促进成员组织提高与成长

什么是成员组织质量标准，我们为什么需要该套标准？

成员组织质量标准是一项帮助成员组织发展壮大的工具。成员组织可以通过这套标准，确定应专注于哪些事务，或在哪些方面应有所改变，以保持前进步伐。改变可以是持续渐进的。在为推动某一成员组织沿着一条重要道路前进的方向或实践中，改变也可起到重要作用（例如启动一项融合运动这样的新措施或启动一项新的筹款策略）。

作为一个活动组织，我们认识到明确我们所做事情中的重要部分的必要性。这便是为何我们已在世界各地成员组织领导的帮助下，制定出了该成员组织质量标准。这套标准可以指引我们走向成功，并且从几方面来说，它都是推进项目顺利进行的基石，例如对成员组织领袖进行培训、并对他们的成就进行表彰。这套标准的目的，是为鼓舞成员们就自己所在的成员组织中正发生的情况、可改善的情况**展开诚恳的对话**。。

这套标准如何制定？

成员组织质量标准来自于您。国际特奥会战略规划曾要求创建本套标准，不过当时将其定义为一套"稳扎稳打"的举措。该创建过程发生于 2012-2013 年间，其中包括一次所有地区成员组织共同参与的全球咨询活动。这套标准于 2013 年末定稿，并由国际特奥会董事会国际顾问委员会（IAC）签署。

这套标准为谁开发？

这些成员组织质量标准是为特奥会认证成员组织开发，供成员组织领导专用。通过这套标准，成员组织领导们能够对各项活动进行了解、管理并提供支持，能够以高标准成功举办这些活动。在成员组织内部，应由所在国主管、首席执行官和成员组织董事会"拥有"这套标准。

这套标准涵盖成员组织领导所需具备的各项要素。它并未取代其他领域中对教练、活动管理人员或其余管理人员有帮助的具体技术标准的作用。

我们同成员组织领导一样，希望这套标准将在与附属组织、运动员委员会、家属委员会、青少年委员会乃至筹备委员会的工作中发挥作用。

这套标准具备怎样的结构？

成员组织质量标准易于使用。这套标准分组为10个

"结构单元"，分别代表成员组织领导所需了解、并能给予良好监督或具体事物实施的领域。这 10 个结构单元将同样被用于多个培训模块的开发。

在每个结构单元内部，这套标准按照逻辑步骤或逻辑阶段加以展开，基于彼此实现构建。这套标准的构思十分简单：在一步步完成各个阶段的同时，您在不断进步。

多数标准包含三个阶段,适用于**所有类型的成员组织**。从小型组织到大型组织，从新成立的组织到已趋成熟的组织，从缺乏资源的成员组织到掌控大量资源的组织，皆是如此。

各个成员组织，即使在同一结构单元，都处在不同发展层面。因此在称呼成员组织时，我们不笼统使用阶段一词（即，我们从不会说，"我的成员组织正处于第 2 阶段"）。阶段只是**对某一特定标准**所处发展层面的描述。成员组织总会牵涉各结构单元的多个阶段。

如何使用该质量标准？

标准的使用方式众多。以下是其中的几种使用方式。

- **评估自己的工作。**成员组织领导可以运用这套标准，实现自我评估并寻求改善途径。这是标准的首要用途。在您所在成员组织内部便可实现，也可与您所在地区的其余成员组织联合实现。

- **将标准用作路线图。**将成员组织质量标准整合进您的计划。这套标准有助于您在开发年度运营计划和更长期战略规划时设定目标。若您正着手开发一项新计划，可通过这套标准确认新计划所应涵盖的内容。若您的战略规划正在推进中，可专注于标准中匹配当前战略、支持当前战略的各项改善性内容。不要孤立使用各项标准，也不要在运用过程中"脱离了"您所在成员组织当前的工作。

- **跟踪取得的进展并认可所取得的成就。**达到各项新标准意味着，您所在的成员组织正在成长与发展！这些都是可以衡量的成果。成就是相对的，对某一成员组织看似不大的成绩，对另一成员组织可能会是巨大的成就。请认识到这一点，庆祝自身的成长。

标准使用窍门

新工具的使用可能有其不易捉摸之处。以下一些窍门可能对您有帮助。

- 不要同时对所有 10 个结构单元进行处理。选择对所在成员组织最紧要的结构单元入手，及时专注于某一特定要点。

- 按从左向右顺序读图——从第一阶段开始，到第三阶段结束

- 使用所提供的工具。除这些成员组织质量标准，很快我们还将提供一些有助于您的自我评估工具。

成员组织质量标准有哪些益处？

这套标准会使众多不同团体获益。对于成员组织、运动员、成员组织领导以及活动团体均是如此。

对于成员组织

制定成员组织质量标准的首要原因是帮助您所在的成员组织成长与发展。这套标准除了有助于评估、规划和跟踪进度外，还有助于您参与到同各相关团体就成员组织重点事宜诚恳地开展各项重要对话。另外，由于各项标准内部包含不同阶段，具有结构化特性。当您所在的成员组织有了发展，这套标准仍将继续发挥作用。

对于运动员

一个成员组织有所改善，运动员们的状态也随之有所提高。这套标准是非常优秀的沟通工具。运动员们可以参与其中，并可将其用作参照点，若认为成员组织应当在某些方面有所专注，也可提出自己的意见。

对于成员组织领导

这套标准有助于各类成员组织领导（所在国主管、首席执行官、董事会成员）专注于质量。这套标准可为当前阶段设定各项现实可行的计划，并有助于回答"接下来做什么？"这一问题。

当董事会吸收的成员、成员组织接纳的员工和重要志愿者为新人或缺乏经验时，这套标准有助于定义您所在成员组织的成功目标，也会在这些人员获取知识的过程中起作用。

对于活动团体

成员组织质量标准是长期推动我们实现提升的参考工具。这对我们避免对进展的主观'判断'有重要意义。这套标准也在特奥会内部和更广阔的外部世界，对我们传递的"重在质量（Quality Matters）"这一信息起到了支持作用。对于捐助者、各国政府以及企业合作伙伴，这一质量信息起到重要作用。

以这套标准为基石，我们便具有实现"成员组织卓越成就（Program Excellence）"的动力。这包括几项旨在通过活动发展领导职能的新方案，如成员组织领导职能培训和成员组织成就表彰。

Helping Special Olympics Accredited Programs to

促进特奥会认证成员组织的发展与进步

Quality Standards for Accredited Programs

Notes
There are 10 'building blocks' of quality standards. The intent is for Accredited Program leaders and/or SOI staff to select the most urgent and important blocks to focus on at a particular point in time. Aside from this format, additional tools are available to help everyone use these standards.

