GLOBAL SUPPORT ASSESSMENT TOOL TOWARDS QUALITY SCOUTING

Version 2 (May 2017)

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

TABLE OF CONTENTS

1   INTRODUCTION

1.1   PURPOSE OF THE STANDARD

The Global Support Assessment Tool (GSAT) is a Quality Standard owned by the World Organization of the Scout Movement (WOSM). The purpose of this Standard is to serve as a **reference of Best Practice** for National Scout Organizations (NSOs). The application of this Standard will enable NSOs to assess their strengths and areas of improvement and, as an outcome, to improve their accountability to stakeholders.

1.2   SCOPE OF THE STANDARD

This "GSAT Standard" is intended for the sole use of NSOs as members of the World Organization of the Scout Movement (WOSM). It specifies the requirements for an NSO to:
- Develop, implement and maintain policies and procedures that are in line with today's Best Management Practices.
- Demonstrate to any stakeholder that these policies, procedures and practices are in conformity with today's Best Practices, whether specific to WOSM or internationally recognized.

1.3   COMPOSITION OF THE STANDARD

This GSAT Standard has been built on:
- The foundations of the SGS "NGO Benchmarking Standard" (V2.2 October 2009) (http://www.ngobenchmarking.sgs.com), itself a reasoned consolidation of some 25 International Codes and Standards established by public or private grantors, and on;
- The Best Practices requirements that are specific to the Scout Movement

As such, the main features of this GSAT Standard are the following:
a) It is organised in 10 Dimensions of Best Practice:
   - Dimension 1: NSO-WOSM Institutional Requirements
   - Dimension 2: Governance Framework
   - Dimension 3: Strategic Framework
   - Dimension 4: Integrity Management
   - Dimension 5: Communication, Advocacy & Public Image
   - Dimension 6: Adults in Scouting
   - Dimension 7: Resource Allocation & Financial Controls
   - Dimension 8: Youth Programme
   - Dimension 9: Growth Potential
   - Dimension 10: Continuous Improvement

   each focusing on the different facets of an NSO, promoting corresponding Best Practices and requirements.

b) Within these 10 Dimensions, 5 are to be considered as key. These are on the one hand the Adults in Scouting and Youth Programme dimensions (Dimensions 6 and 8), which constitute Scouting's Core Business, and, on the other, the Governance Framework, Strategic Framework and Resources Allocation & Financial Controls dimensions (Dimensions 2, 3 and 7) which are core management areas of any organisation.

c) Each Dimension is composed of between 5 to 14 criteria – 96 "Objectively Verifiable Indicators" in total – each referring to the risks an NSO could face and their consequences in terms of image, performance, resource allocation, control mechanisms etc. for the NSO itself, WOSM and potential grantors;

d) Within the 96 criteria, 15 criteria are to be considered as essential, "the minimum required" for a well-functioning organisation. These 15 criteria are therefore identified as "Major Non-Conformities", which, if not complied with, should be considered as priorities in the assessment follow-up.
- NSO-WOSM institutional requirements: **0101**
- Governance framework: **0204**
- Strategic framework: **0301, 0302, 0310**
- Integrity Management: **401**
- Communication, advocacy & public image: **0501**
- Adults in Scouting: **0601**, **0608**
- Resource allocation & financial controls: **0702, 0706, 0708, 0710**
- Youth Programme: **0801, 0807**

1.4   APPLICATION OF THE STANDARD

A proper application of this GSAT Standard enables the audited NSO to identify its strengths and improvement opportunities. Applied at different time intervals, results will also measure compliance improvement. A rating system can also generate comparative analysis between NSOs and thus identify "recurrent non-conformities" which could become the object of capacity building/training programmes across WOSM.

