

Diagnostic Report Interamerica Region

November 2024

Background

This document is the result of the compilation and analysis of information and data collected during the years 2023 and 2024 in the Interamerican Region. It contains internal and external information relevant to the analysis and decision making on the future of Scouting in the Interamerican Region.

This diagnosis is an integral part of Scouting's strategic planning process and has as its starting point the Strategy for Scouting approved at the XX World Scout Conference in Cairo, Egypt, last August. As part of the process, the prioritization of strategies and the selection of specific objectives for each region should be based on the needs of local children and youth and the needs identified in each of the NSOs that are part of the Interamerican Region.

On this occasion, information has been collected from the following sources:

- For the external analysis, some important reports and studies by intergovernmental, governmental, private and academic research institutions were identified.
- For the internal analysis, information was gathered from:
 - o The Youth Consultations held in the region during the years 2023 and 2024,
 - o Quality measurements completed by NSOs in the region during 2023 and 2024 through self-assessment tools in the areas of Youth Program, Youth Engagement, Communications, Institutional Development and Adults in Scouting.
 - o GSAT version 3.0 self-assessments conducted by the region's NSOs in 2023 and 2024.
 - o Current progress of the Regional Plan 2022-2025.

The information is presented according to the seven strategic priorities of the Strategy for Scouting: four priorities for the Movement and three for the organization. This classification will allow a focused analysis to identify the issues that are common to all the NSOs in the region and to identify the objectives to be developed during the next three years.



Details of information sources

Youth Consultations

They are a participatory exercise that allows young people from NSOs in the Interamerican region between the ages of 7 and 29 to express their opinions on the impact of Scouting on their lives. They are carried out with questionnaires designed for each age range, so that the questions and their approach are adapted to the developmental level of the participants. For the age ranges 7 to 10 and 11 to 14 years old, the promotion of consultations is done through the NSOs' communication channels. Consultations directed to young people over 15 years of age were promoted through regional and NSO communication channels.

A total of 3,910 young people from 28 countries participated in the 2023 consultations and 1,960 from 30 countries in the 2024 consultations. For this diagnosis, the most relevant responses related to the strategic priorities were taken.

Quality Measurements

As part of the process of evaluating and monitoring the progress of the Regional Plan, since 2018 the quality measurement exercise, which consists of the application of the five existing self-evaluation tools in the areas of Youth Program, Youth Participation, Communications, Adults in Scouting and Institutional Development has been carried out annually with the NSOs of the Interamerican region.

For this diagnosis, the responses of the NSOs in the years 2023 and 2024 in the five tools were taken as follows:

- Youth Program: 23 NSO
- Youth Participation: 15 NSO
- Communications: 21 NSO
- Adults in Scouting: 17 NSO
- Institutional Development: 22 NSO



The total number of criteria evaluated in the five tools is 168 and they are directly associated with the GSAT 3.0 standard.

For analysis, the criteria were classified into the seven priorities of the Strategy for Scouting.

GSAT 3.0

In order to enrich the diagnosis, the campaign was promoted during 2024 by inviting the region's NSOs to participate in the process by completing their GSAT self-assessment in version 3.0. This evaluation measures 105 criteria classified in 10 dimensions that contain the optimal standard for the governance and management of a National Scout Organization.

For this diagnosis, responses were obtained from 22 NSOs in the region, which is equivalent to a 62% response rate.

In the same way, for their analysis, the criteria were associated and classified according to the seven priorities of the Strategy for Scouting.

Regional Plan 2022-2025

Taking into account that the current Regional Plan (2022-2025) is in its second year of implementation, some data that corroborate or complement the data obtained with the aforementioned tools were taken as a reference. These data reflect the current progress, measured based on the information provided by the NSOs in the region over the last two years and reflected in the plan's KPIs.

The data presented in this working document will be analyzed during the sessions of the IX Interamerican Scout Summit, Colombia 2024 by the participants, representatives of the National Scout Organizations of the Interamerican Region. Its purpose is to serve as a basis for discussion, reflection and analysis on the realities of the countries, the interests of children and youth, and the future vision of Scouting as an important actor in the development of life skills.



Results



Innovate Education

Scouting will inspire children and young people and respond to their needs and interests by providing competency-based learning experiences and continually innovating our educational programs. We will implement these programs by strengthening the use of the Scout Method through digital and real-world solutions, embracing Scouting's diversity and ensuring that Scouting is accessible, fun, rewarding and engaging.

External Overview

According to UNICEF's recent [State of the World's Children 2024](#) Report, three megatrends are identified as shaping the future of children: the demographic transition, climate and environmental crises, and cutting-edge technologies.

The possible scenarios analyzed by UNICEF and the Wittgenstein Center for Global Demography and Human Capital provide insights into how the confluence of these megatrends with other factors will determine what children will look like in 2050.

The findings of the scenario analysis address seven areas: **child survival and life expectancy, climate and environmental risks, socioeconomic conditions, education, gender equality, exposure to conflict, and urbanization.**

Several of these elements were also selected for the [analysis](#) carried out as part of the formulation of the Strategy for Scouting because they were the most recurrent and, according to the sample of institutions analyzed, the most influential. These were: **climate impact and resource scarcity, demographics and social change, ubiquitous technology, economics, inequality and labor changes, rapid urbanization, interconnected politics and new forms of governance.**

One of these elements, studied specifically in the Scout context, has been the introduction of technology in the Youth programme with the research study [Virtualized Non-Formal Education: The Case of Scout Groups in Chile](#). Castillo Riquelme, Víctor, Bórquez Hipp, Patricio, Paduro Quelin, Fabiola, Aburto Castillo, Luis, & Ulloa Martínez, Jorge (2023).

This research explores and describes the experience of scout groups in Chile in the development of their training activities through the adaptation of their activities to the telematic education modality, where three thematic axes were addressed: activation strategies, member desertion, and effectiveness of the telematic modality. The results indicate that the scout groups had to adapt their strategies to keep their community active, having to articulate didactically the contents with the new digital technologies available, reaching acceptable levels of effectiveness.



Findings

- It is evident that in most of the NSOs the educational programme is adapted to the current needs of young people, promoting **key competencies** such as leadership and active citizenship.
- Strong alignment with the **Scouting Fundamentals** (purpose, principles and method) is observed in all age sections.
- Rural areas face significant difficulties in accessing **technological resources and educational materials**.
- Only 13% of NSOs have implemented regular systems to **evaluate youth satisfaction**, which makes it difficult to monitor the impact of the programme in terms of concrete results.
- 52% of NSOs **involve youth** in the review and development of the youth programme through established processes, methods and communication channels, ensuring that their needs and interests are addressed.
- Only 57% of NSOs ensure that their policies and guidelines for Adults in Scouting promote **youth empowerment and participation**.
- Although there is an increase in the use of technologies, more than 60% of the NSOs still lack clear strategies to integrate **digital tools** into their educational programs.
- 66.67% of NSOs ensure that Youth Programme policies and guidelines emphasize **youth empowerment and participation**.
- 69.70% of NSOs include **youth participation** as a central component of their training plan for Adults in Scouting. This training offers learning opportunities on concepts such as adult-youth educational partnership, intergenerational dialogue and youth empowerment.
- In 77% of NSOs the youth programme has been considered for **review** at least once in the last five to ten years, taking into account its relevance and effectiveness and in accordance with the Global Youth Programme Policy.

Youth Consultations:

Boys and girls between the ages of 7 and 15 expressed a high interest in having knowledge **about caring for nature** and **recognizing God in nature and others** as the second most popular topic. Likewise, 60% of this same group considers that what they have learned most in Scouting is to **take care of nature, animals, their pets and the planet**.

Other key learning areas include **recognizing God in nature and in others** (44.92%), **health care and staying safe from Harm** (45.72%).

On the other hand, young people between the ages of 11 and 21 indicated the **value of collaboration and teamwork** as the most important learning, followed by **knowledge and care of nature** and **decision-making** skills.

GSAT and Quality Self-Assessments:

The criteria associated with the **Innovate in Education** priority show that it stands out as the best performing with 69.39% over the other priorities, reflecting significant progress in the **implementation of innovative educational programs**. The highest scores are found in the **creation of educational materials** aligned with the current needs of youth.

Opportunities are identified to strengthen diversity in the program's delivery methods and expand outreach in rural areas and marginalized communities, where access to educational materials and technologies remains limited.

Regional Plan 2022-2025:

As of 2024, 4 NSOs (12%) report using **technology systems** that contribute to facilitating youth programme delivery.

As of 2024, 13 NSOs (37%) report that they have an **updated Educational Project** that responds to the interests of youth and their communities.



Strengthen Diversity and Inclusion

Scouting's membership will reflect the diversity of the societies it serves and lead the way in increasing and expanding its reach into new communities. We will actively remove barriers, re-imagine the Scouting program, increase our outreach, involve more diverse volunteers, and restructure our organizations to provide every young person the opportunity to join Scouting.

External Overview

According to the OIJ, CAF, UNDP report ([Inclusion and Youth Challenge in LAC](#)). Challenges Series, Booklet 1. 2023, concludes that, "despite the progress made in recent decades, Latin America and the Caribbean have the highest **levels of inequality** in the world, and many young people are systematically excluded from progress and left behind. The possibilities they have to exercise their rights and access quality education and health, and decent employment still depend, to a large extent, on where they live, their family income, or their race, ethnicity, disability or gender, among other factors."

This report proposes the need for a **comprehensive and interrelated approach to the areas of education, employment and health** for the full and effective development of young people in the region. Lack of opportunity in each of these areas impacts the others and has lasting consequences that affect young people's abilities to lead healthy and prosperous lives. On the contrary, **investing in youth is key to achieving sustainable and equitable development**, as it generates a triple benefit: for adolescents and youth in the present, for themselves as adults, and for the next generation of girls and boys (UNFPA, 2019).