Special Olympics

认证成员组织的质量标准

附注
、确定某一特定时间的工作重点。除此文档之外，我们还额外提供一系列配套工具，帮助相关人员应用这套标准。

Leading a Program 领导一个成员组织	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Leadership **领导职能**	Program leaders set and adhere to goals and plans that grow the Program and align with the Movement strategy 成员组织领导依据活动战略，制定并负责实施组织发展目标及计划	Program leaders have set a clear, structured strategic direction for growth and development of the Program 成员组织领导就组织的发展和壮大制定了明确的、结构性的策略指导方针	Program leaders have established a long term vision for the Program 成员组织领导为组织描划长远发展愿景
	Program leaders advocate Special Olympics values, promote teamwork and lead by example 成员组织组织领导倡导特奥会价值观、鼓励团队协作并且以身作则	Program leaders have established a positive culture consistent with Special Olympics mission, vision and values 成员组织领导建立积极的，与特奥会的使命、目标及价值观相一致的组织文化	Program is recognized as a model by other SO Programs and external stakeholders 成员组织作为典范获得其他特奥成员组织和外部相关方的认可
	Program is well organized and coordinated to enable staff and key volunteers to work efficiently 成员组织有良好的组织纪律和分工，以便员工及重要志愿者能高效工作	Program staff and key volunteers operate as an integrated team and consistenty deliver against goals 成员组织员工和重要志愿者具有团队精神，能够齐心协力达到工作目标	Program leaders promote excellence in implementation and lead by example 成员组织领导倡导优秀的实践表现并以身作则
	Program has clear process for communication between Board and key staff and/or volunteers 成员组织有明确的流程，确保董事会与主要员工及/或志愿者之间的顺畅沟通	Program Board proactively supports and motivates key staff and/or volunteers 成员组织董事会积极地支持并激励重要员工及/或志愿者	
	Program leaders engage in positive, ongoing communication with SOI 成员组织领导与国际特奥会保持积极的交流沟通	Program leaders engage in SOI activities, meetings and events to share, learn and implement best practices 成员组织领导参与国际特奥会活动、会议及赛事，分享、学习并贯彻最佳的实践方法	
	Program is assessed against quality standards 根据质量标准对成员组织进行评估	Program is formally reviewed with SOI resources 借助国际特奥会资源，完成对成员组织的正式审核	

Leading a Program 领导一个成员组织	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Leadership 领导职能	Program leaders continuously seek new ideas and opportunities to make changes that grow or improve the Program 成员组织领导不断地寻求新的构想和机遇，推进有利组织成长和发展的改革	Program implements a formal professional development plan for leaders, staff and key volunteers 成员组织能够为领导、员工及重要志愿者实施正规的职业发展规划	Program leaders provide formal mentorship for staff or other SO Program leaders 成员组织领导为员工及其他特奥组织成员领导提供正规的指导和辅助
Recruitment 员工和志愿者招募	Program has a written recruitment plan including personnel needs, written role descriptions, and actions required 成员组织有一个成文的招募计划，涵盖人事需求、书面职务描述及必要的操作流程	Program has a formal recruitment process and advances diversity/inclusion in all recruitment and employment 成员组织有正规招募流程并提倡所有招募及雇用过程的多元化/包容性	Program conducts exit interviews to inform future recruitment 成员组织进行离职面谈，以便为将来的招聘工作提供信息
	Program proactively seeks volunteers (e.g. holds recruiting events) 成员组织积极地招募志愿者（例如举行招募活动）	Program implements and tracks a plan for increasing volunteer numbers every year 成员组织以逐年扩大志愿者人数为目标执行计划并跟踪实施效果	
Training 培训	Program has regular internal and external training opportunities for leadership 成员组织定期举办内部和外部培训，提升领导能力	Program has regular internal and external training opportunities for volunteers and staff 成员组织面向志愿者和员工定期组织内部和外部培训	Program conducts training needs assessment for leaders and staff and provides specific training 成员组织认真评估其领导及员工在培训方面的需求并提供相关培训
	New leaders and staff do formal orientation within 3 months of hire 新领导和员工于就职3个月之内完成正式上岗培训	New general volunteers do formal orientation within 3 months 新招的普通志愿者在就职3个月内完成上岗培训	
Performance Management 绩效管理	Program agrees and documents goals for each staff member each year 成员组织为每位员工制定年度目标并记录在案	Program agrees and documents goals for key volunteers each year 成员组织为重要志愿者制定每年的工作目标并记录存档	Program has a formal performance management and development process 成员组织有正规的业绩管理及发展流程

Leading a Program 领导一个成员组织	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Performance Management 绩效管理		Staff are evaluated at least twice a year based on agreed goals 每年至少两次对员工进行既定目标完成进度的评估	Key volunteer performance is reviewed annually based on agreed goals 基于已设定的既定目标对重要志愿者的工作表现进行年度评估
Recognition & Retention 成绩表彰与员工留任	Program provides basic recognition for staff and volunteers (e.g. thank you letters/calls, newsletter/ website thank you articles) 成员组织对员工和志愿者做出最基本的表彰（比如感谢信/电、简报/网站发表的答谢文章）	Program has a formal approach to recognition for staff and vounteers (e.g. awards, special events) 成员组织以比较正式的方式表彰员工及志愿者（例如颁发表彰品、组织特殊活动）	Program recognizes key volunteers and staff by offering opportunities to deliver training or attend external events as a Program representative 成员组织提供参与培训或委派其代表特奥会出席外部活动的机会，以此形式表彰或答谢重要志愿者及员工。
	Program monitors its staff retention for planning purposes 成员组织监测员工留任率以制定相应规划	Program track its volunteer retention rates and implements a volunteer retention plan 成员组织对志愿者留任率进行跟踪并实施志愿者维持方案	Program evaluates volunteer experiences (e.g. working at event) to improve retention rates 成员组织对志愿者工作体验进行评估（例如参与活动工作）以改进留任率
Risk Management 风险管理	Program keeps personnel records and meets regulatory requirements 成员组织保存人事记录并确保遵循相关法规要求	Program has written HR Policies & Procedures 成员组织有成文的人力资源政策及相关程序	Program has succession plans for Program staff and key volunteers 成员组织制定员工和重要志愿者的继任方案
	Program conducts background checks for selected volunteers and staff 成员组织有选择地对员工和志愿者进行背景调查	Program has a screening process for all volunteers and staff 成员组织针对所有志愿者及员工制定筛选流程	

Leading a Program 领导一个成员组织	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Risk Management 风险管理	Program communicates importance of risk management to staff and key volunteers 成员组织向员工和重要志愿者传达风险控制的重要性	Program communicates importance of risk management as part of volunteer orientation and training 成员组织在志愿者上岗培训期间强调风险管理的重要性	Risk management is implemented at all levels of the Program 在成员组织的各个层面贯彻风险管理