Unless confronted with exceptional situations, all criteria are directly applicable to all NSOs that are WOSM members. **It is the NSO's responsibility to demonstrate compliance during the audit. As such, the NSO is invited to carefully identify and assemble every supporting document related to each criterion before the audit takes place.**

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

1.5   SCORING PRINCIPLES

Upon submission of evidence, compliance is quantitatively measured for each criterion through a rating system (from 0 to 3). To minimise divergence of interpretation, scoring guidelines are precisely defined in an assessor manual.

If compliance cannot be demonstrated during the audit, the scoring rules are applied accordingly. No additional information provided after the audit can be taken into consideration.

For each criterion asking for a "procedure", it is expected that such procedure is indeed applied (otherwise it would not serve much purpose). In several instances, the scoring focuses more on the application of a requirement rather than simply on the proof that it is met.

More details are available in the Application Procedure which is communicated once an NSO confirms its Audit.

2 REQUIREMENTS

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

D 01	NSO - WOSM INSTITUTIONAL REQUIREMENTS

In its Article VII (Chapter III), the WOSM Constitution outlines several obligations for Member Organizations such as (a) continued acceptance of and conformity with the requirements of the Constitution of the World Organization, (b) to make an annual report to the World Scout Bureau, (c) to get approval by the World Scout Committee prior to implementation of changes to its national constitution. Besides formal requirements stated in the WOSM Constitution, there are several best practices that express full integration of an NSO into the World Scout Movement such as the NSO's participation to World or Regional Conferences and Events, in-country legal registration, protection of the Scouting names, logos and brands, submission of financial audited reports etc.

0101 ❌	The NSO is a legal entity with valid written permission from an appropriate authority to operate in the country/territory where it is officially established.
0102	The Constitution of the NSO explicitly includes the following elements: (a) Membership of WOSM and (b) Agreeing to adhere to the WOSM Constitution.
0103	The Constitution of the NSO has been considered for review at least once in the last 5 years by the "National Board" and/or the General Assembly. Amendments, related to Chapters I or II or III of the WOSM Constitution, if any, have been submitted to WOSM.
0104	The NSO has submitted its last (fiscal) year's Annual Report to WOSM within three months of publication.
0105	The NSO has made provisions to ensure that Scouting logos and brand (national and world) are legally protected under copyright or trade laws in accordance with the existing legal framework in its country/territory.
0106	Any commercial use of the World Scout Brand is properly licensed with the World Scout Bureau or its agent.
0107	The NSO participates regularly in World Scout Conferences and Regional Scout Conferences.
0108	Last fiscal year's externally audited financial accounts have been submitted to WOSM within 12 months of the date of publication.
0109	The NSO submits its membership census annually to WOSM, in accordance with WOSM's requirements.

| D 02 | **GOVERNANCE FRAMEWORK**
(CONSTITUTION, GENERAL ASSEMBLY AND NATIONAL BOARD) |

The "National Board" is the policy-making body of an NSO while the "General Assembly" would be its highest authority. The "National Board" provides the strategic direction of the organisation and ensures that the long-term vision-mission, goals, and objectives of the organisation are carried out by the management and "Executive Team". This Board must be composed of independent-minded persons acting in a voluntary capacity. They should possess certain qualifications that befit the organisation's principles and adhere to conflict of interest policies. Moreover, the Board should be governed by its own rules on conduct, attendance, meetings, quorum, voting rights, and terms of office.

