SCOUTS
Creating a Better World

INDUCTION TRAINING FOR MEMBERS OF NATIONAL BOARDS

VERSION 1.1

Developed by
the European Scout Region
in January 2019

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Contents

INTRODUCTION

This document is a structure for an induction training course for members of a National Board of an NSO/NSA. It is designed to be delivered via the WOSM Services by suitably experienced consultants, so an NSO/NSA can ask for a service providing them with the induction training if they wish it to be run for them. Alternatively it offers an orientation for NSO/NSAs to plan their own induction process for their National Boards.

It provides an outline of the key areas which members of a National Board will need to understand. It does not set out to provide in-depth knowledge in any of the areas, so each National Board should organise additional more in-depth training as required by its members.

The main goal of the training is to enable National Board members to move from the operational work they might be used to and to enable them to take on their new role on the board (responsibilities of national boards vs. operational work).

This training course is designed as a single package. There are some overlaps between the topics, thus individual areas would need some additional work if they were to be delivered in a stand-alone manner.

If an NSO/NSA requires support in a specific area, then this may best be delivered by an expert consultant through the WOSM Services.

This package sets out the topics to be covered, a proposed timetable for the course and a session outline for each topic. Each session outline contains a list of resources which the facilitator (e.g. WOSM consultant) may use to enable them to deliver the topic and a space to collect good practices from NSOs/NSAs for sharing with participants.

It is recommended that those running this training course should apply WOSM's systematic approach to training which is summarised as: Needs, Aims, Objectives, Method, Implementation, Evaluation (NAOMIE).

This package essentially sets out the **Aims** and **Objectives** for each topic, through the session description and session objectives.

Trainers should:

- Ensure the **Aims** and **Objectives** are met
- Consider the specific **Needs** of the National Board members being trained
- Select **Methods** which are appropriate for the participants and the venue
- Develop session plans which will enable them to reliably **Implement** the planned training and promote the desired learning
- **Evaluate** the learning achieved to ensure that any follow-up is planned for/by the participants

In addition we would ask those who use this package to send some feedback to the WOSM European Regional Office to enable us to revise and improve the package over time.

OBJECTIVES OF THE INDUCTION TRAINING

- Understanding roles and responsibilites: Through the induction training, National Board members should get a holistic picture about their roles, responsibilities, rights and duties. They should also be aware about what is not their role, particularly with respect to the division of strategic and operational functions as well as the collaboration between volunteers and staff. The National Board is responsible to design an operational structure but also needs to understand how to work with and embrace existing structures and operations. A particular element in Scout organizations is Youth Involvement. National Board members need to know how to establish a strategy and structure that encourages Youth Involvement at any level.

- Form a successful team: An induction process and particularly a first induction workshop is also the first step in building a successful team. National board members – through this exercise – can understand each other and their capacities as a team. They can identify

ways of filling gaps in capacities. Furthermore they understand how to define their teamwork and how to build their team in a sustainable manner.

- <u>Understanding and defining working methods</u>: Through an induction, the National Board should define and agree on the working methods that fit their needs. The National Board members shall find out, how they would like to work together and how they would like to take decisions. All of this should be documented together with a code of behaviour for members of the National Board and for the National Board as a team.

- <u>Gaining necessary skills</u>: An induction process can help to aquire skills, and to ensure this happens in a continuous way. An assessment of training needs is essential right at the beginning. It helps to identify gaps and ways of filling them for each and every one of the members of the National Board.

- <u>Establishing a feeling of ownership and enabling motivation</u>: Through the induction process, the National Board can develop a feeling of ownership and accountability towards their stakeholders. External facilitation of the induction by a person(s) who have expert knowledge and/or releveant previous experience can help with inspiration and motivation.

HOW TO PREPARE FOR THE TRAINING

Before you start an induction training (particularly in the format of a workshop), make sure that participants have the relevant documents at their disposal and have enough time to read them prior to the training. The "package" to read includes structures, statutes/constitution, strategy, partnership agreements, terms of reference, etc.

Another useful preparatory step might be a competence survey with the members of the National Board. This would help to identify strengths and gaps in the competence-profile of the National Board as a governing institution of the NSO/NSA. Results of the survey can be discussed in the team and appropriate measures can be defined. It also helps to identify the individual and shared training needs of the National Board.