Sports Essentials 体育活动要素	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Sport Development (incl. Unified) 体育项目发展（包括融合运动）	Program has a written annual sport development plan and seeks to recruit new athletes/partners every year 成员组织制定书面的年度体育发展规划并致力于每年征募新的运动员/伙伴	Program has a written three-year sport development plan that includes athlete/partner recruitment 成员组织制定书面的包括运动员/伙伴征募的三年体育发展规划	Program improves athlete/partner recruitment every year in keeping with multi-year targets in the plan 成员组织根据计划中的多年发展目标改进每年的运动员/伙伴征募工作。
	Program develops and builds relationships with Sport Governing Bodies 成员组织建立并发展与体育管理机构的合作关系	Program has formal partnerships with 25% of relevant Sport Governing Bodies 成员组织和四分之一的的相关体育管理机构建立正式伙伴关系	Program has formal partnerships with 50% of relevant Sport Governing Bodies 成员组织与百分之五十的相关体育管理机构建立正式合作伙伴关系
	Program offers at least three Special Olympics sports, one of which is a team sport 成员组织举办至少三项特奥会体育项目，其中一项为团体项目	Program offers seven Special Olympics sports and Motor Activities Training Program 成员组织举办七项特奥会体育项目以及机能训练项目	Program offers more than seven Special Olympics sports 成员组织举办七项以上特奥会体育项目
Athlete Development (incl. Unified) 运动员发展(包括融合运动）	Program communicates the importance and impact of training and nutrition to all athletes, partners, coaches and families 成员组织向所有运动员、融合伙伴、教练以及家庭宣传训练和营养的重要性	Program has introduced a structured plan for athlete development (per SOI Athlete Development Model) 成员组织引进一套针对运动员发展的结构化方案（根据国际特奥会运动员发展模型）	Program has fully implemented the Athlete Development Model 成员组织全面地贯彻运动员发展模型
	Program assesses and tracks athlete and partner performance 成员组织对运动员和融合伙伴进行评估和跟踪	Program tracks athlete and partner retention and facilitates progress 成员组织密切关注运动员和融合伙伴的人员维持并促进改善	Program improves athlete and partner retention and promotes athlete ownership of assessment and training 成员组织改进运动员和融合伙伴保持率并提倡运动员在评估和训练中的自主性
	All athletes and partners in the Program train at least twice a week 成员组织中的所有运动员和融合伙伴每周至少参与两次训练	Athletes and partners engage in some form of exercise every second day 运动员和融合伙伴每隔一天参加一定形式的锻炼	Athletes and partners exercise daily 运动员和融合伙伴每天坚持锻炼
Coach Development (incl. Unified) 教练员发展（包括融合运动）	Key coach information is registered on a database: contact information, sport(s) coached, certification type and status 重要教练的个人信息需记录在册：联系方式、负责的体育项目、证书类型与级别	Program has a written, multi-year coach recruitment and retention plan that includes growth targets 成员组织有成文的，教练征募及维持长期方案和发展目标	Coach recruitment and retention improve year to year in alignment with multi-year targets from plan 在贯彻多年（远期）目标的同时改善每年的教练征募及留用率

Sports Essentials 体育活动要素	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Coach Development (incl. Unified) 教练员发展（包括融合运动）	Program targets coaching staff of schools, youth leagues and sports clubs to work with Special Olympics 成员组织致力于吸引学校、青年团体和体育俱乐部的教练来参与特奥会的工作	Program targets individuals that have formal sports training, education and/or certification 成员组织致力于吸引受过正规体育培训、教育和/或持有资格认证的个人	All head coaches are certified through local Sports Governing Bodies and recertification process is adhered to 所有主教练都经过当地体育管理机构的认证并遵循证书更新规程
		Program improves the ratio for sports with high athlete to coach ratios 成员组织对运动员和教练人数比例失衡的体育项目进行调整及改善	Program implements the 'Athletes as Coaches' program 成员组织实施 '采用运动员作为教练' 计划
	Program provides regular, certified sport-specific teaching (per SOI Coach Development Model) 成员组织定期举办体育专项认证课程（根据国际特奥会教练发展模型）	Program provides regular updates to certified coaches (e.g. rules changes, nutrition tips, new training drills, etc) 成员组织定期为认证教练提供最新资讯（例如比赛规则改动、营养秘诀、新的训练技巧等）	Program enables coaches to improve Sports Science knowledge (e.g. nutrition, psychology) 成员组织确保教练不断丰富体育相关学科知识（例如营养学、心理学）
	Program implements a basic coach recognition plan 成员组织实行基本的教练表彰计划	Program formally recognizes coaches that complete certification and re-certification requirements 成员组织对获得认证和更新认证的教练授予正式表彰	Program recognizes coaches based on evaluation of performance 成员组织根据工作表现评估结果对教练进行表彰
Unified Sports 融合运动	Program offers one Unified Sports model 成员组织提供单项融合运动模式	Program offers two Unified Sports models 成员组织提供两项融合运动模式	Program offers all Unified Sports models 成员组织提供所有类型融合运动模式
	10% of Program athletes participate in Unified Sports 百分之十的成员组织运动员参与融合运动项目	20% of Program athletes participate in Unified Sports 百分之二十的成员组织运动员参与融合运动	35% of Program athletes participate in Sports 百分之三十五的成员组织运动员参与融合运动
	10% of coaches are certified as Unified Sports coaches 百分之十的教练为融合运动认证教练	20% of coaches are certified as Unified Sports coaches 百分之二十的教练为融合运动认证教练	35% of coaches are certified as Unified Sports coaches 百分之三十五的教练为融合运动认证教练

Games and Competitions 运动会和竞赛	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Competition Management 竞赛管理	Sport Rules, including Divisioning, are consistently applied ensuring fair play and competition for all athletes 制定并实施包括分组在内的体育项目规则，确保所有运动员能公平地比赛和竞争	All technical officials have met minimum Sport Governing Body certification requirements 所有技术官员需符合最基础的体育管理机构认证标准	Technical Delegates and sport-specific juries are in place and duties carried out efficiently, including handling protests 技术代表及专项体育项目评委需配备位到并有效地发挥其职能，及处理抗议等纠纷
	Athletes have multiple competition opportunities, including Unified Sports, and Programs adhere to protocol for advancing to next level of competition 运动员有机会参加多种形式竞赛，包括融合运动，并且成员组织应遵循比赛晋级规程	Program offers or participates in all levels of competition (local to World Games), including Unified Sports 成员组织举办或参与所有级别的比赛（从地方到世界性的），包括融合运动	
	Program collects accurate, timely event registration data 成员组织准确、及时地收集报名注册数据	Web-based registration and GMS are used to gather data and run competitions 采用网上注册和运动会管理系统(GMS)进行数据收集及竞赛管理	
	Awards presentations comply with awards protocol 遵守颁奖仪式规程	Awards areas are designed to provide access for all awards participants 领奖台的设计应确保所有领奖活动参与者都能方便使用	
Event Management 活动管理	Program promotes competitions locally and makes schedules and results available in a timely fashion 成员组织积极宣传竞赛活动并且及时公布赛程和结果	Program promotes spectator attendance and proactively seeks wide coverage for events 成员组织欢迎公众前来观看比赛并积极争取对比赛活动的广泛报道	Events are professionally promoted and event production delivers positive spectator experiences 进行专业化的宣传推广，而且活动筹办方确保观众得到愉悦的观赛体验
	Event Management teams, including athlete leaders, are implemented appropriate to the size of the event 根据活动的规模相应组织活动管理团队，包括指派运动员领袖。	Functional area plans (e.g. medical, transport) are well integrated in the event plan and venue drawings are used 功能性区域规划（例如医疗、交通）应被视为活动策划的不可或缺环节，并使用场地平面图	

