



**Summary of Certification Audit Report**  
issued to  
**The Scout Association of Malta**  
for  
**Global Support Assessment Tool Towards Quality Scouting**  
(Internal Use Only – CONFIDENTIAL)

Applicable Standard : GSAT Version 1.2 – 15 October 2014

Audit #/Country/Year : 019/MT/2015

Contractual Client : The World Scout Bureau

Audit Scope : Scope 1a : Headquarters Only

Audit Site & Dates : IHQ, Floriana – 29 & 30 August 2015

Report Date : 1 December 2015

SGS Auditing Office : RJ Governance Systems SARL (Geneva, Switzerland)

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**Notes**

*1) Since the contents and scoring methodology of the Applicable Standard are confidential, the SGS auditor and WOSM facilitator have advised against wide distribution of the Certification Audit Report through established communication channels of The Scout Association of Malta.*

*2) For transparency's sake the National Scout Council and the Executive Committee have drawn up a summary of the salient points contained in the audit report. Should any registered leader wish to read the full report this is available on request to the Chief Commissioner.*

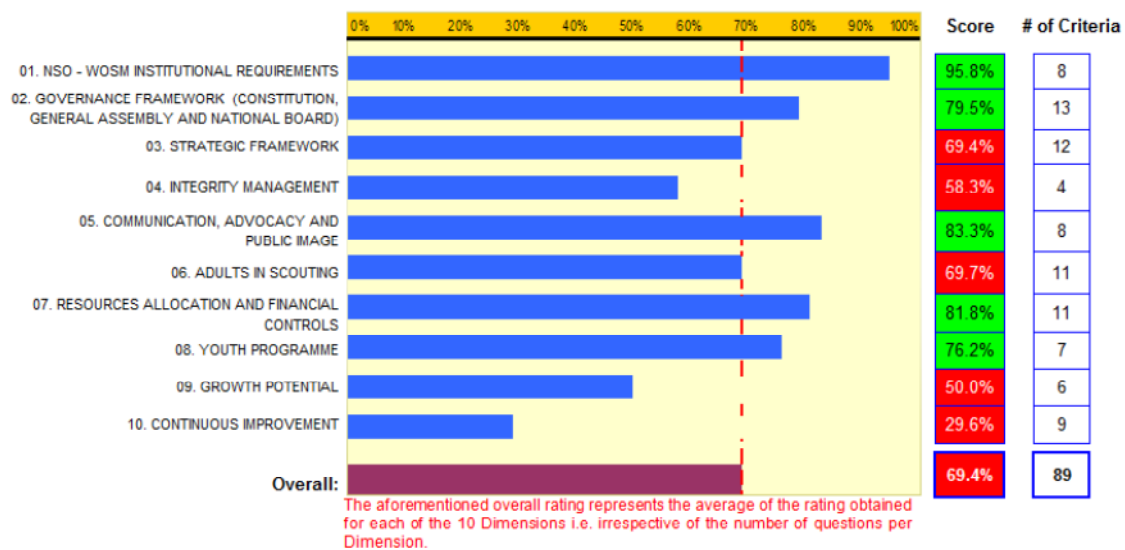
*3) All text and figures are quoted 'verbatim' from the full audit report.*

## Brief of Audit Results

The preparation by the NSO for this audit has been very good and all the persons interviewed were very motivated. All requirements of the standard have been openly discussed and comprehensively documented.

The Scout Association of Malta has:

- Reached an overall compliance score of 69.4%. This is considered to be within the margin of error.
- Shown 0 major non-conformities.
- Reached the following scores for the five Key Dimensions of the Standard:
  - D2: Governance Framework: 79.5%
  - D3: Strategic Framework: 69.4%
  - D6: Adults in Scouting: 69.7%
  - D7: Resources Allocation and Financial Controls: 81.8%
  - D8: Youth Programme: 76.2%



## Observations & Recommendations

- The SGS auditor and WOSM facilitator favourably commented on various governance aspects present within the Association's policies and structures which they thought should be a benchmark for other NSOs to follow and would be referring these to WOSM. These included a) clear definition of responsibilities of both NSC and Executive; b) ensure that there is no overlaps in NSC and Executive positions as per constitution; and c) have a Declaration of Conflict Form for nominees of elections.
- The Constitution has been regularly reviewed to adapt to legislative changes and amendments have been sent to WOSM, but after approval by the General Assembly.
- The annual report should include the list of the National Scout Council members. Agenda and key resolutions are available but only for the members of the General Assembly. Such information should be more widely distributed.
- A compliant documented procurement procedure is implemented. The threshold above which competitive bidding is to be applied was recently defined but is not yet formally included in the procedure.
- Newcomers to the Board are informed of their activities, but this should be supplemented by training on their responsibilities and legal liability.
- A procedure for removal of Board members has to be established in the Constitution.
- A National Board attendance policy should be set up.
- Initiatives to integrate young people with special needs should be encouraged and developed.
- An appraisal system for adult positions should be implemented.

- There is a fixed term of appointment for adult positions, but more attention should be given to formalize a succession planning mechanism.
- The logical framework approach could be used to develop strategic objectives.
- Stakeholders are not exhaustively identified and there is no documented procedure for the mapping of these stakeholders.
- Financial, operational, funding and safety risks are considered but besides the creation of the two new entities to better manage the identified risks, it remains necessary to establish a global approach of the strategic risks of the organization.
- No formal enforcement monitoring is in place and it may happen that an ethical non-conformity would not be reported at the appropriate level, especially to the National Scout Council.
- It may be that a separate channel ('integrity hot line') would render the handling of this Best Practice more transparent or, alternatively, the nomination of a compliance officer.
- There is need for a policy on diversity to reach different segments of the society.
- A clear communications and media strategy TV, Press, Social networks should be defined.
- A systematic approach aimed at targeting new potential board members from a non-scouting background should be developed.
- National Scout Council effectiveness as well as Chief Commissioner's performance should be formally evaluated.
- A satisfaction survey of volunteers (at the end of activities) should be formalized and translated into an action plan.
- Activities/projects are recorded but their evaluation is only available for the training.

#### **Next steps**

The National Scout Council and Executive Committee are evaluating the positive feedback received from the GSAT findings report and an action plan to address observations and recommendations will be drawn up and prioritised. This will also be discussed at the next General Assembly.

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