As recommendations, this report proposes some strategies to be developed in SDGs 4, 6 and 3.



Findings

- Only 27% of NSOs create and provide resources to take Scouting to **low-income areas and vulnerable populations** (including refugees).
- 6 of 23 NSOs (26%) have a Youth Programme that is designed with the flexibility to provide meaningful learning opportunities for all youth, including all cultures, ethnicities, social classes, genders, abilities, circumstances and geographic areas. **The flexibility of the youth programme** is a solid foundation for ensuring that more young people find inclusion within Scouting.
- 38.91% of young people between 11 and 15 years of age participating in the youth consultations feel highly inspired by Scouting to **accept people regardless of their differences**.
- In young people between 22 and 29 years of age, it is observed that the values of Scouting have a direct impact on the development of key skills that are considered essential for adult life. The majority of the responses (47.94%) highlight the learning of **"Forming teams and groups of people"** as the most important learning that Scouting offers to youth.
- Although more than 60% of the NSOs have a **Diversity and Inclusion Policy**, its level of implementation does not exceed 30%.

Regional Plan 2022-2025:

As of 2024, 6 NSOs (17%) report having established **strategic alliances** with at least one organization that focuses on D&I work.

By 2024, 14 NSOs (40%) report taking at least one action related to **diversity and inclusion**.

Youth Consultations:

We asked young people between the ages of 15 and 29 *"What would you like Scouting to offer you to contribute to your personal development?"*, to which they responded most frequently:

- **Inclusive and non-judgmental spaces:**
Several respondents mentioned the importance of having "spaces that do not make you feel less" or where "you can participate without fear of being judged". This reflects their concern for **inclusion** and **acceptance**.
- **Personal development and coexistence:**
Many responses refer to the importance of **coexistence** within Scouting, such as "More coexistence with others" and "More moments where I have to get out of my comfort zone". Young people value social interaction and learning through shared experiences, which emphasizes the community aspect and personal growth in these spaces.

GSAT and Quality Self-Assessments:

The criteria associated with the **Strengthening Diversity and Inclusion** priority show an interest in the formulation of policies with a special emphasis on gender equity. There is no evidence of consistent work in the NSOs towards diversity and inclusion as a priority for the organizations; the results show that at least 3 NSOs have good practices around inclusion in migration issues **and vulnerable populations**.



Guarantee safeguarding and well-being

Scouting will ensure that young people feel free and safe to be themselves by providing a safe environment for adventure where children, young people and adults in Scouting are healthy, protected and supported to grow.

We will adopt a zero-tolerance mentality throughout Scouting, to prevent harmful situations and work to strengthen protective practices and all forms of wellness as essential elements in achieving Scouting's mission.

External Overview

This article discusses the role of organizations such as UNICEF, UNESCO and others in the **protection of children's rights around the world**. It highlights the prevalence of child abuse, neglect and exploitation, which affect more than one billion children worldwide, with serious psychological and social consequences. The report analyzes the efforts of major agencies to combat violence and trauma, and highlights the importance of collaboration between governments, communities and NGOs. Despite significant progress, challenges such as poverty, lack of resources and entrenched social norms persist, requiring greater global commitment to end child rights violations by 2030. - Lwandiko, Mboza, UNICEF And Agencies Dedicated to Child Protection: [What Is Your Role?](#)(April 1, 2023).

The second edition of the "Global Accelerated Action for Adolescent Health (AA-HA!) to Support Country Implementation" guide is a collaborative effort spearheaded by the World Health Organization in collaboration with UNAIDS, UNESCO, UNFPA, UNICEF, UN WOMEN, the World Food Programme and PMNCH. Building on the solid foundation of the first edition and the voices of adolescents and young adults from around the world, this multi-agency product has evolved to incorporate valuable learnings from the past six years, including the impacts of the COVID-19 pandemic. A highlight of the document is the need expressed by young people to **prioritize mental health** given the recent increase in mental health problems among young people. World Health Organization (WHO) (2023) [Global Accelerated Action for the Health of Adolescents \(AA-HA!\): Guidance to support country implementation \(Second Edition\)](#). Geneva: WHO.



Findings

- 31% of NSOs have a system in place to check the **background of adults** who interact with youth.
- 31% of NSOs have defined a **procedure for responding to critical situations** in the field, including those related to security, health, accidents, criminal acts and natural disasters.
- 36% of NSOs address **ethics and compliance issues** through induction, training and regular refresher programs for newly recruited volunteers (including the national board) that are appropriate to their position.
- 35% of the NSOs have **procedures and protocols** for managing Safe from Harm cases.
- 8 out of 23 NSOs (35%) state that they have a Youth Programme that includes measures and educational material to develop in young people the **skills to keep them safe from harm**.
- 35% of NSOs offer **training on welfare and safety issues**, integrating concepts such as "Safe from Harm" into their training schemes for adults.
- Although more than 60% of the NSOs have a Diversity and Inclusion Policy, its level of **implementation** does not exceed 30%.
- 70% of the NSOs have developed clear **protection policies** adapted to their specific contexts, highlighting their commitment to safety.

Youth Consultations:

In the consultation conducted in 2023 with children between 7 and 14 years of age on the topics they are most interested in, "**My health and how to stay healthy**" and "**How to take care of myself and be Safe from Harm**" stand out as the most popular topics selected by 90% of respondents.

GSAT and Quality Self-Assessments:

The criteria associated with the priority of **Guarantee safeguarding and well-being** show that most of the region is committed to ensuring safe spaces for young people through the creation of Safe from Harm policies. Some countries report challenges in the effective implementation of these policies, especially in the follow-up and continuous monitoring.

The training programs on these policies have been well received by a large part of the membership of the region's NSOs.

Some NSOs report difficulties in policy sustainability due to lack of human or financial resources.

Regional Plan 2022-2025:

As of 2024, 18% of NSOs that have received their feedback report have established an action plan based on the results for the implementation of Safe from Harm.

As of 2024, 29 NSOs (82%) have completed their Safe from Harm self-assessment.

As of 2024, 27 of the 29 NSOs that have completed their Safe from Harm self-assessment have received the Regional Panel's feedback report.



Value Volunteering

Scouting will actively recruit, train and retain a growing and more diverse group of committed and motivated volunteers to support the delivery of safe, quality programs through fun, meaningful and rewarding experiences.

We will offer more flexible and accessible opportunities, providing relevant learning experiences for volunteers to develop their competencies, to be used and recognized within and outside Scouting.

External Overview

According to the [State of the World's Volunteering Report 2022](#) published by UN VOLUNTEERS, the global volunteer rate is 15% or 862 million people, so the global volunteer potential remains high. In Latin America and the Caribbean, the rate is between 9% and 10%.

This report presents interesting data such as the fact that, "although volunteers have more opportunities to get involved in activities that are of interest to them, those belonging to marginalized groups continue to be at a disadvantage. In many countries, for example, family care and domestic responsibilities limit the participation of women and girls in volunteer work. Addressing these disparities that affect volunteerism practices and aspirations is a prerequisite for tackling gender exclusion and inequality."

In addition, this report calls for a rethinking of "the methods used to engage volunteers as development partners in efforts to achieve the Sustainable Development Goals (SDGs). Now that some countries have begun to build a better post-pandemic future, policymakers and other stakeholders need to work even more closely with volunteers, reaching out to them as key partners and paving the way for them to have the opportunity to contribute to charting critical development solutions."

In addition to this study, the Volunteer Handbook: Successful Strategies for Recruiting, Training and Utilizing Volunteers was consulted and describes key steps such as planning, recruiting, training, managing and evaluating volunteers, highlighting the importance of effective communication, customized training and recognition to motivate and retain volunteers. Substance Abuse and Mental Health Services Administration (SAMHSA). (2005). [Successful strategies for recruiting, training, and utilizing volunteers](#): a guide for community and faith-based service providers. U.S. Department of Health and Human Services.



Findings

- 17% of the NSOs have procedures in place to identify and train people to fill **key positions or functions in the organization in the future**.
- 21% of NSOs include a focus on **youth recruitment and retention strategies** in their adult management system.
- About 26% of the NSOs have defined and implemented a **performance management system** to annually evaluate the performance of all adults resulting in an action plan for their development.
- 35% of NSOs offer training on **welfare and safety** issues, integrating concepts such as "Safe from Harm" into their training schemes for adults.
- 35% of NSOs have implemented a **flexible training system** that adapts to each role and function taking into account the individual training needs and previous experience of adults through learning paths for each one.
- 40% of the NSOs have an **adult management system focused on competencies** defined for each position or function.
- 76% of NSOs in the region have a **national policy on Adults in Scouting** aligned with the World Policy and focused on competencies.

Regional Plan 2022-2025:

As of 2024, 2 NSOs (5.7%) have **flexible volunteer schemes**.

As of 2024, 14 NSOs (40%) have an **Adult Management Model** that includes elements to support the improvement of the Youth Programme and generational replacement.

Youth Consultations:

When young people between the ages of 22 and 29 were asked about what characteristics do you think adults who work with young people in Scouting need to possess, 87% of their responses indicated "**the ability to listen to and understand young people**". In addition, 34% of respondents suggest that the **Intergenerational Dialogue** theme should be strengthened in the Youth Programme and in the training of adult resources.

GSAT and Quality Self-Assessments:

The criteria associated with the priority of **Valuing Volunteering** show a significant implementation of competency-based training models, but no evidence of formal and regular systems for the evaluation and personal development of adults.

Most NSOs (65%) have systems in place to **recognize volunteers and professionals**, which strengthens their motivation and commitment.