Games and Competitions 运动会和竞赛	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Event Management 活动管理	Program implements basic system for identifying event participants 成员组织实施基本的竞赛参与者选拔体系	Program uses credentialling system to manage event access and entitlements 成员组织通过身份凭证体系来管理人员出入及资格划分	Access control is implemented at all events 为所有活动设立出入管理机制
	Opening and Closing Ceremonies are athlete-focused and comply with protocol 开幕及闭幕仪式应以运动员为焦点并遵循既定规程	Opening and Closing Ceremonies include an influential leader or celebrity 开幕及闭幕仪式应邀请一个有影响力的领导人或名人参加	Opening and Closing Ceremonies are professionally produced 开幕及闭幕仪式有专业的筹划及制作
	Basic evaluation of events is conducted 对赛事等活动进行基本评估	Evaluation includes stakeholder feedback and is used to improve events 评估包括利益相关方意见反馈并用以对大型活动做出改进	Event legacy plans are developed in advance and implemented after events 在举办活动之前预先做出活动后续策划并在活动结束后实施计划
	All managers and other volunteers receive general orientation and job specific training prior to the event day 所有管理负责人和其他志愿者在活动日之前接受上岗培训以及针对特定职能的专业培训	All volunteer roles have written job descriptions and volunteers are matched with roles according to their skills 所有志愿者持有书面职责描述，并且根据志愿者的技能来分配任务	
Risk Management 风险管理	Events stay within budget and insurance is in place, including with third parties 活动开销不应控制在预算范围内并且购买保险，包括与第三方的业务		
	Venues are set up according to local health & safety standards and Article 1 of the Sports Rules 比赛场地的安排要符合当地健康和安全标准以及体育活动规则条款1	Events have an emergency action plan which include crisis communication 赛事等大型活动需包含危机公关在内的紧急情况应对方案	Program implements a system for reporting, tracking and analyzing incidents 成员组织需采用专用体系报导、跟踪和分析事故

Raising Funds 筹集资金	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Planning & Tracking计划制定与跟踪	Program has written annual fundraising plan with targets aligned with budget 成员组织有书面的年度筹款方案，并根据预算设定筹款目标	Program uses Special Olympics best practice to improve its fundraising 成员组织采用特奥会最佳的实践策略来改善资金筹集工作	Program uses external best practice to analyze and improve its fundraising 成员组织采用外部的最佳实践策略来分析和改善资金筹集
	Program tracks results and reviews progress against targets twice a year 成员组织跟踪工作成效并每年两次根据目标评估工作进展	Program tracks results and reviews progress quarterly against targets 成员组织跟踪工作成效并根据既定目标进行季度考核	Program tracks results and reviews progress monthly against targets 成员组织跟踪工作成效并根据既定目标进行月度考核
Capacity 能力	Program has basic fundraising materials and capacity to prepare/ present basic proposals to prospects 成员组织拥有基本的筹款用具以及面对潜在的赞助人准备/呈递基本提案的能力	Program has identified what it can sell to sponsors, assigned a value and created a sponsorship package for each one 成员组织确定可吸引于赞助方的"卖点"，明确对每位赞助方的价值并制定一套赞助方案	Program has capacity to prepare customised, professional proposals, including sponsor rights packages 成员组织有能力准备专业的定制提案，包括赞助人权益提案
	Program has tasked individuals with identifying/contacting potential funders 成员组织有专人负责挑选/联络潜在资助人	Program has a fundraising committee and involves athletes in fundraising 成员组织设立筹款委员会并鼓励运动员参与对筹款活动	Program integrates fundraising as a core Board responsibility 成员组织把筹款视为董事会核心任务
	Board understands the importance of its role in supporting fundraising 董事会了解其在支持筹款中扮演的重要角色	Board actively pursues donations/gifts 董事会积极地征求捐款/捐物	Board secures regular, significant gifts and/or gives a personal gift 董事会确保获得定期、有价值的物品捐赠并/或个人亲自捐赠
	Program has ability to complete and submit basic grant applications 成员组织有完成和提交拨款申请的能力	Program has ability to create and submit complex grant applications 成员组织有制订并提交综合拨款申请的能力	Program has a strategy for pursuing large gifts or grants 成员组织有征求贵重赠品或大笔经费的策略
Diversity of Sources 来源渠道多样化	Program has at least one source of cash funding, excluding SOI grants 成员组织至少有一个现金经费来源，特奥会拨款除外	Program has three or more sources of cash funding, excluding SOI grants 成员组织有三个或以上的现款经费来源，特奥会拨款除外	Program has five or more sources of cash funding, excluding SOI grants 成员组织有五个或以上的现款经费来源，特奥会拨款除外

Raising Funds 筹集资金	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Diversity of Sources 来源渠道多样化	Program receives two or more in-kind donations of goods and services 成员组织获取两批或以上的实物捐赠和服务	Program receives three or more in-kind donations of goods and services 成员组织获取三批及以上的实物捐赠和服务	Program receives five or more in-kind donations of goods and services 成员组织获取五批或以上的实物捐赠和服务
		Program helps SOI to implement global or regional partnerships and campaigns 成员组织协助国际特奥会展开世界或地区性的伙伴合作及宣传活动	Program participates in collaborative fundraising to benefit both the Program and SOI 成员组织参与联合筹款活动，为组织自身及国际特奥会筹集资金
Sustainability 可持续性	Program has a pipeline of potential funders, with solid rationale for each one 成员组织有潜在资助人的来源渠道，并且每个资助人都经过充分调查	Program secures at least one new source of funds each year 成员组织每年至少获取并巩固一个新经费来源	Program secures at least one multi-year source of funding 成员组织获取并巩固至少一个多年经费来源
	Program has a written plan to retain funders 成员组织有书面的资助人挽留方案	Program has demonstrated success in maintaining existing sources of funding 成员组织卓有成效地稳固现有经费来源	Program increases support from existing funders 成员组织从现有资助人处争取到更大的支持
Donor Management 捐助人管理	Program reports to and engages with donors and funders at least once a year 成员组织每年至少向捐赠者和资助人汇报一次工作并与其交流互动	Program reports to and engages with donors and funders at least twice a year 成员组织每年至少向捐赠者和资助人汇报两次工作并与其交流互动	Donor communication includes both qualitative and quantitative data highlighting donation impact 捐助人公开资料包括定性和定量的数据，突出强调捐赠行为的影响
	Program implements basic donor recognition, involving athletes, such as thank you letters, phone calls, etc 成员组织在运动员的参与下对捐赠人表示基本的谢意，例如感谢信、拨打电话等。	Program has a formal approach to recognition, involving athletes, that is based on various levels of giving 成员组织在运动员的参与下，根据捐赠的不同层次实行认可和表彰	Program has written strategies for advancing top donor relationships, involving athletes 成员组织在运动员的参与下有增进和捐助人关系的书面策略
Risk Management 风险管理	Program does research to avoid disreputable donors 成员组织展开调查以回避信誉不好的捐助人	Written agreements are executed with donors as necessary 如有必要和捐助人签订书面协议	Program conducts risk analysis on sources of funding 成员组织对经费来源进行风险分析
	Fundraising by/with an outside party is evaluated in relation to cash control, use of SO brand and the party's reputation 由外方负责的筹款应从现款控制、对特奥会品牌的利用以及该筹款方的信誉这几个方面来评估		