If you consider to run an externally facilitated training workshop, WOSM can support you with expert consultants. It is important that you think about the language here. Obviously it can be a challenge to identify external experts that also speak your local language – in case this is not one of the official WOSM languages.

HOW TO PROCEED AFTER AN INITIAL INDUCTION WORKSHOP

Clearly, and induction for a National Board and its individual members is not done with a single workshop or weekend. It always is a continuous process that includes team elements but also individual steps and individual progress. Thus, it is essential that you plan this process right from the beginning of a mandate. Also think about what happens when the mandate ends and knowledge has to be transferred to the successing National Board.

It is highly recommended that each NSO/NSA have an agreed exit procedure to be used towards the end of term of National Board members. One element of this could be an exit survey/interview to ensure effective transfer of knowledge, experiences (what worked, what did not work, etc.), key learnings, useful contacts, etc.

EXAMPLE SCHEDULE OF THE TRAINING COURSE

Day 1	Duration	Where
Opening, Introduction	30 mins	
The Beautiful Mind of a Board Member: The different roles of a National Board	60 mins	
Break	30 mins	
Fighting for the Job: What is operational and what is board level?	90 mins	
Break	90 mins	
Organising the Organisation: Leadership, staff, policies, subcommittees, etc. *Joint workshop with staff if possible*	60 mins	
Working Together: Know your peers and align your methods	30 mins	
Break	30 mins	
Changing to Strategy: Strategy, change & stakeholder management in Scouting	90 mins	
End of Day 1		
Day 2	**Duration**	**Where**
Keeping Us Happy: Adult resources and board development	60 mins	
Next, Please! Successful succession planning	30 mins	
Break	30 mins	
Managing a Risky Endeavour: Risk management in Scout Organisations	90 mins	
Break	90 mins	
Behaviour in the Spotlight: Ensuring integrity in Scouting	60 mins	
Identity and Image: Communication and external representation	30 mins	
Break	30 mins	
Identity and Image: Part 2	30 mins	
Growing Together: Vision 2023 and growth in Scouting	60 mins	
End of Day 2		

Day 3	Duration	Where
It is Not All About the Money: Oversight of finances and as-sets	60 mins	
Continuously Improving: Monitoring and evaluating pro-gramme, performance and satisfaction, effective feedback and knowledge management	30 mins	
Break	30 mins	
Continuously Improving: Part 2	60 mins	
Let's Do It! A simulation of a national board	30 mins	
Break	90 mins	
Let's Do It! Part 2	90 mins	
Break	30 mins	
Let's Do It! Part 3	30 mins	
What Have We Learned? Evaluating the knowledge gathered	60 mins	
End of Course		

SESSION OUTLINE – (1) GOVERNANCE: ROLES AND RESPONSIBILITIES

GSAT: Dimension 2, Governance Framework **WOSM Services: services.scout.org/service/10 (Good Governance)**	
Sessions in the workshop format: **The Beautiful Mind of a Board Member:** The different roles of a National Board **Fighting for the Job:** What is operational and what is board level? **Organising the Organisation:** Leadership, staff, policies, subcommittees, etc. *Joint workshop with staff if possible*	
Session Description	This session offers a closer look at the core business of a National Board, namely governing the organisation. This will be done by looking into areas such as roles and responsibilities and the structure of the work. It also includes look at the sustainability of the human resources – both currently and for the future. Furthermore, a National Board has to understand the legal framework it is working in and what they are legally required to comply with as members of a National Board.
Session Objectives	After this session the participant will be able to: 1. Understand the main accountabilities of the National Board and the division of responsibilities between the board and other bodies of the organisation 2. Operate as part of a team while maintaining personal integrity 3. Explain what is and what is not their responsibility as a National Board 4. Understand their legal responsibility and how to act in compliance with legal requirements 5. Identify the need for a clear compliance framework within the organisation
Session Content	1. Duties of boards and board members 2. Roles of the National Board 3. Operational vs. strategic level 4. Organisation and management of meetings 5. Structure and operations (other roles in the organisation) 6. Maintaining a focus on our youth membership 7. By-laws, terms of reference and policies 8. Legal framework of the organisation
Resources for the Session	Governance: • BoardSource (2010): The Handbook of Nonprofit Governance. Jossey-Bass. • Drucker, Peter F. (2011): Managing the Non-profit Organization. Routledge. • Lakey, Berit M. (2010): Board Fundamentals. Understanding Roles in Nonprofit Governance. 2nd edition. BoardSource. • Luthans, Fred (2010): Organizational Behavior. 12th edition. McGraw Hill. • Tschirhart, Mary / Bielefeld, Wolfgang (2012): Managing Nonprofit Organizations. Jossey-Bass.