Most NSOs (73%) have implemented a training framework to prepare their Adults to **deliver the Youth Program**, although only 45% have reviewed and updated this framework in the last 5 years.



A fit for purpose organization

Good governance and financial sustainability

As fit for purpose organizations, we will advocate democratic, transparent, accountable, efficient and innovative governance structures that reflect the reality, unity and diversity of our membership and a commitment to youth leadership. We will be financially sustainable, allowing Scouting to expand and serve its growing range of local communities around the world. Our sources of income will be ethical and diversified, based on sound financial management and resource mobilization strategies with partners and donors.

External Overview

According to the OIJ, CAF, UNDP report "[Gobernabilidad y juventudes en América Latina y el caribe](#)". Challenges Series, Booklet 2. 2023, it is concluded that there are four key aspects to take into account in the preparation of responses that serve to advance in the construction of just, inclusive and peaceful societies, the basis for effective governance that allows youth to play their role as strategic agents conferred by the 2030 Agenda: **Youth work from local governance, the strengthening of the institutionality in charge of youth, investment in youth and the development of programs focused on resilience, equity and inclusion.**

Likewise, this report raises three challenges based on the premise that effective governance implies creating an environment in which some of the challenges facing young people that keep them from the horizon of sustainable and accessible development to which they can aspire are addressed (Youth Forum, 2023). These challenges are: **Achieving just societies, achieving inclusive participatory societies, and achieving peaceful societies.**

In the UNESCO Report 2023: [Enhancing youth participation in urban governance through city youth councils](#); it is evident that the creation of legitimate spaces such as municipal youth councils is a concrete way to support youth inclusion in urban governance and improve youth participation in the public sphere, which goes beyond symbolism. The creation of legitimate spaces such as municipal youth councils is a concrete way to support the inclusion of youth in urban governance and improve youth participation in the public sphere, which goes beyond symbolism.



Findings

- In the 2024 study, 5 NSOs (14%) report having more than 30% participation of people under 30 years of age in governance bodies and executive teams.
- 17% of NSOs include youth under the age of 30 in the development, review and implementation of adult training.
- Nearly 20% of NSOs ensure that at least 30% of voting participants in district councils and national assemblies are young people under 30 years of age.
- 20% of the NSOs have defined and implemented a sustainability framework that includes guidelines for environmental sustainability.
- On average, 35% in the 11 regional events held during 2023 have been under 30 years of age.
- 35% of NSOs identify and assess their management risks (financial, conflict of interest, operational, financing, succession planning, reputational, protection and sustainability).
- 35% of the NSOs have an established methodology for the formulation and development of their national Strategic Plan.
- 36% of the NSOs have defined and implemented a resource generation policy or strategy that contemplates different sources of sustainable income.
- In 66% of the NSOs, there is independence between the national board, which is responsible for the governance and strategic direction of the NSO, and the management team, which directs the operations of the NSO.
- 93% of NSOs have a defined structure with designated individuals responsible for key operational areas of the organization.

GSAT and Quality Self-Assessments:

The criteria associated with the priority of **A fit for purpose organization** reflect a solid performance with an average of 66.42%, supported by progress in the formalization of legal frameworks and compliance with institutional requirements. However, some NSOs need to update their regulations to strengthen their alignment with global objectives.

Several NSOs have implemented revenue diversification plans to ensure self-sufficiency and More than 70% of NSOs have structures that reflect overall strategic objectives.

Seventy-five percent of the NSOs have managed to establish solid legal frameworks, consolidating their institutional legitimacy.

Regional Plan 2022-2025:

As of 2024, 3 NSOs (8%) formulate improvement plans based on the analysis of their financial models.

By 2024, 19 NSOs (54%) report a growth in membership of at least 4% over the entire period.

By 2024, 23 NSOs (65%) develop and implement a growth strategy.



An adaptable organization

Impact measurement and digital transformation

As adaptable organizations, we will respond to the needs and interests of the youth and communities we serve. We will foster innovation and accelerate digital transformation at all levels of our organization. We will make informed decisions that strengthen Scouting's impact by using rich data collection, evidence-based reporting and learning platforms to develop a clear and systematic understanding of our work.

External Overview

In ECLAC's 2012 session report, [Structural Change for Equality](#) highlights the need to measure the impact of non-formal education, especially in relation to job creation and social inclusion. Recommendations include strengthening data collection, focusing on digital skills and promoting policies that value non-formal education as a catalyst for human and economic development; it also addresses how the technological revolution can boost knowledge-intensive sectors while promoting equality. This approach emphasizes the role of structural change and public policies to integrate digital technologies with educational and inclusive development strategies.

The UNICEF report [Digital Policies in Education in Latin America 2023](#) analyzes the technological responses implemented in education during the COVID-19 pandemic in countries such as Argentina, Chile, Colombia, Costa Rica, Mexico and Uruguay. It emphasizes that, although progress has been made, significant challenges remain in the integration of technologies to guarantee inclusive and quality education. Policies are suggested to strengthen flexible digital educational models in the short and medium term.

The recent [Santiago 2024 Declaration](#), supported by UNICEF and other organizations, highlights that digital transformation is key to overcoming educational inequalities. Emphasis is placed on the development of digital skills in young people as a fundamental component to prepare new generations for the challenges of an interconnected and technological world. The text also highlights the importance of fostering socioemotional and citizenship competencies in students, in order to face the future with security and confidence. To this end, they say, **healthy, safe and violence-free learning environments must be ensured**, where an educational culture that values and builds on diversity is promoted.



Findings

- 33% of NSOs have defined and implemented a system to evaluate the satisfaction of their youth members at least once in the last three years.
- 35% of NSOs have conducted an evaluation of the outcomes or impact of their educational offerings in the past five years and used it for programme improvement.
- 35% of NSOs have defined and implemented a system to evaluate the satisfaction of their volunteers at least once in the last three years.
- 46% of NSOs have a system in place to monitor and support the implementation of the Youth Programme in all Units in the local groups.
- In 73% of the NSOs, the Youth Programme reflects and adapts to the local cultural, social, political and economic context of their society.
- The strategic planning of 80% of NSOs reflects the development and review needs of the Youth Program.

GSAT and Quality Self-Assessments:

The criteria associated with the priority of **An adaptable organization** show that the region has begun to adopt more flexible organizational practices, allowing for greater adaptability to external changes.

Some NSOs have implemented more agile decision-making processes, promoting inclusive participation and delegation of responsibilities.

Several NSOs have adopted digital tools to optimize internal and external management, increasing their efficiency, and only 25% of NSOs have developed specific protocols to manage crises or respond to significant changes in their environment.

Youth Consultations:

Consultation with young people between the ages of 7 and 15 years reflects 43% that the main way in which Scouting has helped boys and girls to build a better world, inspiring them to contribute positively to the community is by promoting the performance of daily good deeds and helping other people. This highlights the scouts' commitment to the daily practice of positive values. In second place, 31.03% indicated that learning about environmental care has been key.

The high value placed on community service activities and environmental conservation also indicates that the Movement manages to inspire young people to get involved in causes that have a direct impact on their environment, on the community around them.

Likewise, young people between 11 and 15 years of age (43.73%) consider that being part of a scout community means **contributing to building a better world**.

Other notable results include **feeling part of a global scouting family**(19.94%) and **having opportunities for personal growth and development** (19.61%).

To the question asked to young people between the ages of 7 and 21: *What things would you like to do with your pack/troop/scout team that you are not doing now?* 45% agree that they would like to do **more environmental activities** such as reforestations, river cleanups, recycling, etc. In second place, they emphasize **artistic activities** such as painting, music, theater, etc. and **trips, national and international excursions**.

50% of the people surveyed between the ages of 22 and 29 also agree that more **environmental activities** should be promoted in Scouting, followed by **health and personal safety activities**.



An influential organization

Communications, alliances and promotion

As influential organizations we will be a united, vocal and relevant player defined by our values and clearly positioned as safe, impactful and reliable. We will be a leader in non-formal education working with a strong network of partners and organizations that share our vision of empowering children and youth to take on the world's greatest challenges.

External Overview

The UNICEF 2023 [Evaluation of Advocacy Approaches](#) report is a clear example of the importance of identifying advocacy strategies that organizations should have for their promotion and achievement of youth goals. This report highlights that collaboration between governments, civil society, the private sector and international organizations has proven to be essential for improving educational outcomes. For example, UNESCO-supported initiatives emphasize partnerships to foster innovation, digital transformation and inclusion in education, addressing disparities in access and quality.

Being an influential organization requires a collaborative effort and external promotion of its mission. Alliances strengthen an organization's ability to address complex challenges by combining resources, knowledge and networks. Collaboration with governments, the private sector, NGOs and international institutions amplifies the reach of projects, enabling more effective impact on local policies and practices.

Advocacy plays an essential role in this process, acting as a bridge between the organization and decision making at the community or governmental level. Through well-designed advocacy campaigns, organizations can elevate critical issues on the public agenda, ensuring that the voices of beneficiary communities are heard and their needs are addressed. Together, these tools enhance the organization's ability to lead significant and sustainable changes in its environment.



Findings

- 27% of NSOs have a defined and implemented system for identifying, nominating, preparing and supporting youth to represent Scouting externally at the national level.
- 25% of NSOs have identified and mapped their internal and external stakeholders, assessing the issues that are important to them.
- 50% of NSOs ensure that at least 30% of their media content (website, social networks, interviews, radio, etc.) is produced by and represents youth.
- 58% of NSOs have defined and implemented a strategy to form strategic alliances with civil society organizations and/or other groups that have an impact on Scouting.
- 61% of NSOs have a communication strategy in place that reflects the organization's identity and principles and describes how to reach internal and external stakeholders.
- 66% of the NSOs have a communications strategy aligned with the global communications strategy and strategic alliances.
- 72% of NSOs have partnerships with other non-profit organizations, businesses, academic institutions or other entities that can expand the reach of Scouting's message in their territory.
- 73% of the NSOs have communication channels for external audiences, where the different positions and guidelines of the Scout Movement are regularly published.
- 75% of NSOs promote and support youth participation in external youth activities and events (national youth forum, local youth consultations).