Brand & Comms 品牌推广与交流	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Branding 品牌形象	Program implements SOI brand guidelines for visual identity for basic materials (e.g. banners, stationery) 成员组织按照特奥会品牌视觉标识指南选用基本材料（例如条幅、文具用品）	Program consistently implements visual identity on all tools and materials (e.g. website, uniforms) 成员组织在所有用具及材料上统一使用视觉标识（例如网站、制服）	Program consistently implements visual identity at all levels of the Program 成员组织在该组织的所有层次统一使用视觉标识
Marketing Communications 市场推广宣传	Program has one identified spokesperson and athletes support marketing activities 成员组织有指定的发言人，并且运动员参与支持市场推广活动	Program has at least two spokespersons, one of whom is an athlete leader 成员组织有至少两位发言人，其中一位为运动员领袖	Program has a group of spokespersons including influential leaders (e.g. celebrity, politician) 成员组织有一个包括有社会影响力的领导人（例如明星、政客）的代言人小组
	Program ensures key media are informed about Special Olympics and seeks coverage 成员组织确保向主要媒体通报特奥会活动并争取广泛报道	Program secures media coverage of major events and activities 成员组织确保重要实践和活动得到媒体的广泛报道	Program has established relationships with media outlets and secures year-round media coverage 成员组织已打通及建立稳定的传媒渠道并确保全年的媒体报道
	Program has an established, managed social media presence 成员组织有良好的媒体形象并有相关管理机制	Program leverages social media to support marketing activities 成员组织利用媒体的杠杆作用来支持市场推广活动	Program integrates social media into its website and evaluates social media to guide marketing strategy 成员组织将社会服务融入到其网站建设中并根据对社会媒体的调查评估来制定市场推广策略方向
	Program issues a generic newsletter (or similar) twice a year to communicate with external audiences 成员组织每年两次发行综合简报（或类似刊物），与外部受众进行交流		Program issues newsletters (or similar) to specific audiences (e.g. Schools, Health providers) and publishes an annual report 成员组织发行针对特定受众（例如学校、保健服务提供者）的简报（或类似刊物）并出发布一份年度报告
	Program promotes its activities and events to generate public awareness 成员组织对其活动及事件进行宣传以提升公众意识	Program conducts ongoing marketing activities to raise awareness and understanding 成员组织开展经常性的的市场推广活动以提高公众意识及认知度	Program collaborates with partners and sponsors in ongoing marketing activities 成员组织与伙伴团体及赞助人合作举办经常性的市场推广活动

Brand & Comms 品牌推广与交流	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Marketing Planning 市场推广策划		Program has an annual plan, with metrics, for raising awareness 成员组织制定年度公众意识提升方案并明确具体指标	Program has multi-year marketing strategy and evaluates marketing activities annually 成员组织制订多年市场推广策略并对市场推广活动进行年度评估
Marketing Relationships 市场推广关系	Program has established relationships with marketing and communication professional(s) for guidance and support 成员组织和市场推广及宣传方面的专业人士建立关系以获取指导和支持	Program has a VIK arrangement with one or more marketing agencies 成员组织与一个或以上的市场营销代理机构有现金等价物合作关系	Program has sponsorship arrangement with at least one marketing agency 成员组织与至少一个市场营销代理机构有赞助关系
	Program has established relationships with media professionals for guidance or support 成员组织和媒体专业人士建立关系以获取指导或支持	Program has a VIK arrangement with one or more media outlets 成员组织与一家或以上的媒体有现金等价物合作关系	Program has media sponsorship from at least one media outlet 成员组织得到至少一家媒体的赞助
Internal Communications 内部交流	Program provides updates to key stakeholders such as staff, key volunteers, Sub-Programs, local Programs and Board on a regular basis 成员组织定期向员工、主要志愿者、附属组织及董事会等利益相关方通报最新资讯	Program has a dedicated page (or pages) on its website for internal communications 成员组织在其网站上设立一个（或几个）专供内部交流的专页	Program seeks and uses feedback from key stakeholders and has platform that allows for collaboration and sharing of ideas (e.g. social media or intranet) 成员组织征求并利用主要利益相关方的意见反馈，并且确保有供协作及交流意见的平台
		Program produces communication materials for athletes 成员组织为运动员制作交流素材	Program has formal channel for athletes and partners to express opinions 成员组织有可供运动员和伙伴发表意见的正规渠道

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Brand & Comms 品牌推广与交流	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Marketing Resources 市场推广资源	Program uses basic marketing materials (e.g. fact sheets, press release, brochure, t-shirt, poster, event flyer, presentation) 成员组织运用基本的市场营销工具（例如实况报道、新闻公告、宣传册、T恤衫、海报、活动传单、演讲）	Program uses advanced marketing materials (e.g. videos, infographic, advertising, media kit) 成员组织运用先进的市场推广工具（例如录像、信息图表、广告、媒体资料包）	Program uses customized marketing materials for specific audiences (e.g. for government, corportate, law enforcement, potential donors) 成员组织运用为特定受众（例如为政府、企业、执法部门、潜在捐助人）量身打造的市场推广工具
	Program has up to date contact information, news, stories, events and sports on 'Program locator page' at www.specialolympics.org 成员组织及时更新在www.specialolympics.org的'成员组织分页'上的联系方式、新闻、报道、活动及体育消息	Program has a professionally designed website with up to date news, stories, events, and sports offered; and usage is tracked 成员组织有经过专业设计的网站，提供即时更新的新闻、报道、活动、以及体育消息	Program website has interactive features designed to attact and engage the public (e.g. online giving, volunteer) 成员组织网站有专为吸引及鼓励公众参与的互动功能（例如网上捐赠、志愿工作）
	Program designates a skilled person to capture good-quality photo/video for marketing materials 成员组织指定一名有相关技能的人员负责拍摄高质量的照片/录像，用以制作推广宣传资料	Program maintains an e-library and takes high-quality photos/videos 成员组织建立电子数据库并拍摄高质量的照片/录像	Program promotes itself using professionally produced print and electronic media 成员组织利用经专业制作的印刷及电子传媒来对自身进行宣传
Risk Management 风险管理		Program has a crisis communication plan and a designated spokesperson for crisis situations 成员组织制定危机公关方案并委派应对危机情况的发言人	All Program staff are prepared to implement crisis communication plan 所有成员组织员工做好实施危机公关方案的准备

Community building 社群建设	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Athlete Leadership 运动员领袖计划	Program provides opportunities for athletes to serve in one or more leadership roles in addition to Board membership (e.g. Spokesperson, Committee member, Employee) 成员组织为运动员提供担任一项或多项除董事会会籍以外的领导职务的机会（例如发言人、委员会会籍、雇员）	Program increases the number of athletes serving in leadership roles each year and creates opportunities for athletes to participate in external/ partner events 成员组织逐年增加担任领导职务的运动员人数并为运动员参与外部/伙伴团体活动创造机会	Athlete Leaders are actively involved in all aspects and levels of the Program 运动员领袖积极参与成员组织的所有方面及层次
	Program has an informal group of athlete leaders who provide input to Program leaders 成员组织有一个非正式的运动员领袖小组来为组织领导人提供建议	Program has formal athlete committee to represent athletes throughout the year 成员组织有正式的运动员委员会来全年代表运动员	Program implements a formal process for the athlete committee to provide input to Program leaders 成员组织施行正规程序，鼓励运动员委员会为组织领导人提供建议
	Program has a system to track number of athlete leaders serving in each leadership role and implements an athlete leader recognition plan 成员组织有系统地跟踪担任每项领导职务的运动员领袖的人数，并实行运动员领袖表彰方案	Program increases and tracks the frequency of athletes serving in leadership roles 成员组织增加并跟踪运动员担任领导职务的频率	
Athlete Health & Wellness 运动员健康与保健	Program requires all athletes to submit timely, accurate medical forms, including evidence of referral follow-up 成员组织要求所有运动员定期提交准确填写的体检表，包括后续复诊的凭据	Program submits all Healthy Athlete screening forms according to grant requirements 成员组织依据拨款规定提交全部健康运动员筛查表	Program has electronic health records for each athlete 成员组织为每名运动员保留电子健康记录
	Program offers at least one Healthy Athletes clinic per year run by a trained Clinical Director 成员组织每年至少举办一次由一名受过训练的临床主任负责的运动员健康筛查活动	Program offers at least three Healthy Athletes disciplines per year 成员组织每年开办至少三项运动员健康活动	Program offers five or more Healthy Athletes disciplines per year with a strategy to reach new athletes 成员组织每年举办五项或更多的运动员健康筛查活动，包含招募新运动员的方案

