee or team as may be defined in its			

	charter or invitation from the NSO (this can include minutes and agenda of meetings).			
N603	The SNF implements role descriptions and mutual agreements for all adult positions as stated in NSO Adults in Scouting Policy.			
N604	The SNF implements the NSO performance management system to appraise annually all adults, which results in an action plan for their development.			
N605	The SNF has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff or implements NSO remuneration/compensation package policy for professional staff.			
N606	The SNF implements NSO system of recognising the contribution of adults.			
N607	The Sub-National implements NSO mechanisms for efficient succession of adult positions (professional staff and volunteers). Volunteers have fixed periods, and all appointments are recorded.			
N608 ✱	The SNF implements NSO adult development system that includes personal development of competences for all adults both professional staff and volunteers. Each learning opportunity has clear objectives and minimum competencies required and is regularly reviewed.			
N609	The SNF includes youth engagement in decision-making in the curriculum of all Adults in Scouting training, based on the NSO Policy.			
N610	The SNF provides regular training for trainers for the different strategic topics as stated in the NSO Adults in Scouting Policy.			
N611 ✱	The SNF ensures that all adults receive elemental Safe from Harm training as defined in the National Adults in Scouting Policy/Safe from Harm Policy.			
N612 ✱	The SNF carries out NSO policies and systems to review the background of adults (including background checks, prevention of adults who do not comply with safeguarding policies and regular compliance checks are in place).			
	Sub- Total : Dimension 06			
D 07	**FINANCIAL STABILITY AND RESOURCE MOBILISATION**	**SCORE**	**EVIDENCE**	**COMMENTS**
N701	The SNF is not overly reliant on any one source of revenue (averaged over the last 3 fiscal years).			
N702 ✱	The SNF 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 fund-raising, sources of funds).			
N703	The SNF has defined and implemented a control system to prevent any financial misuse of funds.			
N704	The SNF operates on the basis of an annual (or possibly at longer intervals) budget, clearly linked to an operational plan, approved by the "General Assembly".			

N705	The SNF 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).			
N706 ✱	The SNF has financial reports that include the balance sheet, income and expenditure statement and assets and liabilities.			
N707	The SNF has an internal financial audit committee appointed by the board and/or General Assembly that meet at least twice a year to review: 1. Internal financial controls 2. Audit programme of auditors 3. 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 the SNF level.			
N708 ✱	The SNF 's last 3 fiscal year's financial report has been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express an opinion / make recommendation (e.g., a "Management letter").			
N709	The SNF has defined and implemented an inventory system (e.g., of the properties, equipment and supplies of the organisation). This inventory is properly reflected in the financial statement.			
N710 ✱	Case 1: The SNF must have enough short-term liquidity or assets to cover any short- and mid-term liabilities or debts, including operational expenses and staff salaries. Case 2: Where the SNF receives funds as needed from a specific set of donors, the organisation has a legal agreement which ensures that donors cover the liabilities (responsibility) to which the SNF is committed by supporting all expenses related to the activities to be performed over the duration of the project.			
N711	The SNF implements local or NSO procurement policies and procedures.			
N712	The SNF has defined and implement a resource generation policy or strategy that considers different sustainable revenue streams. The policy or strategy is periodically reviewed and aligned with National Policy (if exist).			
	Sub- Total : Dimension 07			
D 08	**YOUTH PROGRAMME**	**SCORE**	**EVIDENCE**	**COMMENTS**
N801 ✱	The SNF provides support to Scout Groups in the delivery of the NSO's Youth Programme.			
N802	The SNF actively participates in national youth programme committee or team as may be defined in its charter or invitation from the NSO.			
N803	The SNF implements the NSO's defined system to monitor the implementation of its Youth Programme at local level.			

	Sub- Total : Dimension 08			
D 09	**GROWTH**	**SCORE**	**EVIDENCE**	**COMMENTS**
N901	The SNF implements NSO membership registration system.			
N902	The SNF implements the NSO policy on diversity and inclusion.			
N903	The SNF has defined and implemented a growth strategy that is regularly reviewed.			
N904	The SNF promotes Scouting to establish a community climate where it may flourish as an organization which adults and young people will want to join.			
N905	The SNF has an effective growth lead or team with the necessary skills, knowledge, and resources to drive growth initiatives aligned with strategic objectives.			
	Sub- Total : Dimension 09			
D 10	**CONTINUOUS IMPROVEMENT**	**SCORE**	**EVIDENCE**	**COMMENTS**
N1001	The SNF has defined and implemented a system to annually evaluate the effectiveness of its SNF board in fulfilling its roles and responsibilities (e.g. group and/or individual self-assessment within the Board). The evaluation is based on the defined functions of the SNF board members, and its results are recorded and acted on.			
N1002	The SNF's board has defined and implemented a system to annually review the performance of its head of the executive (e.g. paid CEO, secretary general) that is based on their role description. The results are recorded and used as observations for further development.			
N1003	The SNF's board has defined and implemented a system to annually review the performance of each of its committees and task forces. The review is based on their Terms of Reference. If a SNF board member is part of a committee or task force, they do not take part in the corresponding evaluation process. The results are recorded and used as observations for further development.			
N1004	The SNF uses the results of all external auditor's reports (e.g. financial or non-financial) as inputs towards continuous improvement.			
N1005	The SNF, at the planning stage, selects activities and projects which require an evaluation. The activities and projects identified are evaluated and the results and lessons learned are recorded.			
N1006	The SNF uses the evaluations and lessons learned from activities and projects to prepare subsequent activities and projects.			
N1007	The SNF 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 on.			