Youth Consultations:

The majority of the young people surveyed between 11 and 14 years of age think that **"friendship and collaboration"** are the most important values promoted by Scouting. With a similar result, **responsibility** is selected as a highly important value.

For young people between 15 and 21 years of age, the most outstanding value is **"Helping others without expecting a reward"**, with 75.71%. This value reflects the commitment to community service, a central element of the Scout Method.

Young people between 22 and 29 years old (50.97%) consider **"Being an honest and trustworthy person"** as the most important value in the current context. This value reflects the need for integrity in a society that increasingly values transparency and personal accountability, especially in those who occupy leadership roles or as educators within Scouting.

GSAT and Quality Self-Assessments:

Progress has been made in the representation of the region in international forums, positioning Scouting as a relevant actor in some decision-making spaces.

Strategic alliances with local and global organizations have begun to bear fruit in certain countries.

60% of NSOs have established partnerships with governments, NGOs and private companies, enhancing Scouting's visibility.

Progress has been made in promoting Scouting's image as a leader in non-formal education.

There is a lack of clear communication strategies that effectively articulate the impact of Scouting in most NSOs.

x x x x Annexes

GSAT V3.0 SELF-ASSESSMENT (2023-2024) CRITERIA BY BEST PRACTICE DIMENSION RESPONSES FROM 22 NSOs IN THE INTER-AMERICA REGION <i>The question number in red (first column of the table) means Major non-conformity, according to the requirements of the standard.</i>		AVERAGE (%)
#	D01. NSO-WOSM INSTITUTIONAL REQUIREMENTS	
01 01	The NSO is a legal entity with valid written permission from an appropriate authority to operate in the country or territory where it is officially established.	95%
01 02	The NSO Constitution explicitly includes the following elements: (a) Membership of WOSM and (b) Agreement to adhere to the WOSM Constitution.	86%
01 03	The Constitution of the NSO has been considered for review at least once in the last five years by the national board and/or the General Assembly. Amendments related to Chapters I or III of the WOSM Constitution, if any, have been submitted to WOSM for approval.	71%
01 04	The NSO has complied with last year's Annual Report requirements and maintains consistent compliance.	92%
01 05	The NSO has taken steps to ensure that Scouting's names, logos and trademarks (national and international) are legally protected under copyright or trademark laws, in accordance with the existing legal framework of its country or territory.	73%
01 06	Any commercial or non-commercial use of the World Scout Mark is properly licensed by the World Scout Bureau or its agents.	73%
01 07	The NSO regularly participates in World Scout Conferences and ensures that young people under the age of 20 are part of its delegations.	73%
01 08	NSO has defined and implemented a document management system that allows for clear identification, integrity, availability and backup of all types of official documents (hard and soft copies).	65%
AVERAGE SCORE (%)		78.6%

#		D02. GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY, NATIONAL BOARDS AND YOUTH IN GOVERNANCE)	
02	01	The Constitution of the NSO sees the General Assembly as the NSO's highest authority. Its composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.	100%
02	02	The NSO Constitution defines the National Council as the policy-making body that provides the strategic direction of the NSO, which is approved by the General Assembly.	95%
02	03	The National Council and the General Assembly make decisions by simple majority of the votes cast, except for changes to the Constitution and dissolution, which require a qualified majority.	91%
02	04	There is independence between the national board, which gives the governance and strategic direction of the NSO, and the management team, which runs the NSO operations. The chief executive officer (CEO) and any paid staff do not have voting rights on the national board.	73%
02	05	National 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 national board member has a stake in the day-to-day operations, the concerned national board member has declared and documented the potential conflict of interest.	74%
02	06	The composition of the NSO National Council reflects the diversity of members and potential members (e.g. gender, ethnicity, socio-economic status, regional balance, disability, religion or beliefs, experience and competencies).	85%
02	07	The national board of the NSO is composed of at least 40% of people under 30 years old.	50%
02	08	The NSO has formally established and implemented the following procedure with respect to the election and term of office of National Council members: 1. Electoral procedure. 2. Fixed term of office. 3. Rotation of National Council members to avoid everyone leaving at the same time. 4. Removal of a member of the National Council. 5. Re-election is limited. 6. Cooptation (replacement or addition of members).	91%
02	09	The NSO has a defined conflicts of interest policy (internal and external) for their national board members. The latter have formally committed themselves to avoid conflicts of interest that could jeopardise the NSO's reputation. A dedicated register of interests is maintained and updated annually.	59%
02	10	The national board of the NSO conducts a minimum of two and no more than six meetings in a year. The frequency of these meetings must be compatible with the role of a national board.	83%
02	11	The NSO has defined and enforced rules on the attendance of National Council members.	82%
02	12	The NSO has defined and enforced rules on the minimum number of attendees that form a quorum to proceed with a National Council meeting and make valid decisions for the organization.	94%
02	13	The NSO has defined and implemented rules to avoid the concentration of votes in the hands of a member of the National Council and/or the General Assembly (i.e. by proxy voting for absentees).	91%
02	14	All members of the national board of the NSO 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.	58%
02	15	The NSO has a binding procedure on dissolution (in its Constitution, Bylaws or national legal requirement, etc.) that defines how its assets should be disposed.	92%
02	16	The NSO Constitution empowers youth to participate in governance at all levels of the organization (local, regional and national). Tools and mechanisms exist to meaningfully involve young people in governance.	73%
02	17	The NSO has defined an approach to select and cultivate potential new National Council members from non-scouting backgrounds. This approach focuses on specific skills relevant to the challenges faced by the organization. As a result, the National Council includes members who have no history of Scouting membership.	32%
AVERAGE SCORE (%)			77.9%

#	D03. MARCO ESTRATÉGICO	
03 01	The NSO's vision and mission's statement clearly defines the organisation's ambitions, principles, and beliefs and goals related to sustainable development. It has been approved by the General Assembly and is shared at all levels (local, regional and national) of the organisation.	77%
03 02	The NSO's organisational structure clearly defines the current bodies, areas of responsibility, and authority at the national level. This structure reflects the actual situation and is shared at all levels (local, regional, and national) of the organisation.	91%
03 03	The NSO has defined the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impact on the economy, environment, and people, including; 1. How it engages with stakeholders to support these processes. 2. How the governing body acts on the outcomes of such processes. 3. How the governing body reviews the effectiveness of the organisation's processes and reports on this review.	52%
03 04	The NSO has clearly documented the functions and responsibilities of the national, regional, and local levels. These functions and responsibilities are in line with the actual situation and are shared at all levels (local, regional, and national) within the organisation.	91%
03 05	The NSO has defined and implemented a methodology to break down its mission and vision into strategic goals, specific objectives, and activities (e.g. cascaded ten-year vision, three-year strategic plans, and annual operational plans). It has implemented it and tracks it regularly. The NSO actively involves young people in the implementation process.	68%
03 06	The NSO has identified/mapped out its internal and external stakeholders, assessing the issues that are important to them. The results of this process are documented, reviewed every three years, and acted on by the national board.	35%
03 07	The NSO's method for developing its strategic plan includes: 1. A participative internal process in all levels of the organisation. 2. An analysis of the external situation. 3. Youth engagement. 4. Taking into account both WOSM strategic priorities at Regional and World levels as well as local development priorities.	67%
03 08	The committees, task forces and other appropriate bodies of the NSO's national board have been created in line with the strategic objectives. Each has a clearly defined terms of reference, conducts regular meetings, and reports on their work on a regular basis and reflects the diversity of the communities in which they operate.	62%
03 09	The national board's committees, task forces, and other appropriate bodies at all levels of the NSO are comprised of at least 40% people under 30 years old.	50%
03 10	The NSO has defined and implemented a system with structures and mechanisms to ensure youth engagement at all levels of decision-making, in accordance with the World Scout Youth Involvement Policy.	64%
03 11	The NSO 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 the results are acted on.	55%
03 12	The NSO has defined and implemented a sustainability framework that includes guidelines for environmental sustainability. The framework is aligned with its national context, WOSM's strategic plan on environmental sustainability, and WOSM's sustainability references, such as WOSM's sustainability guidelines and guidelines for organising sustainable events. The sustainability framework is periodically reviewed for effectiveness.	20%
03 13	The NSO undertakes an identification and evaluation of its management risks (e.g. financial, conflict of interests, operational, funding, succession planning, reputational, safeguarding, sustainability). The results of this process are documented and updated annually and, whenever appropriate, acted on by the national board.	35%
03 14	The NSO has defined a procedure to respond to critical field situations, including safety, health, accidents, criminal acts, and natural disasters. This procedure includes an escalation to the appropriate level(s) and is communicated to all concerned parties and periodically reviewed.	50%
03 15	The NSO's insurance policies (for health, accidents, travel, liabilities, property, etc.) are fit for purpose and regularly reviewed.	49%
AVERAGE SCORE (%)		57.6%