Community building 社群建设	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Athlete Health & Wellness 运动员健康与保健	Program has at least one cash or VIK supporter for Healthy Athletes 成员组织有至少一个针对运动员健康计划的现金或现金等价物赞助人	Program locally funds at least 30% of Healthy Athletes event costs 成员组织于当地筹集至少30%的健康运动员活动经费	Program locally funds at least 75% of Healthy Athletes event costs 成员组织于当地筹集至少75%的健康运动员活动经费
	Program ensures athletes, families and caregivers receive results of screenings 成员组织确保运动员、家属及护理人员获得筛查结果	Program refers athletes to specific health providers for follow-up care 成员组织将运动员送交给特定医疗服务机构以接受后续治疗	Program has formal health partnerships to provide free or reduced-cost follow-up care 成员组织有正式的医疗伙伴关系以提供免费的后续治疗或减免部分费用
	Program communicates the importance and impact of health and wellness to all athletes, partners, coaches and families 成员组织向运动员、合作伙伴、教练以及家属宣传医疗与保健的重要性和影响		Programs offers health and wellness programming outside of clinics for athletes, partners, coaches and families 成员组织在门诊之外为运动员、合作伙伴及家属做出医疗及保健安排
Youth Activation (age 12-25青少年激励计划（12-	Program actively recruits youth (with and without ID) 成员组织积极招募青少年（智障和非智障）	Program implements and tracks a formalized plan for increasing numbers of youth every year 成员组织施行以扩充每年青少年人数为目的的正式方案并跟踪实施效果	Program implements a formalized plan for retaining youth as they get older 成员组织施行以挽留年龄增长的青少年为目的的正式方案
	Programs activly involve youth as volunteers and partners 成员组织积极吸收青少年担当志愿者和合作伙伴	Youth are provided opportunities for leadership roles (e.g. as Board members, officials, coaches, interns, committee members, etc.) 为青少年提供担任领导职务的机会（例如作为董事会成员、官员、教练、实习生、委员会成员等）	Youth are provided formal leadership development opportunities to advance as leaders in the Program 为青少年提供正式的领袖能力发展机会以将其推向组织领导职位
	Program leaders seek informal input from youth involved in the Program 成员组织领导人向参与组织事务的青少年征求非正式建议	Program has a formal youth activation committee to carry out activities (e.g. Unified Sports, youth activation summit) throughout the year 成员组织正式设立青少年激励委员会，全年开展活动（例如融合运动、青少年峰会）	Program implements a formal process for the youth activation committee to provide input to Program leaders 成员组织施行一套正规程序以供青少年激励委员会为组织领导人提供建议

Community building 社群建设	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Youth Activation (age 12-25青少年激励计划（12-25岁）	Program builds relationships with educational institutions that cater for ID and non-ID students (e.g. schools, universities) 成员组织与面向吸纳智障和非智障学生的教育机构（例如中小学、大学）建立关系	Program partners with educational institutions to conduct inclusive sport and education activities (e.g. Unified Sports, SOGII, youth summit) 成员组织与教育机构建立合作关系以开展包容性的体育及教育活动	Inclusive sport and education activities engage schools and the wider community 组织包容性的体育及教育活动吸引学校和广大社区的参与
		Program has a formal youth activation strategy and implements a youth recognition plan 成员组织有一套正式的青少年激励策略并实行青少年表彰方案	Program measures the effectiveness of its youth activation strategy through research and evaluation 成员组织通过研究调查与测评来衡量其青少年激励策略的有效性
Families and Young Athletes 家庭和幼儿运动员计划	Family representative on the Board consults with families 董事会家属代表向家属征询意见	Program has an active family committee with defined goals to support, engage and motivate family members 成员组织切实建立家属委员会、制定明确的目标，以向家庭成员提供支持、鼓励和动力	Family committee implements process for gathering and using feedback from family members to inform Program decision-making 家属委员会施行向家庭成员征集并运用意见回馈的程序以帮助组织的决策制定
	Program recruits family members and provides them with orientation 成员组织招募家庭成员并为其提供就职培训	Program provides family forums and implements a family recognition plan 成员组织举办家属论坛并施行家属表彰方案	Family members are actively involved in all aspects of the Program 家庭成员积极涉足于组织的所有方面
	Program actively recruits family members to serve as leaders 成员组织积极招募家庭成员来担任领导	Program has at least four family members who serve in leadership roles 成员组织启用至少四名家庭成员来担任领导职位	Program has at least four family members who serve as 'Community Builders' outside of Family program 成员组织启用至少4名家庭成员来在家属项目之外充当'社区建设人'
	Program provides regular information targeted to the needs of family members 成员组织定期针对家庭成员需求提供信息	Program engages community partners to participate in outreach to current and prospective family members 成员组织寻求社区伙伴团体的合作来向现有的和潜在的家庭成员进行宣传	

Community building 社群建设	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Families and Young Athletes 家庭和幼儿运动员计划	Program offers Young Athletes program 成员组织提供青少年运动员项目	Program engages family members to implement young athletes programming including home training 成员组织吸引家庭成员来参与实施青少年运动员项目安排，包括家庭训练	Program offers a sustainable and expanding Young Athletes program that provides a transition to training and competition 成员组织开展可持续发展和不断扩大的青少年运动员项目，为正式训练与竞赛提供过渡
		Program completes evaluations after every Young Athletes demonstration 成员组织在每次青少年运动员技能展示活动之后完成效果评估	Program analyzes and documents child and family progress over time 成员组织对子女及家属在一定时间段的进步进行分析和存档