	• Modern Non Profit Board Governance, Chris Grundner: https://www.youtube.com/watch?v=MIF9yJVIdwQ • Video on good governance in the National Board https://www.youtube.com/watch?v=m2Nwa0V8umg
Good Practices & Stories (existing resources and ideas for what could be developed)	*(1) Find an NSO/NSA that has succeeded well in distinguishing between the strategic and executive level.* *(2) Find an NSO/NSA with a board that have been innovative in how they organise their work and get things done.* *(3) Find an NSO/NSA that has a plan for succession planning.*
Information needed from the NSO/NSA	1. Organisational chart 2. Terms of reference for the National Board and the CEO 3. A description of how the National Board has been working previously (if the current members know), i.e. number of meetings, distribution of work, etc. 4. Index of policies and procedures 5. Legal documents (statutes, constitution, contracts, etc.) explaining the legal framework for all operations
Other notes	Staff and other senior volunteers to join at some point during this session (especially staff/volunteer relationship)

SESSION OUTLINE – (2) BOARD DEVELOPMENT

GSAT: Dimension 6, Adults in Scouting **WOSM Services: services.scout.org/service/3 (Adults in Scouting)**	
Sessions in the workshop format: **Keeping Us Happy:** Adult resources and board development **Next, Please!** Successful succession planning **Organising the Organisation:** Leadership, staff, policies, subcommittees, etc.	
Session Description	How the World Adults is Scouting Policy applies for National Board members is an essential question to understand. The National Board needs to be aware and agree on the full cycle. In this session they get the opportunity to gain some insights into this. Important keywords are the identification of National Board members, recruitment, mentoring, induction process, training, succession planning, evaluation but also celebration. The National Board members are essentially adult volunteers as any other volunteer within the organisation. But through their governing role, they also need to have the adults in Scouting cycle on their agenda – for themselves but also for the organisation.
Session Objectives	After this session the participant will be able to: 1. Explain how the NSO/NSA implements the WOSM Adults in Scouting Policy 2. Apply the Adults in Scouting Policy in the role as a Board member 3. Explain some ways to work appropriately and effectively with staff and with other volunteers at National level 4. Describe some good ways to apply each part of the Adults in Scouting approach to the work with others on the Board 5. Understand the procedures for succession planning within the organisation but also within the National Board
Session Content	1. Adults in Scouting Policy 2. Staff/Volunteer relationship 3. Overview of adult resources within the organisation 4. Retention and recognition of National Board members 5. Succession planning 6. Personal development of members of the National Board 7. Induction for members of the National Board (checklist how they should do this) 8. Development of the National Board as a team
Resources for the Session	• World Adults in Scouting Policy https://issuu.com/worldscouting/docs/adults_in_scouting_policy_en • Get to Know the World Adults in Scouting Policy https://www.scout.org/node/450126 • Volunteering in Scouting Position Paper https://www.scout.org/node/205331 • WOSM's Wood Badge Framework

	https://www.scout.org/node/5022 • Trends in Volunteering https://www.scout.org/node/6215 *To be developed as templates:* • *Working with other adults at National level – Do's and Don'ts* • *Managing Board members paper (Induction, Mutual Agreement, Retention/Recognition, Training/CPD, Performance Review)* • *Succession Planning ideas/approaches*
Good Practices & Stories (existing resources and ideas for what could be developed)	*(1) Quotes of members of National Boards about how the Adults in Scouting Policy is applied in their NSO/NSA*
Information needed from the NSO/NSA	1. Is there an Adults in Scouting Policy/approach? 2. How is such an approach currently applied to the people who are National Board members? 3. What is the current process for recruiting/appointing, supporting and renewing Board members?
Other notes	Staff and other senior volunteers to join at some point during this session (especially staff/volunteer relationship)