0201	The Constitution of the NSO foresees a "General Assembly" as the NSO's highest authority; the composition is listed clearly with voting rights described. This Assembly performs each of its functions as assigned in the Constitution.
0202	The Constitution of the NSO defines the "National Board" as the policy-making body, providing the strategic direction of the NSO, and which is approved by the General Assembly.
0203	The NSO's "National Board" and "General Assembly" take decisions by a simple majority of votes cast, except for changes to the Constitution and Dissolution, which require a qualified majority.
0204 ❌	There is a clear distinction of authority and responsibilities between the "National Board" and the "Executives Team" running the NSO operations. The CEO and any paid staff do not have voting rights on the National Board.
0205	"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 a potential conflict of interest.
0206	The composition of the "National Board" of the NSO reflects the diversity of its existing and potential members (such as gender, ethnicity, socio-economic background, disability, religion or beliefs, experience and competences). The "National Board" reflects regional representation and includes young people under 30.
0207	The NSO has defined and implemented the following procedure with regard to election and mandate of "National Board" members: (a) election procedure, (b) fixed term of office, (c) rotation of National Board members to prevent all from leaving at the same time, (d) removal of a National Board member, (e) re-election is limited, (f) co-optation (replacement or addition of members).
0208	The NSO has defined potential areas for conflict of interests (internal and external) for their "National Board" members. The latter have formally committed themselves to avoid such conflict of interests which could jeopardize the NSO's reputation. A dedicated "register of interests" is maintained and updated annually.
0209	The NSO has defined and implemented a provision regarding the minimum number of meetings the "National Board" conducts in a year. The frequency of these meetings must be compatible with the role of a National Board.
0210	The NSO has defined and enforced rules on "National Board" members' attendance.

GSAT Standard V2

5

Proprietary Information of the World Organization of the Scout Movement and SGS Société Générale de Surveillance SA

0211	The NSO has defined and enforced rules on the minimum number of attendees that forms a quorum in order to proceed with a "National Board" meeting and make valid decisions for the organisation.
0212	The NSO has defined and enforced rules to avoid the concentration of votes in the hand of one member of the National Board and/or the General Assembly (i.e. through Proxy voting for absentees).
0213	Newcomers to the "National Board" of the NSO are provided with written guidance and training, and have formally acknowledged their role, responsibilities and legal obligations.
0214	The NSO has a binding procedure on dissolution (in its Constitution, by-laws or national legal requirement etc.) which defines the way in which its assets should be disposed.

This dimension deals with the NSO's reason for being: its vision-mission statement, its consistency throughout the NSO's operations, structure and processes, and how it projects itself to its beneficiaries and the public. It investigates and assesses the extent to which these governing principles are documented, adopted, embedded, and made consistent with the NSO's governing documents, structure, and processes, and how clearly these are communicated to its stakeholders and publics.

0301 ❌	The NSO's Vision / Mission's statement defines clearly the organisation's ambitions, principles, and beliefs. It has been approved by the "General Assembly" and is disseminated to all levels of the organisation.
0302 ❌	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 disseminated to all levels within the organisation.
0303	The NSO has clearly documented delineated functions and responsibilities between the national, regional and local levels. These functions and responsibilities are in line with the actual situation and are disseminated to all levels within the organisation.
0304	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 10-year vision, 3-year strategic plans and annual operational plans). It has implemented it and tracks it regularly.
0305	The NSO has identified/mapped its internal and external stakeholders, assessing the issues which are important to them. Results of this process are documented, regularly reviewed (every 3 years) and acted upon by the "National Board".
0306	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 involvement 4. Taking into account both WOSM strategic priorities at Regional and World levels as well as local development priorities.
0307	The NSO's "National Board" Committees and Task Forces or other appropriate bodies have been created in line with the strategic objectives. They have clearly defined Terms of Reference, conduct regular meetings and report on their work on a regular basis. All these Committees and Task Forces include young people under 30.
0308	The NSO has defined and implemented a system which ensures youth involvement at all decision levels.
0309	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 undertaken and results are acted upon.
0310 ❌	The NSO undertakes an identification and evaluation of its management risks (i.e. financial, conflict of interests, operational, funding, succession planning, reputational, etc.). Results of this process are documented, regularly updated (every year) and, whenever appropriate, acted upon by the "National Board".
0311	The NSO has defined a procedure to respond to critical field situations (e.g. safety, health, accident, criminal, natural disaster etc.). This procedure includes an escalation to the appropriate level(s) and is communicated to all concerned parties.
0312	The NSO's insurance policies (health, accident, travel, liability, property etc.) are fit for purpose and regularly reviewed.