Gov't & Partner Relations 政府及伙伴关系	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Government & Political Relations 政府及政治关系	Program has identified and documented a list of influential political stakeholders 成员组织确认并存档了有影响力的政治上的利益相关方名单	Program has a system or tool to monitor changes in politics and policy that impact Special Olympics 成员组织有必要的系统或工具来监测对特奥会有影响的政治和政策变更	Program has a written strategy that aligns Special Olympics initiatives with political structures and priorities 成员组织制定依据政治体制及重点推广特奥项目的书面策略
	Program provides relevant political leaders with status updates on Special Olympics at least once a year 成员组织每年至少一次向相关政治领导人提供特奥会发展状况报告	Program makes proactive and sustained efforts to educate and engage relevant political leaders 成员组织就增进了解及吸引相关政治领导人做出积极和持续的努力	Program utilizes internal stakeholders at all levels of the Program to influence policy 成员组织利用组织所有层次的内部利益相关方来影响政策
	Relevant political leaders attend Special Olympics events 邀请相关政治领导人出席特奥会活动	Program has cultivated political leaders who use their influence to advance Special Olympics 成员组织培养的政治领导人运用其影响来推进特奥会工作	Relevant political leaders utilize influence to advance the rights of people with ID 相关政治领导人利用其影响力为智障人士争取权益
	Program understands best potential chances to get Government grants/funds and actively pursues them 成员组织掌握获取政府补助金/资金的最佳潜在机遇并对其积极争取	Program secures budget relieving cash or in-kind support from Government 成员组织获得政府提供的预算缓解资金或实物援助	Program secures multi-year budget relieving cash or in-kind support from Government to support operational and programmatic costs 成员组织稳固保持政府提供的多年预算缓解资金或实物援助以支付业务及项目运作开支
	Program is actively developing relationships with government ministries and agencies 成员组织积极发展与政府各部门及办事处的关系	Program collaborates with various ministries and government agencies to provide services 成员组织与各个政府部门及办事处合作提供服务	Program has formal partnership(s) with national/state political institutions that leads to direct support 成员组织与全国性的/省级政治机构有正式伙伴关系并依此获取支持
	Relevant political leaders in Program's jurisdiction understand Intellectual Disability and Special Olympics 成员组织管辖范围内的相关政治领导人对智力障碍及特奥会有一定了解	Relevant political leaders in Program's jurisdiction understand how Special Olympics fosters inclusion in sport, education, health, and communities 成员组织管辖范围内的相关政治领导人了解特奥会在体育、教育、医疗、及社区发展方面如何促进包容	Relevant political leaders involve Special Olympics in policy setting related to inclusion and diability 相关政治领导人在关于包容性及残障的政策制定上寻求特奥会的参与

Gov't & Partner Relations 政府及伙伴关系	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Public Sector Partnerships 公共部门伙伴关系	Program knows who the potential public sector partners are, including SOI partners, and has made clear attempts to engage them 成员组织了解潜在的公共部门伙伴团体，包括国际特奥会伙伴团体，并做出明确的努力来吸引上述团体	Program is working with at least one public sector partner whose work is complimentary and beneficial to Special Olympics 成员组织和至少一个公共部门机构有合作伙伴关系，其业务对特奥会有帮助和补益	Public sector partnerships are delivering support and resources that is making a significant difference to implementation of Special Olympics program 公共部门伙伴团体提供的帮助和资源对特奥会项目的实施做出重要贡献
	Program has a system for finding out about public sector grant opportunities 成员组织拥有一套寻找公共部门拨款机会的系统	Program submits public sector grant applications that meet criteria 成员组织提交符合规定的公共部门拨款申请	Program secures grants from public sector sources 成员组织从公共部门渠道获得拨款

Program Governance 成员组织的管理	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Board & Committee Composition 董事会及委员会构成	Board has an active membership, at least two active members who are influential leaders in business and politics 董事会保持有效的成员资格，至少有两名活跃成员为在商业和政治上有影响的领导人	Board has high-profile members who are influential leaders in various aspects of society (e.g. celebrity, sportsperson, education leader) 董事会包含在社会各界有影响力的领导人（例如明星、知名运动员、教育领导者）	Program convenes an honorary group of high-profile supporters for specific purposes 成员组织以特定目的召集知名支持者来组成一个名誉团体
	Board conducts a formal skills assessment and recruits new Board members to address possible gaps 成员组织董事会举行正规技能评估并招募新的董事会成员来填补可能有的空缺	Program has a committee that implements a strategy for board building and succession planning 成员组织设立专门委员会，来负责实施董事会建设及继任安排策略	
	Board has a Finance Committee and has identified other committees required and their responsibilities 董事会设立财务委员会并明确其他必要委员会及其职责	Board has an active committee structure, with documented deliverables for each committee 董事会建立有效的委员会结构，每个委员会有记录在案的应交付成果	
	A youth leader is a member of the Board 一名青少年领袖作为董事会成员		
Responsibilities & Policies 职责与政策	Program conducts formal orientation for all Board members 成员组织对所有董事会成员进行正式的就职培训	Board continuously improves its knowledge and skills 董事会持续不断地增进其知识面及能力	Board implements board mentoring program 董事会施行会内辅导计划
	Board and CEO/Program Director agree goals and budget for the annual operational plan 董事会和成员组织首席执行官/组织主管对年度运营计划的目标和预算达成一致	Board evaluates Program performance against annual operational plan and budget 董事会根据年度运营计划及预算对成员组织表现进行评估	Board performance is evaluated annually and Board has a succession plan 对董事会工作表现进行年度评估，并且董事会已制定继任方案
	Board members have documented roles, responsibilities and deliverables (e.g. raising funds, securing partnerships) 董事会成员有正式记录的任务、职责及可交付成果（例如筹集资金、获取建立伙伴关系）	Individual Board member participation and performance is evaluated annually against deliverables 根据可交付成果对每位董事会成员的参与及工作表现进行年度评估	Board members act as leaders of important projects 董事会成员担任重要项目的领导人

Program Governance 成员组织的管理	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Responsibilities & Policies 职责与政策	Board adheres to term limits 董事会遵守任职期限	Board reviews bylaws/memorandum of association annually 董事会对合作章程/条例进行年度审查	
	Board and CEO/Program Director agree goals and targets for CEO/Program Director 董事会和成员组织首席执行官/组织主管为首席执行官/组织主管制订目标及指标	Board evaluates CEO/Program Director performance annually 董事会对首席执行官/组织主管工作表现进行年度评估	Board has a CEO/Program Director succession process 董事会有一套首席执行官/组织主管继任方案
	Board has a process for getting input and feedback from key internal and external constituent groups, such as Sub-Programs and/or local Programs 董事会有一套流程收集来自内部及外部主要的团体的建议和意见反馈，例如下级组织和/或地方组织	Board has a proven track record of acting on input and feedback from key internal and external constituent groups 董事会有对内部和外部主要下属机构的建议和意见回馈做出反应的良好记录	