SESSION OUTLINE – (3) WORKING METHODS

GSAT: Dimension 6, Adults in Scouting / Dimension 2, Governance Framework WOSM Services: services.scout.org/service/3 (Adults in Scouting)	
Sessions in the workshop format: **Working Together:** Know your peers and align your methods	
Session Description	A National Board is likely to spend a lot of time together, and its members must be able to cooperate well with each other for the work to proceed. In this session, the participants will be taken through the basic questions of why they are working together, how they will work together, and what is expected from them, both in terms of work and behaviour. Practical agreements on how to work together are essential, they need to be written down somewhere so everyone is aware of them.
Session Objectives	After this session the participant will be able to: 1. Agree with the other team members about the purpose of the team 2. Know how decisions will be made in his/her particular boards and how meetings will be run 3. Reflect on time management, accountability and behaviour 4. Structure and organise the work and meetings in an efficient manner that also takes the individual members of the board into account 5. Understand the expectations other team members have towards oneself as a member of the National Board
Session Content	1. Purpose of the team 2. Teamwork and cooperation 3. Decision making structure 4. How to prepare for and run our meetings 5. Working between meetings and accountability 6. Behaviours to commit to 7. Expecations for the teamwork and meeting structures 8. Written commitment for the team and its members
Resources for the Session	*To be developed as templates:* *Written commitment for National Board members*
Good Practices & Stories (existing resources and ideas for what could be developed)	*(1) Examples of terms of particular working methods of National Boards* *(2) Quotes of National Board members explaining how they work as a team and what methods they use to structure meetings*
Information needed from the NSO/NSA	1. Previous terms of reference that will be used as a starting 2. Documents describing what is expected from the board members 3. Written commitments of National Board members

Other notes	

SESSION OUTLINE – (4) STRATEGIC THINKING

GSAT: Dimension 3, Strategic Framework / Dimension 9, Growth Potential WOSM Services: services.scout.org/service/10 (Good Governance)	
Sessions in the workshop format: **Changing to Strategy:** Strategy, change & stakeholder management in Scouting **Growing Together:** Vision 2023 and growth in Scouting	
Session Description	Elements such as strategic planning, designing strategic planning processes, change management, stakeholder management, and implementing a strategy are linked to the responsibility of the National Board. A special emphasis should be on growth as an overarching theme of the Vision 2023. What can the National Board do so that NSO/NSA contributes to Vision 2023? How should it be done and what is important? This session will make National Board members understand the importance of strategic thinking and why they are the key people responsible for any strategic process within the organisation.
Session Objectives	After this session the participant will be able to: 1. Understand the key role in strategic planning and have an idea about how to do continuous and participatory strategy development 2. Understand the benefits of stakeholder management as a planning tool for the National Board 3. Make the necessary efforts to make their NSO/NSA fit for growth 4. Be able to initiate change in their organisation if necessary 5. Explain how the organisation is breaking down Vision 2023 to their own strategy
Session Content	1. Organisational Development Model 2. Stakeholder Management 3. Change Management 4. Growth Strategies 5. Strategic Planning Process 6. Aligning with WOSM 7. Breaking Down Strategy Into Operational Plans 8. Forward Thinking
Resources for the Session	• Allison, Michael / Kaye, Jude (2015): Strategic Planning for Nonprofit Organizations. A Practical Guide for Dynamic Times. 3rd edition. Wiley. • Brown, William A. (2014): Strategic Management in Nonprofit Organizations. Jones & Bartlett Learning. • Bryson, John M. (2018): Strategic Planning for Public and Nonprofit Organizations. A Guide to Strengthening and Sustaining Organizational Achievement. Wiley. • La Piana, David (2018): Nonprofit Strategy Revolution. Real-time Strategic Planning in a Rapid-Response world. 2nd edition. Turner Publishing Company. • Video introducing the Organisational Development Model https://www.youtube.com/watch?v=9sPM-neTE9g