D 04	INTEGRITY MANAGEMENT

This dimension addresses the organisation's ethical standards and practices, checks and balances, Safe from Harm policy, behavioural policies, and non-conformance processes and systems. Organisational policies, systems and procedures shall be pre-defined and documented so that staff and volunteers will be guided not only in the performance of their respective duties and responsibilities but more importantly in their conduct and behaviour.

0401 ❌	The NSO has Safe from Harm Policy which includes: - a code of conduct for the NSO activities, - a commitment to fulfil its legal compliance obligations, - a mechanism to receive, and manage complaints of abuse involving children, young people or adults, - a system to oversee Safe from Harm matters at the highest level of the NSO. This policy is implemented and disseminated to all levels within the organisation.
0402	The NSO formally adheres to ethical norms and values which could be reflected or included in one code or several documents covering the following: 1. Ethical principles in fundraising (fair representation of purpose, method, behaviour); 2. Conflicts of Interest (gift policy, affiliation with suppliers or competing organisations); 3. Professional staff and volunteers' behaviour (discrimination, harassment); These codes/documents have been communicated to all concerned parties.
0403	The NSO addresses ethics and compliance issues through induction and training to both newly hired staff and volunteers (including the "National Board") appropriate to their position, as well as in periodic refresher programmes. Such training is fully recorded.
0404	The NSO has defined and implemented a system to enforce its agreed ethical norms and values at all levels of the organisation (i.e. "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.
0405	The NSO has defined and implemented a system to report on ethical breaches which includes: (a) the protection of whistleblowers, (b) the rights of involved parties, (c) the designation of appropriate reporting levels (internal and external). Major breaches are communicated to the "National Board".
0406	The NSO has evaluated the ethical standing of its partners (external or internal) entrusted with fundraising activities (e.g. Scout Shop, Scout Foundation …). Results of this process are documented, regularly reviewed and acted upon.

D 05	COMMUNICATION, ADVOCACY AND PUBLIC IMAGE

This dimension revolves around the communication policy of the organisation with regard to its various internal and external stakeholders, particularly in relation to its operational undertakings, finances, stewardship, and the overall image it wishes to build and project. The overall purpose is here to assess the policy of transparency and how the organisation keeps the public and its stakeholders apprised of its operations.

0501 ❌	The NSO makes annual reports available (upon or without request) to all its key stakeholders. These contain at least: (a) a narrative of the organisation's activities, (b) a general membership census, (c) a list of "National Board" members and; (d) externally audited financial statements
0502	The NSO makes its agenda and minutes of key meetings, including resolutions to be discussed, available to all its key internal and external stakeholders, within a reasonable timeframe.
0503	The NSO has defined and implemented a document control system which allows unequivocal identification, integrity and availability of all types of official documents (hard & soft copies).
0504	The NSO has a current Communications and External Relations strategy. It is supported by up-to-date promotional materials and reflects the identity and declared principles of the organisation.
0505	The NSO has established regular communication channels with its internal stakeholders (e.g. scout magazine for leaders, newsletter for national volunteers, website, social media …).
0506	The NSO has links and/or partnerships with other civil society organisations and community groups impacting Scouting.
0507	The NSO is active in the National Youth Council or its equivalent body (if such exists).
0508	The NSO regularly engages in a dialogue with key policy makers in its country.
0509	The NSO has a defined and implemented system to identify, nominate and prepare young people to externally represent Scouting at a national level.

D 06	ADULTS IN SCOUTING

This dimension deals with how the NSO handles human resources related matters such as recruitment, hiring, training, performance management, compensation and benefits, recognition, security, succession and employees' relations. It is critical to the NSO' success, and sustainability, that the right people are chosen for each position, that their performance is properly monitored and assessed, and that they are adequately compensated for their efforts and outputs. As per the Adults in Scouting World Policy, when referring to Adults, we refer to professionals - paid staff - and volunteers.