#	D04. INTEGRITY MANAGEMENT	
04 01	The NSO has written a National Safe from Harm Policy that covers the protection of children and youth. Meets the following criteria: 1. It addresses different types of harm and abuse, including emotional, physical, sexual and neglect. 2. Considers diversity and inclusion issues and any special needs of children and youth in the NSO. 3. It is approved by the corresponding governing body. 4. Consistent with the national legal framework. 5. Aligned with the World Safe from Harm Policy. It applies to all levels of the NSO (local, regional, national) and is reviewed regularly.	77%
04 02	The NSO has an effective team or coordinator responsible for overseeing all Safe from Harm work. The process of contacting this team or coordinator is disseminated throughout the NSO.	76%
04 03	The NSO has a defined child, youth, and adult Safeguarding reporting procedures that: 1. Have been approved by relevant governance bodies and are aligned with the World Safe from Harm policy. 2. Are compliant with the national legal frameworks within which the NSO operates. 3. Outline how to report and respond to any safeguarding concerns, breach of the code of conduct, or potential case of abuse. 4. Outline the measures and actions following a safeguarding report. 5. Contain guidelines on how to collect and record information from all parties involved in a safeguarding concern or potential case of abuse. 6. Are regularly reviewed.	70%
04 04	The NSO formally adheres to ethical standards and values that may be reflected or included in a code or various documents covering the following: 1. Ethical principles in fundraising (fair representation of purpose, method, behavior); 2. Conflicts of interest (gift policy, affiliation with competing suppliers or organizations); 3. Behavior of professional staff and volunteers (discrimination, harassment); These codes/documents have been communicated and are readily available to all relevant stakeholders.	62%
04 05	The NSO addresses ethics and compliance issues through induction and training of both newly hired staff and volunteers (including the National Council) appropriate to their position, as well as periodic refresher programs. Such training is fully recorded.	58%
04 06	The NSO has defined and implemented a system to enforce its agreed ethical norms and values at all levels of the organisation (e.g. national board, management, professional staff, and volunteers). Enforcement monitoring covering rules and implementation procedures, compliance review, investigation, and sanctions is carried out regularly and is documented.	56%
04 07	The NSO has defined and implemented a system to report on ethical breaches, which includes: 1. The protection of whistle blowers. 2. The rights of involved parties. 3. The designation of appropriate reporting levels (internal and external). Major breaches are communicated to the national board.	55%
04 08	The NSO has evaluated the ethical standing of its partners (external or internal) engaged in fundraising activities (e.g., Scout Shop, Scout Foundation). Results of this process are documented, regularly reviewed and acted upon.	30%
AVERAGE SCORE (%)		60.2%

#	D05. COMMUNICATION, ADVOCACY AND PUBLIC IMAGE	
05 01	The NSO makes annual reports available (on request or without request) to all key stakeholders. These reports must contain: 1. An overview of the NSO's mission, vision, and strategic goals. 2. A narrative of the organisation's activities. 3. A general membership census. 4. A list of national board members. 5. Externally audited financial statements.	77%
05 02	The NSO makes its agenda and minutes of key meetings, including resolutions to be discussed, available to all relevant internal and external stakeholders within a reasonable timeframe.	74%
05 03	The NSO has a current Communication Strategy that reflects the organization's identity and principles and describes how to reach out to internal and external stakeholders. The strategy is supported by appropriate communication channels (e.g., Scout magazine, e-newsletters for national volunteers, website, social media).	61%
05 04	The NSO has defined and implemented a communication plan for crisis situations, aligned with its risk management and brand management guidelines, as well as the Safe from Harm response mechanisms. The plan is reviewed periodically.	36%
05 05	The NSO has defined and implemented a strategy to form strategic partnerships with civil society organisations and/or other groups impacting Scouting. The NSO actively fosters these partnerships.	58%
05 06	The NSO is active in the National Youth Council or its equivalent body (if such exists).	56%
05 07	The NSO advocates and engages in dialogue with key decision makers (e.g. policy makers) in its country and has identified its key advocacy priorities. These include non-formal education as well as other areas relevant to the internal and external environment such as peace, gender, environment, sustainable development, and youth rights.	48%
05 08	The NSO has a defined and implemented system for identifying, nominating, preparing and supporting young people to represent Scouting externally at the national level.	47%
AVERAGE SCORE (%)		57.1%

#	D06. ADULTS IN SCOUTING	
06 01	The NSO has an Adults in Scouting Policy and procedures that outline the steps in the adult life cycle, including recruitment, appointment, induction, monitoring, evaluation, and retirement (for all key positions at all levels of the organisation). This policy is based on the World Adults in Scouting Policy and is regularly reviewed.	76%
06 02	The NSO has a National Adult Scouting Committee or Team that consists of members with relevant competencies, is gender-balanced, and reflects the diversity of the community in which it operates. The National Committee or Team works in conjunction with the National Youth Programme Committee or Team.	68%
06 03	The NSO has role descriptions and uses mutual agreements for all adult positions. These are regularly reviewed, adapted to the organisation's structure needs, and communicated to all concerned parties.	68%
06 04	The NSO has defined and implemented a Performance Management system to evaluate the performance of adults annually (professionals and volunteers) which translates into an action plan for their development.	41%
06 05	The NSO has defined and implemented a clear and competitive compensation policy/compensation package for professional staff.	43%
06 06	The NSO has defined and implemented a system to recognize the contribution of all adults. This system records awards and recommendations and is accessible to all members. Awards are granted in a reasonable time and follow transparent practices.	70%
06 07	NSO has mechanisms in place to ensure effective and timely succession of adult roles (professional and volunteer). Volunteers have fixed terms and all appointments are recorded.	64%
06 08	The NSO has a clear system for adult development focused on personal development of competences for all adults both professional staff and volunteers. Each learning opportunity has clear objectives and minimum competences required and is periodically reviewed.	68%
06 09	The NSO includes fundamental aspects of Scouting, leadership, management and relationships, and World Initiatives in its Adults in Scouting training curriculum.	85%
06 10	The NSO includes youth engagement in decision-making in the curriculum of all Adults in Scouting training, based on the World Scout Youth Involvement Policy.	62%
06 11	The NSO provides regular training for the different strategic areas and levels of the NSO structure from national to local levels. Trainings include WOSM Wood Badge Competencies (e.g., Scouting Fundamentals, Leadership and Management, Project Management, Communications, and Adult Development).	85%
06 12	The NSO ensures that all adults receive Safe from Harm training as part of their induction process before they interact with children and youth. It includes the following elements: 1. Recognizing and identify abuse. 2. Responding and reporting a potentially harmful or abusive situation. 3. Understand the National Safe from Harm Policy and Code of Conduct. 4. Ensure the safety and well-being of children and youth in Scouting.	68%
06 13	The NSO has a system in place to review the background of adults, including the following elements: 1. Performs relevant background checks of all incoming adults according to the national laws and regulations. 2. Prevents adults who do not comply with the safeguarding policy prerequisites to interact with children and young people. 3. Regularly checks that the compliance of adults is in place.	50%
AVERAGE SCORE (%)		65.5%

#	D07. FINANCIAL STABILITY & RESOURCE MOBILISATION	
07 01	The NSO is not overly reliant on any one source of revenue (averaged over the last three fiscal years).	59%
07 02	The NSO has defined and implemented a financial accountability system (full disclosure) that allows it to track funds (earmarked or unearmarked) to their use in programs/projects (e.g. total, cost of fundraising, sources of funds).	76%
07 03	NSO has defined and implemented a control system to prevent any financial misuse of funds.	79%
07 04	The NSO operates based on an annual (or possibly at longer intervals) budget that is clearly linked to an operational plan and approved by the national board or the General Assembly.	82%
07 05	The NSO actively uses monitoring and reporting of administrative costs, fundraising and operating expenses as inputs to regularly adjust the budget (either mid-term or for its next cycle).	79%
07 06	NSO has financial reports that include the balance sheet, statement of income and expenses, assets and liabilities. If a commercial activity (e.g., Scout Shop) is part of the NSO, the financial statements are also available in the report.	97%
07 07	The NSO has an internal financial audit committee appointed by the national board and/or General Assembly that meet at least twice a year to review: 1. Internal financial controls. 2. Audit programme of auditors. 3. Financial statements. They make recommendations to the national board on financial reporting. While serving on the internal financial audit committee, no member can hold another office at the national level.	47%
07 08	The NSO's financial reports from the last three fiscal years have been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express an opinion and make recommendations (e.g. through a management letter).	65%
07 09	The NSO has defined and implemented an inventory system (including of the organisation's properties, equipment, and supplies). This inventory is properly reflected in the financial statement.	80%
07 10	Case 1: The NSO 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 NSO 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 NSO is committed by supporting all expenses related to the activities to be performed over the duration of the project.	63%
07 11	The NSO has defined and implemented a procurement procedure which explicitly states that above a certain threshold, a competitive bidding system is the preferred mode of procurement.	43%
07 12	The NSO has defined and implemented a resource generation policy or strategy that considers different sustainable revenue streams (e.g. membership fees, commercial activities, individual donations, government grants, fundraising, funding proposal submissions). The policy or strategy is periodically reviewed.	36%
AVERAGE SCORE (%)		67.4%