	- Video on external trends in strategic planning (PESTEL) https://www.youtube.com/watch?v=N9ccjieFQJo - SWOT & PESTEL Analysis youtube.com/watch?v=_YhEpBvlO2M - Stakeholder analysis youtube.com/watch?v=7VP5Ga59Rtk - European Growth Network content https://goo.gl/Kv1ccR *To be developed:* *E-learning course on strategic planning*
Good Practices & Stories (existing resources and ideas for what could be developed)	*(1) Several videos of NSO/NSAs explaining their strategy* *(2) Strategic plans of NSO/NSAs*
Information needed from the NSO/NSA	1. Strategy of the NSO/NSA 2. Growth initiatives if available
Other notes	

SESSION OUTLINE – (5) COMMUNICATION STRATEGY

GSAT: Dimension 5, Communication, Advocacy & Public Image WOSM Services: services.scout.org/service/11 (Communications), ser-vices.scout.org/service/12 (Partnerships)	
Sessions in the workshop format: **Identity and Image:** Communication and external representation	
Session Description	Communication, advocacy and external relations are essentially a planning space. There is no communication if there is no methodological thought preceding each action. The exponential development of media, on and offline, is both a challenge and a threat for any NSO/NSA. The multiplicity of spaces through which the message flows can - at certain point - undermine its own coherence. This is the reason why having a communication strategy in an organisation is so important. This also includes a strategy on why to build networks and partnerships and how and where to be represented as an organisation.
Session Objectives	After this session the participant will be able to: 1. Build or evaluate an existing communication strategy 2. Understand why it is so important in an organisation to have a communication strategy (NSO/NSA definition, Vision, Mission, Values, key-message/signature) 3. Understand the brand and image of an NSO/NSA as the mirror through which the organization key values are reflected 4. Understand the external relations of the organisation, develop a map (and understand the context) and engage in the role of different levels of involvement in the external relations: Creation, Delegation, Support and Monitoring 5. Know the key elements of an advocacy network (social ties, communication grid, common language, clear vision, shared resources, actors and feedback mechanisms)
Session Content	1. Communication and marketing strategy 2. Branding, identity and image 3. Media and press relations 4. Representing the organisation 5. External relations 6. Strategic partnerships/alliances 7. Advocacy 8. Monitoring progress and impact
Resources for the Session	• Presentation – WOSM Strategy for Communications and Strategic Engagements https://www.scout.org/node/448686 • Brand Management & Communication Strategy https://www.scout.org/node/7251 • European Youth Forum: 8 standards for a quality youth policy http://tools.youthforum.org/8-standards/ • The CARE International Advocacy Handbook https://insights.careinternational.org.uk/publications/the-care-international-advocacy-handbook

	• Jorkasky, J. (2008): International Advocacy Handbook. Tools to influence vision research funding. The Association for Research in Vision and Ophthalmonology https://www.arvo.org/globalassets/arvo/journals-and-publications/arvo_international_advocacy_handbook_complete.pdf
Good Practices & Stories (existing resources and ideas for what could be developed)	1. *Good practices of other NSO/NSA regarding communication strategy (case studies)* 2. *Brand and Graphic Rules Manuals from another NSO/NSA* 3. *Having some time to exchange ideas with someone from a Communication Agency/ Communication Expert in loco.*
Information needed from the NSO/NSA	1. Existing communication strategy (if any) – official or simple drafts to work on 2. Existing Brand / Corporate Identity Manual – if any – official or simple drafts to work on 3. List of communication channels used by the NSO/NSA to communicate internally and externally (emails, newsletters, social media, website...) 4. Description of roles of each member of the communication team (if any). 5. Contracts/Agreements with external partners and list of membership in other organisations 6. Information about the structure of the organisation and how the external relations and the advocacy processes are developed, managed and implemented
Other notes	