0601 ❌	The NSO has an Adults in Scouting policy. It describes the procedures for all phases and 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.
0602	The NSO has an effective national Adults in Scouting Committee, consisting of members with relevant experience. The Committee is gender-balanced, includes young people under 30 and operates in collaboration with the national Youth Programme Committee.
0603	The NSO has role descriptions and uses mutual agreements, for all adult positions. These are regularly reviewed and communicated to all concerned parties.
0604	The NSO has defined and implemented an appraisal system to annually evaluate all adult positions (professional staff and volunteers). Results of this process are recorded and acted upon.
0605	The NSO has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff.
0606	The NSO has a defined and implemented a system for recognising the contribution of adults. This system is disseminated, and recognitions are recorded.
0607	The NSO has mechanisms in place for efficient succession to adult positions (professional staff and volunteers). Volunteers have fixed terms of appointment.
0608 ❌	The NSO has a clear training and personal development framework for adults (both professional staff and volunteers). Each training curriculum has clear objectives, the minimum competencies required and is regularly reviewed.
0609	The NSO offers each appointed adult (both professional staff and volunteers) the opportunity to receive initial and ongoing training according to his/her actual needs, competencies and experience. All training undertaken is recorded.
0610	The NSO includes in its training curriculum: Fundamental aspects of Scouting, leadership, management and relationships.
0611	The NSO includes "youth involvement in decision making" in its training curriculum.
0612	The NSO provides regular training for trainers, which includes the following general competencies: Fundamentals of Scouting, adult learning, training and facilitating, training management, relationships.
0613	The NSO has processes and procedures in place for all adults to ensure the implementation of Safe from Harm. These include: - Appointments of adults are made ensuring all appropriate checks are in place in compliance with local legislation, - Safe from Harm as part of the training process and content.

D 07	RESOURCES ALLOCATION AND FINANCIAL CONTROLS

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

0701	The NSO is not overly reliant on any one source of revenue (averaged over the last 3 fiscal years).
0702 ❌	The NSO has defined and implemented a financial accountability system (full disclosure) which enables it to track funds (earmarked or not) down to their use in programmes/projects (total, cost of fund-raising, sources of funds).
0703	The NSO has defined and implemented a control system to prevent any financial misuse of funds.
0704	The NSO operates on the basis of an annual (or possibly at longer intervals) budget, clearly linked to an operational plan, approved by the "National Board" or the "General Assembly".
0705	The NSO actively uses the monitoring and reporting of administrative costs, fundraising and operational expenses as inputs, to regularly adjust the budget (either midstream or for its next cycle).
0706 ❌	The NSO has financial reports that include the balance sheet, income and expenditure statement and assets and liabilities. If a commercial activity (e.g. Scout Shop) is part of the NSO, financial statements are also available in the report.
0707	The NSO has an internal financial audit committee appointed by the "National Board" and/or "General Assembly" that meet at least twice a year to review (a) the internal financial controls, (b) the audit program of auditors, (c) the financial statements. They make recommendations to the Board on financial reporting. Whilst serving on the internal financial audit committee, no member can hold another office at the national level.
0708 ❌	The NSO's last 3 fiscal year's financial report has been audited by an independent and duly accredited auditor. Audit results have enabled this auditor to express an opinion / make recommendations (e.g. a "Management letter").
0709	The NSO has defined and implemented an inventory system (e.g. of the properties, equipment and supplies of the organisation). This inventory is properly reflected in the financial statement.
0710 ❌	**Case1:** - The NSO must have enough short term liquidity/assets to cover its short and mid-term liabilities/debts (operational expenses, staff salaries in particular). **Case2:** - Where the NSO receives money "as needs arise" from a specific set of donors, the 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 whole duration of the project.
0711	The NSO has a defined and implemented a procurement procedure which explicitly states that above a certain threshold, the competitive bidding system is the preferred mode of procurement.

D 08	YOUTH PROGRAMME

This dimension deals with the NSO's reason for being: from planning its major thrusts and objectives to detailing its mode of operations at the programme, project, and field levels. NSOs need to operate on certain planning, implementation, monitoring, and evaluation and feedback adjustment systems.