#	D08. YOUTH PROGRAMME	
08 01	The NSO has a Youth Programme with educational competencies that is: 1. Focused on contributing to the development of young people in achieving their full physical, intellectual, emotional, social, and spiritual potentials as individuals, as responsible citizens, and as members of their local, national and international communities. 2. Based on the fundamentals of Scouting, the World Scout Youth Programme Policy, and the National Youth Programme Policy, where applicable. 3. Aligned with education for sustainable development.	79%
08 02	The NSO has an effective National Youth Programme Committee or Team that consists of members with relevant competencies, is gender balanced and reflects the diversity of the community in which it operates. The Youth Programme Committee or Team works effectively in conjunction with the National Committee on Adults in Scouting.	71%
08 03	The NSO involves youth in the review and development of the Youth Programme through established processes, methods and communication channels, ensuring that their needs and interests are addressed. NSO documents and consistently applies these processes, regularly evaluates their effectiveness and makes improvements as necessary.	52%
08 04	The NSO Youth Programme provides a way for young people to develop the skills necessary to stay Safe from Harm.	67%
08 05	The NSO Youth Programme has been considered for review at least once in the last five to ten years, taking into account its relevance and effectiveness and in accordance with the World Scout Youth Programme Policy.	77%
08 06	The NSO has defined and implemented a system to monitor the implementation of its Youth Programme at the local level.	58%
08 07	The NSO has defined a number of age sections linked to educational competencies in the Youth Program. Each section has a defined starting and ending age, with a personal progressive scheme and specific educational materials.	82%
08 08	Young people from diverse backgrounds and/or underrepresented communities and groups can formally access and effectively participate in the NSO 's Youth Programme.	88%
08 09	NSO provides educational materials on how to integrate safeguarding into the Youth Programme and raise awareness among children and youth based on the following elements: 1. Understanding what Safe from Harm is when they join Scouting. 2. Their right to be safe and how to act if they experience harmful situations. 3. Follow the Promise and the Law and act against abuse or intimidation. These materials are publicly available to all members and external stakeholders (e.g., parents and strategic allies) and are distributed to all local Scout groups.	64%
08 10	The NSO has conducted an outcome or impact evaluation of its educational offerings at least once in the past five years. The results of the evaluation were discussed and used to improve the Youth Programme.	38%
AVERAGE SCORE (%)		67.4%

#	D09. GROWTH	
09 01	The NSO has a membership registration system that allows us to measure and understand the growth or decline in membership that is shared at all levels and act accordingly. Includes total numbers, gender, social and geographic distribution and retention rate by age section.	79%
09 02	The NSO has a Diversity and Inclusion Policy to reach out to different segments of society and local communities. This policy is constantly put into practice, and NSO takes proactive steps to reach new areas and communities underserved by NSO.	56%
09 03	The NSO has defined and implemented a sustainable growth strategy that is reviewed periodically. The NSO ensures that the strategy is regularly monitored against specific and measurable objectives set. The strategy is shared at all levels of the NSO.	48%
09 04	The NSO has a clear strategy, including a plan to manage waiting lists and/or accommodate membership demand, with the goal of increasing and retaining membership. NSO conducts periodic reviews of both the strategy and the plan to ensure that they continue to be effective in meeting the needs of both members and the communities they serve.	38%
09 05	The NSO has an effective growth coordinator or team with the skills, knowledge and resources to drive growth initiatives aligned with strategic objectives.	42%
AVERAGE SCORE (%)		52.8%

#	D10. CONTINUOUS IMPROVEMENT	
10 01	The NSO has defined and implemented a system to annually evaluate the effectiveness of its National Council in fulfilling its roles and responsibilities (e.g. group and/or individual self-evaluation within the Council). The evaluation is based on the defined roles of the members of the National Council and the results are recorded and acted upon.	32%
10 02	The NSO National Council has defined and implemented a system to annually review the performance of the executive officer (e.g. CEO, General Secretary) based on the role description. The results are recorded and used as observations for further development.	29%
10 03	The NSO National Council has defined and implemented a system to annually review the performance of each of its Committees and Working Groups. The review is based on its Terms of Reference. If a member of the National Council is part of a Committee or Working Group, he/she does not participate in the corresponding review process. The results are recorded and used as observations for further development.	24%
10 04	NSO uses the results of all external auditors' reports (e.g. financial or non-financial) as inputs for continuous improvement.	58%
10 05	The NSO, at the planning stage, selects activities and projects that require evaluation. The activities and projects identified have been evaluated and the results and lessons learned are recorded.	53%
10 06	The NSO uses evaluations and lessons learned from activities and projects in the preparation of subsequent activities and projects.	62%
10 07	The NSO has defined and implemented a system to evaluate the satisfaction of both its professional staff and volunteers at least once in the last three years. Results are recorded and acted upon.	35%
10 08	The NSO has defined and implemented a system to evaluate the satisfaction of its young members at least once in the last three years. Results are recorded and acted upon.	33%
10 09	The NSO has an archiving system (paper or digital) that allows easy access to past documented information. This system can be used to plan current and future activities.	62%
AVERAGE SCORE (%)		43.2%

YOUTH PROGRAMMESELF-ASSESSMENT 2023-2024
RESPONSES FROM 23 NSOS IN THE INTERAMERICA REGION

Criteria	GSAT	Criteria	Average
1.1	801	The NSO has a National Youth Program, which is aligned with regional practices and the Global Youth Programme Policy.	82.22
1.2	801	The NSO has a National Youth Involvement Policy, aligned with Regional practices and the World Scout Youth Involvement Policy.	75.56
2.1	801	The NSO Youth Programme reflects the Scouting Fundamentals (purpose, principles, and method) in each age section.	97.78
2.2	801	The NSO Youth Programme has educational objectives based on key dimensions of development (physical, social, intellectual, emotional, social, spiritual and character) written in terms of knowledge, skills and attitudes to be acquired.	95.56
2.3	807	The NSO has defined age sections, each with a specific set of educational objectives of the Youth Program. Each age section has a defined starting and ending age, based on youth development and cultural specificity.	93.33
2.4	803	The NSO has defined and implemented a system to include youth of all age groups in the development and implementation of the Youth Program. A. Each age section contributes information for its development, through mechanisms such as surveys, evaluations, focus groups, etc. B. The development of the plan includes young people under 30 years of age. C. The implementation of the plan includes young people under 30 years of age.	60.00
2.5	801	The NSO Youth Programme focuses on non-formal education, which encourages the use of different learning approaches (such as multilateral learning, networking, online interactivity, as well as reflective and experiential learning).	77.78
2.6	801	The NSO Youth Programme is designed to promote collaborative learning in small teams, with the goal of developing teamwork, interpersonal skills and leadership.	95.56
2.7	801	The NSO Youth Programme includes learning opportunities focused on active citizenship in all age sections. This includes opportunities for: A. participation in community service, activities, groups and organizations. B. participation in decision making in Scouting (at the unit and institutional level) and beyond Scouting.	82.22
2.8	803	The NSO Youth Programme reflects and adapts to the local cultural, social, political and economic context of its society.	73.33
2.9	808	The NSO Youth Programme is designed with the flexibility to provide meaningful learning opportunities for all youth, including all cultures, ethnicities, social classes, genders, abilities, circumstances and geographic areas.	64.44
2.10	801	The NSO Youth Programme includes a progressive scheme that offers continuity between age sections, with new learning opportunities for each stage of personal progression to motivate and challenge youth to continually develop.	88.89
2.11	803	The NSO has mechanisms in place to ensure that the needs and interests of youth are reflected in the development and review of its Youth Program. Please note: A. The opinions of young people. B. Current research on the situation of young people in the country C. Interests and needs of young people according to the most recent trends. D. New educational practices and approaches in youth work.	60.00
2.12	804	The NSO Youth Programme includes measures and educational materials to develop young people's skills to keep them Safe from Harm.	62.22
2.13	1008	The NSO has defined and implemented a system to regularly evaluate the satisfaction of young members with: A. Youth Program. B. Implementation of the Youth Program.	48.89

3.1	802	The NSO has an effective National Youth Programme Team that: A. Works based on clear objectives, which are consistent with the organization's policies and priorities. B. You have a clear job description and terms of reference for your duties. C. It includes a person who is responsible for each age section with which the NSO works and coordinates priority issues (leadership, environment, etc.). D. It has a system of recruitment and appointment of committee members that is open to all. E. Receives resources and training to perform its functions. F. Regularly reports on its work to all members of the organization.	68.89
3.2	802	The NSO implements measures to ensure that the National Youth Programme Committee includes youth under the age of 30, and reflects the diversity of the organization (e.g., gender, ethnicity, socioeconomic background, disability, religion or beliefs, experience and competencies).	68.89
3.3	802	The NSO has a member of the National Executive Team who is responsible for the Youth Programme and is supported by the National Youth Programme Committee.	84.44
3.4	805	The NSO National Youth Programme Committee collaborates in a coordinated manner with the National Committee on Adults in Scouting and other national committees to ensure alignment and support in the development of content for these areas.	64.44
3.5	805	The NSO regularly and effectively communicates and promotes ongoing developments and revisions to the Youth Programme to its members.	73.33
3.6	805	The NSO participates in regional and global events related to the Youth Programme to engage in multilateral exchange of experiences with other NSOs.	82.22
3.7	805	The NSO's strategic planning reflects the development and revision needs of the Youth Program.	80.00
3.8	805	NSO establishes strategic alliances (with government agencies, universities, research centers, non-governmental organizations, private companies, etc.) to support the development, implementation and review of the Youth Program.	55.56
4.1	806	The NSO has a system in place to monitor and support the implementation of the Youth Programme in all Units in the local groups.	46.67
4.2	806	The NSO has developed tools and educational support materials for youth and adults in Scouting, which are necessary for the proper implementation of the Youth Program.	77.78
4.3	806	The NSO has implemented a training framework to prepare its Adults in Scouting to deliver the Youth Program. The contents of the training are regularly reviewed in accordance with the revision of the Youth Program.	73.33
4.4	806	The NSO organizes national events (i.e., courses, jamborees, workshops, conferences, meetings, seminars and roundtables) on the Youth Programme to promote the unity of the Youth Programme within the NSO.	80.00
4.5	805	The NSO considers reviewing its Youth Programme every five years by including youth and Adults in Scouting in the process.	75.56
4.6	805	The NSO promotes continuous evaluation and conducts periodic interim reviews of the Youth Program, every two to three years, to allow for periodic adjustments, taking into account the satisfaction of its members (through surveys).	40.00
4.7	806	NSO periodically evaluates the impact of the Youth Programme on both the lives of the youth and the communities in which they live.	37.78
AVERAGE SCORE %			72.22