SESSION OUTLINE – (6) INTEGRITY MANAGEMENT

GSAT: Dimension 4, Integrity Management **WOSM Services: services.scout.org/service/10 (Good Governance), services.scout.org/service/6 (Safe from Harm)**	
Sessions in the workshop format: **Behaviour in the Spotlight:** Ensuring integrity in Scouting	
Session Description	Ethical behaviour, codes of conduct, conflicts of interest, ethical fundraising and organisational responsibility have become more and more important in the past decade. Decisions and their consequences are much more visible than before the digital age and this can have critical consequences. Thus, Integrity Management should be a strategic function in any organisation. It is the responsibility of the National Board to establish ethical standards and to ensure their enforcement. In this session, National Board members will learn what integrity management for their organisation means but also what it means for themselves.
Session Objectives	After this session the participant will be able to: 1. Understand the responsibility of the National Board for Integrity Management in the NSO/NSA 2. Understand the different elements of Integrity Management in an NSO/NSA 3. Explain the importance of Integrity Management to internal and external stakeholders 4. Sign a code of conduct or an agreement that deals with the responsibilities and expected behaviour of a National Board member
Session Content	1. Model of Integrity Management According to GSAT 2. Code of Conduct for the Organisation, Including Enforcement, Monitoring and Reporting 3. Ethical Behaviour of the National Board and its Individual Members 4. Ethical Principles in Fundraising 5. Conflict of Interest
Resources for the Session	• GSAT requirements for Integrity Management https://www.scout.org/gsat_standard_en *To be developed:* • *E-learning course on integrity management*
Good Practices & Stories (existing resources and ideas for what could be developed)	1. *Examples of codes of conduct of other organisations* 2. *Case studies of NSO/NSAs*
Information needed from the NSO/NSA	1. Legal requirements for the respective country 2. Code of conduct or documents dealing with integrity management
Other notes	

SESSION OUTLINE – (7) RISK MANAGEMENT

GSAT: Dimension 3, Strategic Framework **WOSM Services: services.scout.org/service/10 (Good Governance)**	
Sessions in the workshop format: **Managing a Risky Endeavour:** Risk management in Scout Organisations	
Session Description	Generally when Scouts talk about risks, they think about accidents at their activities. But any enterprise or non profit organisation also deals with loads of "soft" or "management risks". And while most NSO/NSAs know how to deal with safety and security at their activities, as well as abuse ("Safe from Harm"), most do not deal with their management risks at all. Risk management is a strategic function in any organisation and therefore is in the responsibility of the National Board. An annual risk evaluation has become a standard for all orgaisations but it is usually not done in NSO/NSAs. In this session, National Board members get to know their responsibilty in risk management and how they could implement the methods needed to proactively manage risks.
Session Objectives	After this session the participant will be able to: 1. Explain the importance of risk management for each National Board 2. Identify and prioritise risks 3. Develop and monitor a risk mitigation plan 4. Proactively see potential risks 5. Understand the importance for annual review of risk mappings
Session Content	1. Identification of risks (risk mapping, risk register) 2. Prioritising risks 3. Management risks vs. safety/security 4. Potential risks in a Scouting environment 5. Methods to identify and prioritise risks 6. Development of mitigation plans 7. Monitoring the risk plan 8. Review and update of risk mappings
Resources for the Session	• ourcommunity.com.au/insurance/insurance_article.jsp?articleId=1245 • oliverwyman.com/our-expertise/insights/2016/mar/risk-management-for-nonprofits.html • nonprofitrisk.org *To be developed:* • *Rework World level document into a generic one for use by NSO/NSA rather than using linking to the APR one, some things differ*
Good Practices & Stories (existing resources and ideas for what could be developed)	*(1) Video explaining the most common method to identify and prioritise risks* *(2) List of risks to think about in a Scouting context* *(3) E-learning module*
Information needed	1. Current/previous risk mapping / risk register

from the NSO/NSA	2. Approach currently/previously used to create & maintain the risk mapping
	3. Results of any analysis done on society today/trends/future outlook and/or the condition of the Scouting organisation
Other notes	Short input, then introduce each stage of the process and get the participants to work through it