N1008	The SNF has defined and implemented a system, or implement the NSO's system, to assess the satisfaction of its youth members at least once over the past three years. Results are recorded and acted upon.			
N1009	The SNF has an archiving system (hard or soft) that allows easy access to past documented information. This system can be used for planning current and future activities.			
	Sub- Total : Dimension 10			
	TOTAL			

SUMMARY BY DIMENSION

Formula: Dimension % = (Total score of applicable criteria) ÷ (Number of applicable criteria × 3) × 100. Criteria marked N/A are excluded from both the total and the maximum.

Dimension	Criteria	N/A	Applicable (A)	Maximum Score (A × 3)	Total scored	%
D01 NSO Institutional Requirements	7					
D02 Governance Framework	17					
D03 Strategic Framework	15					
D04 Integrity Management	8					
D05 Communication, Advocacy and Public Image	8					
D06 Adults in Scouting	12					
D07 Financial Stability and Resource Mobilisation	12					
D08 Youth Programme	3					
D09 Growth	5					
D10 Continuous Improvement	9					
OVERALL	**96**					

Overall % = (Sum of all scores) ÷ (Total applicable criteria × 3) × 100

CERTIFICATE DECISION

Condition	Result
1. Overall score (%)	
2. Benchmark (70% advised, or NSO benchmark)	
3. Benchmark reached?	Yes / No

Benchmark reached?	Underscored ✱?	Decision
Yes	No	Certificate issued by the NSO
No	Yes	No certificate;

4. Certificate decision	Issue now / Not to issue

NSAT Assessor signature: _____ Date: _____

ANNEX G – EXAMPLES OF EVIDENCE BY DIMENSION

These examples, are a guide only. Evidence must show both that a requirement exists **and** that it is implemented. Pay particular attention to the 18 ✱ criteria.

Dimension	Examples of evidence
D01 NSO Institutional Requirements	Letter of recognition or charter from the NSO; local registration certificate; constitution or by-laws; minutes approving amendments; proof of annual report submission to NSO; brand licence or NSO approval; National General Assembly delegate lists; document management procedure and back-up records.
D02 Governance Framework	Constitution sections on General Assembly and board; GA and board minutes; voting records; board composition list with ages and diversity data; election rules; conflict of interest policy and register; attendance and quorum rules; induction records; dissolution clause; youth-in-governance mechanisms.
D03 Strategic Framework	Approved vision and mission and proof of dissemination; organisational chart; strategic and operational plans aligned to NSO plan; stakeholder map; committee terms of reference and minutes; KPI reports; risk register reviewed annually; emergency and critical-incident procedures; insurance policies.
D04 Integrity Management	Board resolution adopting NSO Safe from Harm Policy; contact records with NSO Safe from Harm team; safeguarding reporting procedure and case logs (anonymised); code of conduct; ethics training records; breach reports; due diligence on fundraising partners.
D05 Communication, Advocacy and Public Image	Annual report (narrative, census, key personnel, audited accounts); published agendas and minutes; communication plan; crisis communication plan; partnership agreements; Youth Council membership evidence; advocacy priorities; records of youth representatives.
D06 Adults in Scouting	Training calendar and course lists; training evaluations; role descriptions and agreements; appraisal records; remuneration policy; recognition and awards records; appointment register; Safe from Harm training records for all adults; background check records.
D07 Financial Stability and Resource Mobilisation	Income analysis over 3 years; financial procedures manual; approved budget and operational plan; budget monitoring reports; balance sheet and income and expenditure statements; financial audit committee minutes; independent audit reports and management letters for last 3 years; inventory register; cash-flow or liquidity analysis; procurement records; resource generation strategy.
D08 Youth Programme	Support plan for Scout Groups; programme visit reports; committee participation records; programme monitoring reports.
D09 Growth	Membership registration data; diversity and inclusion actions; growth strategy and reviews; promotion materials and events; growth team terms of reference.
D10 Continuous Improvement	Board self-evaluation results; executive appraisal; committee reviews; follow-up of auditor recommendations; project evaluations and lessons-learned reports; staff, volunteer and youth satisfaction surveys and actions; archive index.