YOUTH PARTICIPATION SELF-ASSESSMENT 2023-2024
RESPONSES FROM 15 NSOS IN THE INTERAMERICA REGION

Criteria	GSAT	Criteria	Average
1.1	308	NSO has defined and implemented a Youth Participation Policy. It includes instructions for youth participation at the unit/group, community and institutional levels. It is based on the World Scout Youth Involvement Policy and is reviewed periodically.	63.64
1.2	308	The structures of the NSO allow young people to participate fully in decision making. This includes ensuring that its operation is possible, that meetings are scheduled at appropriate times and the terms of reference reflect the right of young people to participate and vote.	63.64
1.3	206	The NSO ensures that at least 30% of the National Council are young people under 30 years of age with full participation and voting rights.	39.39
1.4	206	The NSO ensures that at least 30% of the District Councils (or equivalent) are young people under 30 years of age with full participation and voting rights.	40.00
1.5	308	The NSO ensures that at least 30% of the delegates to its General/National Assembly are young people under 30 years of age.	45.45
1.6	307, 602, 802	The NSO ensures that at least 30% of the members of all working groups and national committees are youth under the age of 30 (National Council committees and working groups, Youth Programme Committee, Adults in Scouting Committee, Finance Committee, etc.).	45.45
1.7	308	The NSO ensures that at least 30% of the delegates to the Regional Scout Conference are young people under the age of 30.	66.67
1.8	308	The NSO ensures that at least 30% of the delegates to the World Scout Conference are young people under 30 years of age.	57.58
1.9	306	The NSO sends youth delegates to regional and/or world youth Scout Forums.	66.67
1.10	308	NSO ensures that young people under 30 years of age are part of the Executive Team.	48.48
1.11	306	NSO has defined and implemented a system to include youth of all age groups in its strategic planning. A. Each age section provides information on its development, through mechanisms such as surveys, evaluations, focus groups, etc. B. The development and implementation of the plan includes young people under 30 years of age.	45.45
1.12	507	The NSO has developed and implemented effective tools and structures to support youth participation (youth forums, youth advisor system, leadership courses, young adult group, youth network, quota system, internships, tutoring, mentoring system, guidance, etc.). This includes additional support for young people involved in decision making at all levels.	75.76
1.13	308	The NSO dedicates resources to support youth participation through various support mechanisms (staff to mentor or train youth, cover youth travel expenses, provide grants for youth support projects, etc.).	54.55
2.1	306, 308	The NSO ensures that Youth Programme policies and guidelines emphasize youth empowerment and participation.	66.67
2.2	308	The NSO Youth Programme has educational objectives that focus on developing in young people the competencies necessary to play an active role in their unit/group, community and organization, according to their level of personal development.	75.76
2.3	308	The NSO Youth Programme for all ages includes youth participation in community services, activities, groups and organizations.	87.88
2.4	308	The NSO Youth Programme incorporates the participation of young people in the planning, execution and evaluation of the unit's activities, according to their level of personal development.	78.79

2.5	1008	The NSO has defined and implemented a system to regularly (every three to four years) evaluate the satisfaction of young members in reference to: A. Youth Program B. Implementation of the Youth Program C. Level of youth participation in decision making in the organization	36.36
2.6	1008	The NSO acts on the results of the youth member satisfaction evaluations and involves the youth in this follow-up.	40.74
2.7	306	The NSO ensures that its policies and guidelines for Adults in Scouting promote youth empowerment and participation.	57.58
2.8	611	The NSO includes youth participation as a central component of its training plan for Adults in Scouting. This training offers learning opportunities on concepts such as: A. the adult/youth educational association B. intergenerational dialogue C. youth empowerment	69.70
2.9	611	The NSO involves youth under the age of 30 in the development, review, and implementation (e.g., as trainers) of Scouting's adult training curriculum.	36.36
2.10	306	The NSO's adult management system includes a focus on strategies for youth recruitment and retention.	45.45
3.1	306	The NSO includes in its communications, youth engagement opportunities and best practices (e.g., sharing the story of a Rover on the National Council, telling the story of a successful community development project led by a young person, sharing the opportunity to participate on the Board of a non-governmental organization).	63.64
3.2	306	The NSO has communication channels aimed at young people.	72.73
3.3	306	The NSO offers accessible, two-way communication channels for young people, allowing them to voice their opinions and concerns and be heard, and provides them with a place to gather information about decision-making and opportunities for youth participation.	51.52
3.4	509	The NSO promotes and supports youth participation in external youth activities and events (national youth forum, local youth consultations, etc.).	75.76
3.5	509	NSO prepares youth with the skills and attitudes necessary to act as spokespersons for external opportunities on behalf of all levels of NSO.	66.67
3.6	509	NSO ensures that at least 30% of its media content (website, social media, interviews, radio, etc.) is produced by and represents youth.	75.76
4.1	507	NSO youth members value and accept the responsibility to participate in decision making within the organization, and actively suggest new ways to improve youth participation (e.g., forums, councils, and networks).	78.79
4.2	308, 306	The NSO generates a culture of youth participation and a welcoming environment at all levels that fosters youth engagement and intergenerational dialogue.	72.73
AVERAGE SCORE %			60.18

COMMUNICATIONS SELF-ASSESSMENT 2023-2024
RESPONSES FROM 21 NSOS IN THE INTERAMERICA REGION

Criteria	GSAT	Criteria	Average
1.1	504	NSO has a Communications strategy aligned with: the Global Communications and Strategic Alliances strategy and the Regional Strategy. To define an internal and external communications area.	66.67
1.2	306	The National Scout Organization's Strategic Plan includes a Communications area and is aligned to Vision 2023.	75.56
1.3	504	The existing National Policies of an NSO are published and duly socialized in the membership of the NSO.	84.44
1.4	401 601 801	The existing WOSM Policies (Youth Program, Adults in Scouting, Institutional Development, Youth, Diversity and Inclusion, and Safe from Harm) are published in the internal media and duly socialized with the NSO membership.	84.44
1.5	105	The NSOs have a Guide for the use of their National Brand, which is published and socialized among the membership.	100.00
1.6	305	The NSO has a stakeholder mapping to establish the relationship according to the interests of the NSO in order to generate strategic alliances and structure the official internal and external communication channels of the NSO.	51.11
1.7		The NSO has a strategy to position its national brand for an external audience.	40.00
2.1	608	NSO has a national internal and external communications team, composed of members with considerable experience. They are committed, there is gender balance, they include people under 30 years of age and external advisors.	77.78
2.2	504	The national internal communications team has an operational plan and meets periodically to update its progress.	64.44
2.3	504	The national external communications team has an operational plan and meets periodically to update its progress.	57.78
2.4	609	The national internal and external communications team is reflected in the regional and/or provincial substructures of an NSO.	55.56
2.5	504	The national internal and external communications team constantly participates in training sessions offered by WOSM at the global and regional levels.	71.11
2.6	509	The national internal and external communications team has established processes for the design, publication and approval of content in the NSO's official media. And they are widely disseminated in the National team for the support of strategic areas.	62.22
2.7	505	The NSO some kind of my national brand ambassadors, who are outsiders who help spread messages allied to Scouting.	20.00
2.8	505	The youth spokesperson team publishes stories in relevant external media on a regular basis.	40.00
2.9		The NSO has support material and training for the management of internal and external communications in the substructures (Regions and provinces) and Scout Groups.	51.11
2.10		The NSO has official and protocolary acts...	64.44
3.1	105	The NSO has a coherent presence, with a graphic line consistent with its official and WOSM logos. Adequate to the audience you are communicating to.	80.00
3.2	105	The NSO makes good use of the World Scout Brand in its publications, media and products.	88.10
3.3	806	NSO has a media analysis based on its target audience (internal and external) and keeps it updated.	53.33
3.4	N/A	The NSO has a current and attractive image for a young audience. Where at least 30% of the publications are directed to young people.	84.44
3.5	806	NSO covers the most relevant youth programme events and tells their stories regularly in its media.	88.89

3.6	504	The NSO has communication channels aimed at its internal membership, regularly publishes and monitors its results.	88.89
3.7	504	The NSO has communication channels for external audiences, where the different positions and guidelines of Scouting are regularly published.	73.33
3.8	105	The NSO has a web page that allows access to information to an external public. I minimize the use of Scout jargon and provide easy access to the press.	82.22
3.9		The NSO has identified events where Scouting should participate as an opinion leader and position itself as the leading non-formal education organization in the country.	46.67
3.10		NSO implements and participates in Regional Communications Campaigns, promotes the call to action and carries them out at the National level.	80.00
3.11		NSO has an active inventory of communications equipment and resources.	66.67
4.1	505	NSO conducts internal membership satisfaction surveys on the use of its communications channels. Based on the results, it makes an improvement plan and executes the actions.	13.33
4.2	503	NSO has a Crisis Communications Management Plan in place and it is widely disseminated among the membership.	33.33
4.3	503	The NSO has a space for continuous improvement (suggestion box/mailbox) that is socialized among the membership. Make an action plan and take action.	40.00
4.4		NSO measures its positioning as a Youth Organization within its local market at least every 3 years. Based on the results, it makes an improvement plan and executes actions.	33.33
4.5		The NSO relies on partnerships with other non-profit organizations, businesses, academic institutions or other entities that can expand the reach of Scouting's message in their territory.	73.33
4.6		NSO has conducted external communications campaigns related to growth in the last year.	46.67
4.7		The NSO records good practices in the area of internal and external communications and periodically shares them in the Regional areas.	60.00
AVERAGE SCORE %			62.83