0801 ❌	The NSO has a Youth Programme with educational objectives, based on the fundamentals of Scouting and the World Scout Youth Programme Policy.
0802	The NSO has an effective national Youth Programme Committee, consisting of members with relevant experience. The Committee is gender-balanced, includes young people under 30 and operates in collaboration with the national Adults in Scouting Committee.
0803	The NSO has identified the needs and interests of young people in their community, during the development and review of its Youth Programme.
0804	The NSO's Youth Programme's educational objectives provide a way for young people to develop the competencies necessary to remain safe from harm.
0805	The NSO Youth Programme has been considered for review at least once in the last 5 years, taking into account its relevance and effectiveness.
0806	The NSO has defined and implemented a system to monitor the implementation of its Youth Programme at local level.
0807 ❌	The NSO has defined a number of age sections linked to the educational objectives in the Youth Programme, each section has a defined starting and ending age and with specific educational materials.
0808	Young people with diverse backgrounds and/or special needs can formally access and effectively participate in the Youth Programme of the NSO.

D 09	GROWTH POTENTIAL

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

0901	The NSO has a membership registration system that enables the measurement and understanding of membership growth/decline (e.g. total numbers, gender, per age section, social and geographical distribution, retention rate, etc.).
0902	The NSO has a policy on diversity and inclusion which is in place to reach out to different segments of society and local communities.
0903	The NSO has defined and implemented a resource generation policy/strategy identifying different revenue streams (e.g. membership fees, commercial activities, individual donations, government grants, fundraising, funding proposal submissions etc.). The resource generation policy/strategy is regularly reviewed.
0904	The NSO has defined and implemented a growth strategy that is regularly reviewed.
0905	The NSO has defined an approach to targeting and cultivating potential new "National Board" members from a non-scouting background. This approach is focused on the specific skills relevant to the challenges faced by the organisation. As an outcome of this, the "National Board" includes member(s) from a non-scouting background.

D 10	CONTINUOUS IMPROVEMENT

This last Dimension concentrates on the NSO's continuous and sustained improvement. All NSOs need to undergo an audit of their management systems, making their findings known to all concerned parties, implement corrective or preventive actions and ultimately take stock of the lessons learned, this is a prerequisite towards the NSO's continuous improvement.

1001	The NSO has defined and implemented a system to annually evaluate the effectiveness of its "National Board" in fulfilling its roles and responsibilities (e.g. group and/or individual self-assessment within the Board). Evaluation is based on the defined functions of the National Board members. Results are recorded and acted upon.
1002	The "National Board" of the NSO has defined and implemented a system to annually evaluate the performance of its head of the executive (CEO, SG, etc.). Evaluation is based on the Role Description. Results are recorded and acted upon.
1003	The "National Board" of the NSO has defined and implemented a system to annually evaluate the performance of each of its Committees and Task Forces. Evaluation is based on their Terms of Reference. If a "National Board" member is part of a Committee/Task Force, he/she does not take part in the corresponding evaluation process. Results are recorded and acted upon.
1004	The NSO uses the results of all external auditor's reports (e.g. financial or non-financial) as inputs towards continuous improvement.
1005	The NSO selects, at the planning stage, those activities/projects which require an evaluation. The activities/projects identified have been evaluated and the results/lessons learned are recorded.
1006	The NSO uses the evaluations/lessons learned from activities/projects in the preparation of subsequent activities/projects.
1007	The NSO has defined and implemented a system to assess the satisfaction of both its professional staff and volunteers, at least once over the past three years. Results are recorded and acted upon.
1008	The NSO has defined and implemented a system to assess the satisfaction of its youth member at least once over the past three years. Results are recorded and acted upon.
1009	The NSO has an archiving system (hard or soft) that allows easy access to past documented information. Such a system can be used for planning current and future activities.

END OF STANDARD