SESSION OUTLINE – (8) FINANCIAL CONTROLS

GSAT: Dimension 7, Resource Allocation & Financial Controls **WOSM Services: services.scout.org/service/10 (Good Governance)**	
Sessions in the workshop format: **It is Not All About the Money:** Financial and asset management and monitoring	
Session Description	Whilst the theoretical background to financial controls is one thing, it is a different story to put this into practice. Even if a National Board member is not an accountant and should not be, the National Board has a budgetary and financial responsibility – to find money, where and how to find resources, but also on how to spend money. Financial controls becomes even more important, when an NSO/NSAs runs commercial enterprises such as Scout shops or Scout centres or owns assets such as real estate. Improper financial control can cause major problems for the whole association. Good financial oversight and control instead gives you more flexibility in financing your core business: Youth Programme and Adult Volunteers.
Session Objectives	After this session the participant will be able to: 1. Apply the fundamental concepts and tools of finance, including internal auditing and control systems and reporting standards (e.g. GAAP, IFRS, etc.) 2. Apply financial control concepts and tools to the financing decisions and dividend decisions faced by the NSO/NSA 3. Understand the responsibility of a National Board for financial oversight, monitoring and financial planning 4. Apply different fundraising strategies to their own reality 5. Understand the legal requierements, the good practices and the WOSM recommendations (through GSAT)
Session Content	1. Standards and methods for financial planning 2. Standards and methods for monitoring and accounting 3. Financial control 4. Financial reporting 5. Strategies for fundraising 6. Roles and responsibilities of a National Board and a treasurer 7. Legel requirements for accounting and financial management 8. Principles of asset management
Resources for the Session	• Suggested Basic Accounting Procedures for National Scout Organizations https://www.scout.org/finmgt_accountingprocedures • Handbook on Financial Resources Management and Development https://www.scout.org/finmgt_handbook • Financial Management at the Group Level https://www.scout.org/finmgt_grouplevel • T-Kit on Funding and Financial Management (COE) https://pjp-eu.coe.int/en/web/youth-partnership/t-kit-9-funding-and-financial-management • Financial Management Guidelines – WAGGGS Europe

	http://euroscoutinfo.com/wp-content/uploads/2012/02/WAGGGS-Finance-Management-Guidelines.pdf
Good Practices & Stories (existing resources and ideas for what could be developed)	
Information needed from the NSO/NSA	1. Short financial assessment of the organisation 2. Financial procedures of the NSO/NSA 3. Organisational chart/staffing 4. Procurement requirements and asset log 5. National law on finance/legal prerequisites
Other notes	

SESSION OUTLINE – (9) CONTINUOUS IMPROVEMENT

GSAT: Dimension 10, Continuous Improvement **WOSM Services: services.scout.org/service/10 (Good Governance)**	
Sessions in the workshop format: **Continuously Improving:** Monitoring and evaluating programme, performance and happiness, effective feedback and knowledge management	
Session Description	In this session we will take a look at the continuous improvement of both the National Board and the NSO/NSA. All NSOs/NSAs should undergo regular audits of their management systems, making their findings known to all concerned parties, implement corrective or preventive actions and ultimately take stock of the lessons learned, this is essential for the NSO's/NSA's continuous improvement.
Session Objectives	After this session the participant will be able to: 1. State the concept of continuous improvement, what it means and how it is connected with the role of the National Board. 2. Explain a process for performance evaluation of key staff and volunteersand outline the Boards role/responsibility in this 3. State the value of having a system for gathering and analysing feedback from any activity organised by the NSO/NSA 4. Explain the importance of measuring and responding to the satisfaction levels of staff and volunteers, as well as youth members 5. Outline the importance of the knowledge management
Session Content	1. Concept and purpose of continuous improvement 2. Tools and methods of continuous improvement 3. Monitoring and evaluation of satisfaction levels (staff and volunteers) 4. Internal auditing and evaluation 5. Performance evaluation (effectiveness of the National Board and its members as well as key volunteers and staff) 6. Feedback culture and evaluation results of surveys 7. Satisfaction of youth members 8. Knowledge Management
Resources for the Session	
Good Practices & Stories (existing resources and ideas for what could be developed)	1. *NSO/NSA that has a good system and practice of reporting on activities (WOSM – ESR)* 2. *NSO/NSA that has a proven record of satisfaction surveys, both of staff/volunteers and members (SGDF)* 3. *NSO/NSA that has a good and efficient knowledge management (The Scout Association UK, WOSM)*
Information needed from the NSO/NSA	1. Evaluation forms and reports from previous activities and projects 2. Job descriptions and TORs for key positions, both volunteers and

	staff
	3. Examples of satisfaction surveys form, if previously developed
Other notes	

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