Evidence uploads tip: create one folder per dimension and name each file by criterion (for example, "N204_Board minutes_2026.pdf").

ANNEX H – ACTION PLAN TEMPLATE

SNF: _____ **Date of assessment:** _____

Overall score: _____ % **Benchmark:** 70 %

Priority	Criterion	Finding / gap	Action to be taken	Responsible	Support needed (NSO / Facilitator)	Deadline	Indicator of completion	Status

Follow-up record

Review date	Progress summary	✱ Criteria	Next review	Reviewed by

Approved by SNF Board on: _____ **Action plan coordinator:** _____

ANNEX I – NSAT BENCHMARKING CERTIFICATE

(Suggested format – to be printed as prescribed by the APR Office)

[NAME OF NATIONAL SCOUT ORGANIZATION]

NSAT BENCHMARKING CERTIFICATE

Certificate No.: NSAT/**/**

This is to certify that

[NAME OF SUB-NATIONAL FORMATION]

has completed an assessment against the National Support Assessment Tool (NSAT) 1.0 Standard, held on **[dates]**, and has achieved an overall score of _____ **%**, meeting the NSAT benchmark of **70 %** set by the National Scout Organization.

The assessment confirmed that the Sub-National Formation has **no underscored major non-conformity** among the 18 essential criteria of the NSAT Standard.

This certificate recognises the Sub-National Formation's commitment to good practice in governance, financial management and administration, and to continuous improvement. It is a benchmark of performance and not a pass/fail judgement.

Valid from: _____ **Valid until:** _____ (three years from date of issue)

Signatures

_____	_____	_____
Chief Commissioner / President, NSO	Chief Executive / National Secretary, NSO	NSAT Assessor

Issued by: [Name of NSO] **Date of issue:** _____

GUIDANCE FOR ISSUING THE CERTIFICATE

The NSO issues the certificate only when both conditions are met:

1. The overall NSAT score is equal to or above the benchmark: 70%.
2. No ✱ criterion is underscored (score <3). Criteria marked N/A with a reason accepted by the assessor are not counted.

CERTIFICATE REGISTER (NSO USE)

Certificate No.	SNF	Assessment date	Overall %	✱ Criteria underscored	Issue date	Expiry date

ANNEX J – CONFIDENTIALITY DECLARATION

(To be signed by NSAT Facilitators, NSAT Assessors and any NSO personnel with access to assessment material)

I, _____, appointed by **[Name of NSO]** as (tick one):

☐ NSAT Facilitator ☐ NSAT Assessor ☐ NSO Representative ☐ Other: _____

for the NSAT assessment of **[Name of SNF]**, declare that:

1. I will treat all documents, data, discussions and results related to the assessment as confidential.
2. I will use this information only for the purpose of the NSAT assessment and its follow-up.
3. I will not share, copy or keep any assessment material, including personal data and safeguarding information, except as authorised by the NSO.
4. I will return or securely delete all material from shared folders and personal devices once the assessment and report are complete.
5. Assessment results belong to the NSO and the SNF. They are not reported to or tracked by the WOSM Asia-Pacific Support Centre.
6. I will declare any actual or potential conflict of interest with the SNF before the assessment begins. If such a conflict exists, I will withdraw from the assignment.
7. These obligations continue after the end of my assignment.

Conflict of interest declaration

☐ I have no conflict of interest with this SNF.

☐ I have the following potential conflict of interest: _____

Name	Signature	Date

ANNEX K – ASSESSMENT PROCESS EVALUATION FORM

(Completed after the assessment by the SNF, the Facilitator and the Assessor; returned to the NSO)

SNF: _____ **Assessment dates:** _____

I am completing this form as: ☐ SNF member ☐ Facilitator ☐ Assessor ☐ NSO Representative

Rating: 1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

No.	Statement	1	2	3	4	5
1	The purpose of the NSAT assessment was clearly explained.					
2	The preparatory meetings helped the SNF prepare.					
3	The evidence-sharing platform worked well.					
4	The facilitator provided useful support.					
5	The assessor was fair, objective and professional.					
6	The scoring method was applied consistently.					
7	The three-day schedule was realistic.					
8	The opening and closing meetings were well organised.					
9	The results and major non-conformities were clearly explained.					
10	Confidentiality was respected.					
11	The logistics (venue or online platform) were satisfactory.					
12	The assessment will help the SNF improve.					

What worked well?

_____

What should be improved?

_____

Suggestions for the NSAT Standard or this tool kit:

_____

Name (optional): _____ Date: _____

Note

Note

Note

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