**INSTITUTIONAL DEVELOPMENT SELF-ASSESSMENT 2023-2024
RESPONSES FROM 22 NSOS IN THE INTERAMERICA REGION**

Criteria	GSAT	Criteria	Average
1.1	N.A.	NSO has a national Institutional Development policy that has been approved and is in force.	57.14
1.2	N.A.	The NSO has a national Institutional Development policy that is being implemented.	30.95
2.1	N.A.	The NSO has implemented the GSAT in one of its 3 versions.	59.52
2.2	N.A.	The NSO has formulated an "Action Plan" based on the results of the GSAT.	42.86
2.3	N.A.	The NSO has implemented an "Action Plan" based on the results of the GSAT.	26.19
2.4	N.A.	NSO is planning to apply for and implement the next version of GSAT. In case the NSO has obtained SGS certification from GSAT, it has formulated an Action Plan to renew its certification when appropriate.	42.86
3.1	310	The NSO implements complete strategic planning cycles that include the following phases: formulation, approval, dissemination, formulation of annual operating plans with their respective budgets and evaluation.	64.29
3.2	904	NSO's current strategic plan aims to generate sustainable membership growth.	80.95
3.3	N.A.	The structure of the NSO is designed to favor the implementation of the current strategic plan.	66.67
3.4	N.A.	NSO's regulatory framework allows for the implementation of the current strategic plan.	71.43
4.1	N.A.	The NSO is financially self-sufficient*. *Self-sufficiency is understood as the capacity to generate all the resources necessary for its operation by its own means, i.e. without depending on a third party.	64.10
4.2	N.A.	NSO has a plan to improve its financial sustainability.	35.71
4.3	N.A.	NSO is implementing its improvement plan for financial sustainability.	19.05
4.4	N.A.	NSO annually allocates 30% or more of its operating budget to the implementation of the Annual Operating Plans of its Strategic Plan.	78.57
4.5	N.A.	The NSO creates and provides resources to bring Scouting to low-income areas and vulnerable populations (including refugees).	35.71
5.1	107	The NSO supports with its own resources the participation of its representatives in the World Scout Conference.	73.81
5.2	107	The NSO supports with its own resources the participation of its representatives in the Interamerican Scout Conference.	71.43
5.3	107	The NSO supports with its own resources the participation of its representatives in the following institutional events: Network meetings and other activities of a technical nature organized by the Regional Office.	78.57
5.4	107	The NSO has hosted regional events (from 2010 onwards) such as: Conferences, Summits, JamCam and/or Moot, which have culminated with a positive financial balance and have paid the corresponding amount to the Region.	75.00
5.5	107	The NSO has hosted regional events (from 2010 onwards) such as: Networking Meetings, Training Courses, etc.	57.14
6.1	N.A.	NSO annually pays the world quota and the regional quota from its own resources.	100.00
6.2	108	The NSO sends the census (membership report) annually and makes it available online on the WOSM platform.	100.00
6.3	108	NSO sends annually and makes available online on the WOSM platform, the financial reports audited by an external entity.	78.57
6.4	N.A.	The NSO sends the annual activity report to WOSM every year.	92.86
6.5	N.A.	The NSO responds within the stipulated time to the information requests from the WOSM world level.	76.19

6.6	N.A.	The NSO responds within the stipulated time to requests for information from the WOSM regional level.	76.19
7.1	N.A.	The NSO allows its adult members to join without hindrance as volunteers in the world teams to which they apply or are invited.	100.00
7.2	N.A.	The NSO allows its adult members to join without hindrance as volunteers in the regional teams to which they apply or are invited.	100.00
7.3	N.A.	The NSO has requested any services through the WOSM service platform.	100.00
7.4	N.A.	The NSO has documented at least one good practice in the regional documentation mechanism.	42.86
8.1	N.A.	The NSO has obtained resources to finance projects through the Messengers of Peace Fund, complying with the submission of reports in a timely manner.	61.90
9.1	310	NSO has implemented risk management processes at all levels of its structure in which it has involved all its young and adult members.	52.38
9.2	310	The NSO has incorporated Risk Management in its Adult Education processes.	61.90
9.3	310	NSO has incorporated Risk Management in the organization of large events.	73.81
10.1	902	NSO has an approved and current national Diversity and Inclusion policy.	61.90
10.2	902	NSO has a national Diversity and Inclusion policy under implementation.	42.86
AVERAGE SCORE %			65.37

SELF-ASSESSMENT OF ADULTS IN THE SCOUT MOVEMENT 2023-2024
RESPONSES FROM 17 NSOS IN THE INTERAMERICA REGION

Criteria	GSAT	Criteria	Average
1.1	601	The NSO has formulated and approved a National Policy on Adults in Scouting aligned with regional practices and the World Scouting Policy.	88.10
1.2	601	The NSO Adult Scouting Policy includes the concept of the adult life cycle and its processes.	90.48
1.3	601	The NSO Adult in Scouting Policy includes all NSO adults, professionals, and volunteers.	83.33
2.1	602	The NSO has a National Committee for Adults in Movement that is made up of various adults with competencies (knowledge, skills and attitudes) that provide support in the design, accompaniment and implementation of each of the processes of the adult's life cycle.	76.19
2.2	602	The NSO has a National Adults in Movement Committee that involves young people under the age of 30 and reflects the diversity of the organization (e.g., gender, ethnicity, socioeconomic background, disability, religion or beliefs, experience and competencies).	66.67
2.3	602	NSO has a National Adults in Movement Committee that has defined roles or functions, clear objectives and required competencies for each of the NSO Adult Management processes.	76.19
2.4	602	The NSO has a National Committee for Adults in the Movement that has a renewal system in which its members are recruited and appointed according to their competencies.	61.90
2.5	602	The NSO has a National Committee for Adults in the Movement that has one of the members of the National Executive Team responsible for Adult Management and has a team to support it.	71.43
2.6	602	The NSO National Adults in Movement Committee collaborates in a coordinated manner with the National Youth Programme Committee and other national committees to ensure alignment and support regarding competency development for adults in each area.	71.43
2.7	602	The current Adult Management system responds to the Organization's Educational Project in terms of its structure, processes and capacity to contribute to its fulfillment.	71.43
3.1	609 303	The NSO has a defined organizational structure aligned with the strategy that allows identifying the positions and functions of the organization.	85.71
3.2	603 303	The NSO has identified permanent roles or functions, as well as temporary or short-term roles and shared functions.	66.67
3.3	603 303	NSO has a position and function manual for all levels of the organization.	73.81
3.4	603 608	NSO has a defined competency structure for all positions, functions and levels of the organization.	69.05
3.5	604	The NSO has evaluation processes for its adults based on their mutual agreement and personal training plan, which is constructive, participatory and transparent. It considers the different evaluation moments in the life cycle and is carried out at least once a year, leaving a record of it.	54.76
3.6	604	The performance management (appraisal) process for adults in the NSO is conducted by individuals properly trained on the purpose, process and process of using the results of the appraisal being conducted.	45.24
3.7	605	The NSO has a professional personnel management policy or manual and this is known to all.	25.64
3.8	605	NSO has a salary schedule for professional staff and complies with all the requirements of the respective country's labor law.	79.49

3.9	606	The NSO has a record of the certificates and recognitions that demonstrate the completion of the basic training required for adults (IM) and other courses that are part of the Training Scheme.	92.86
3.10	606	The NSO has an established and documented system for recognizing NSO volunteers and professionals for their contribution to Scouting.	83.33
3.11	606	The recognition process is timely and ongoing for every adult in the NSO. It is documented, disclosed and reviewed at least every two years.	54.76
3.12	607	NSO appoints its volunteers and professionals for fixed periods of time on the basis of mutual agreement. A record of this is kept.	54.76
3.13	607	NSO has procedures in place to identify individuals who may fill key positions or functions in the future. These people are being trained for the position or function in question.	35.71
3.14	608	NSO's competency-based training scheme and curriculum involves adults from all strategic areas of the Organization as trainers, and is revised in accordance with the updates made in the Youth Program.	61.90
3.15	609	NSO has implemented a flexible training system that adapts to each role and function taking into account the individual training needs and previous experience of the adults. Each adult in the NSO clearly knows his or her learning path.	59.52
3.16	609	The NSO has implemented a system to record training experiences and the development of competencies obtained from them, which is easily accessible and known by the parties involved.	54.76
3.17	609	NSO adults are responsible for their own process of developing the competencies required for their position or function and are supported in this.	61.90
3.18	612 610	The NSO training scheme includes periodic updating spaces for the entire training scheme in which basic training (IM) and continuous improvement (trainers, advisors, group leaders, national teams, governing bodies and others) are included.	76.19
3.19	610 611 613	The basic training of NSO adults is flexible and is adapted according to the needs of the organization and the relevant topics of the strategic priorities (Safe from Harm, SDGs, Spiritual Development, leadership, youth participation, etc.).	71.43
3.20	613	The NSO has included background check processes for all NSO adults.	58.97
3.21	613	NSO requires that the adult be trained in Safe from Harm before participating in any NSO event.	95.24
4.1	1007	The NSO has defined and implemented a system for measuring the satisfaction of its adult volunteers and professionals with the NSO and its Adult Management System.	35.71
4.2	403 1007	The NSO has a system for handling complaints and appeals from adults about the behavior of other adults and about the organization. Management is transparent and documented.	64.29
4.3	601	The NSO has a registration system for all adults. The data collected is managed and stored in accordance with the rules and regulations of the respective country.	85.71
4.4	601	The NSO has assessed the maturity (level of implementation) of the Adult Management System.	57.14
4.5	1007	NSO measures the level of adult turnover as a key management indicator. The analysis of this indicator is used to monitor retention and generate an action plan that is implemented.	40.48
AVERAGE SCORE %			66.73