Planning & Finance 计划与财务	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Planning Process 计划制定流程	Program has an annual planning process that includes timelines and deliverables 成员组织有一套年度计划制定流程，包括时间划定和可交付成果	Program projects revenues prior to creation of annual plan 成员组织在制定年度计划之前预测收入	
	Program plan is circulated to key constituents when complete 成员组织计划在制定完成之后传达给主要成员	Program gets input from key constituents such as athletes as part of planning process 作为计划制定流程的一部分，成员组织向运动员等主要成员征询建议和意见	Program has a formal, annual consultation process in place to get feedback from all constituent groups 成员组织有一套正规年度讨论流程以获取所有下属机构的意见回馈
	Board has a clear role in the planning process and approves the plan 董事会在计划过程中担任明确角色并负责批准制定的计划	Program has a planning group or committee that coordinates planning 成员组织设立规划组或委员会，来协调计划的制定	
Plan Type/ Content 计划类型/内容	Program has an annual operational plan with basic elements - goals, actions, metrics, timelines, budget - aligned with SOI's strategic plan and relevant Regional plan 成员组织制定年度运营计划，包含基本要素-目标、具体行动、指标、时间安排、预算-并与国际特奥会战略规划和相关区域计划保持一致	Program has a multi-year strategic plan (min. 3 years) with detailed elements, including a budget for each year, aligned with SOI's strategic plan and relevant Regional plan 成员组织制定有多年战略计划（最短三年），计划需包含年度预算等细节要素，并与国际特奥会战略规划和相关区域计划保持一致	Program has a long-term strategic vision and conducts in-depth analysis of strengths, weaknesses, opportunities, threats and trends that impact the work of the Program 成员组织有长期的战略愿景并深入分析影响成员组织工作的优势、弱点、机遇、风险以及趋势
Tracking the Plan 计划实施跟踪	Staff and/or key volunteers report on key metrics at least twice a year 员工和/或重要志愿者每年至少**两次就重要指**标做出报告	Staff and/or key volunteers report on key metrics at least quarterly 员工和/或重要志愿者每年每季度都需要就重要指标做出报告	Program conducts in-depth analysis of metrics and gets feedback from key groups to help guide strategies 成员组织深入分析具体指标并征求重要成员团体的意见回馈，以帮助制定相关策略
	Progress report is provided to the Board once a year 每年向董事会提交一次进度报告	Progress report is submitted to the Board at least twice a year 每年至少两次向董事会提交进度报告	Progress report is submitted to the Board at least quarterly 每年每季度都向董事会提交进度报告

Planning & Finance 计划与财务	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Financial Processes 财务规程	Program has written financial policies and procedures that comply with applicable accounting standards and are reviewed annually 成员组织遵照适用会计准则制定成文的财务政策和程序，并组织年度审核	Board has a standing Finance committee with financial expertise 董事会有掌握专业财务知识的常设财务委员会	
	Board forms a group to assess and approve CEO/Program Director salary and benefits 董事会成立一个小组专责评估及批准首席执行官/组织主管工资和福利		
	Program has annual written financial statements approved by the Board 成员组织有董事会批准的年度书面财务报表	Financial statements are audited independently (e.g. by audit firm) 财务报告需经独立审计（例如经由会计师事务所）	
	Program operates within Board approved budget 成员组织在董事会批准的预算之内运作	Program has a minimum of 1 month operating financial reserves on hand 成员组织最少需备有1个月的运营资金储备	Program has a minimum of 3 months operating financial reserves and reserves are used to generate a return 成员组织有最少3个月的运营资金储备并且利用储备资金获得一定利润回报
	Program reconciles bank accounts with books and records monthly 成员组织每月核对银行账户以及会计账目和相关记录	Program leaders review financial reports against budget quarterly 成员组织领导人根据预算对财务报告进行季度审核	Program leaders review financial reports against budget monthly 成员组织领导人根据预算对财务报告进行每月审核
	Program has procedure for expense reimbursement, including cash handling, and a system for receipts 成员组织建立费用报销流程，包括现金处理和收据管理体系		
Financial Systems 财务系统	Program's accounting procedures state who is responsible for each set of funds and who is responsible for cross checks 成员组织的会计规程阐明每笔资金的负责人和交叉核对的负责人	Program is able to trace funds in financial systems and expenditure is linked back to funding sources 成员组织能在财务系统中对资金进行跟踪，并且将开支和经费来源挂钩	Program uses a centralized accounting software system to manage all income and expenditures and analyze key trends 成员组织采用统一的会计软件系统来管理所有收入和支出并分析重要趋势
	Program implements a system for tracking value in-kind (VIK) 成员组织实施现金等价物跟踪系统	Program maintains an inventory of capital goods and assets 成员组织保持一份资本货物和资产的清单	

Planning & Finance 计划与财务	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Budgeting 预算编制	Program projects income and expenses annually and budget is approved by Board 成员组织预测年度收入和开支，预算需经董事会批准	Multi-year (min. 3 years) income and expenses are projected and linked to strategy 预测多年（最短3年）收入及开支并将其与战略挂钩	Program has a long-term financial plan based on the Program's strategic vision 成员组织有基于组织战略性前景的长远财务规划
	Program implements a budgeting process involving people responsible for each area of activity 成员组织实施一套预算流程，每个活动领域的负责人都参与其中	Administrative and fundraising costs are within expected non-profit standards in the Program's country 将行政及筹款开销保持在成员组织所在国的惯常非盈利标准以内	
Grant management 补助金管理	Program complies with terms and conditions of grants, including SOI grants 成员组织遵守补助金条款与条件，包括国际特奥会补助金	Program maintains a full historic set of grant records according to grant and local legal requirements 成员组织根据拨款和当地法律规定保存完整的拨款历史记录	Program uses an grants management system to track and report activities by grant 成员组织运用拨款管理系统来跟踪及报告资金动向
Risk Management 风险管理	Program identifies key risks and actions that will be taken to address each risk 成员组织关注重大风险，并制定应付每个风险的措施	Program conducts a formal risk assessment and implements risk management plan for areas such as crisis, fraud, athlete protection, etc. 成员组织做出正式的风险评估并在危机、诈骗、运动员人身保护等领域实施风险管理方案	Program embraces risk management and ensures it is implemented at all levels of the Program 成员组织积极实施风险管理并确保其在组织所有层面的贯彻
	A business (not private) bank account is held in the Program name, and separate accounts are used to segregate operating and grant funds 以成员组织的名义设立一个商务（非私人的）银行账户，并使用各自独立账户来将运营和补助资金隔离开	Audited financials are checked by an independent individual or group other than the Finance Committee and approved by the full Board 经审计的财务数据由除财务委员会以外的独立个人或团体进行审核并得到全体董事会的批准	
	Program policies and procedures require more than one signatory for approval of transactions and cash handling over specific thresholds 成员组织政策及规程要求一个以上的签名来批准超出限额的交易及现金处理	Program uses purchase orders to manage costs over specific thresholds 成员组织使用采购订单来管理超过限额的开支	Program has written procurement policy 成员组织制定成文的采购政策

Digital & Technology 数字化与科技	Stage 1 第一阶段	Stage 2 第二阶段	Stage 3 第三阶段
Planning 计划制订	Program identifies technology needs in writing; needs are outlined in an annual action plan 成员组织以书面方式明确在科技方面的需求；在年度行动计划中概括上述需求	Program has a structured multi-year plan for technology improvement 成员组织制定有序的多年科技改进方案	Board or technology advisory group meets at least once a year to review and approve technology strategy and plans 董事会或技术顾问小组每年至少进行一次会晤以审查并批准科技战略及计划
Hardware 硬件	Program has access to basic phone, computer, dedicated email, and internet connectivity 成员组织拥有基本电话、电脑、专属电子邮箱和互联网连接	Program has phone, computer systems, email, and internet in place with consistent connectivity and availability 成员组织有连接稳定、随时可用的电话、电脑系统、电子邮箱和互联网。	Program has a shared internal network that can be accessed by staff and key volunteers wherever they are 成员组织有可供员工和重要志愿者随时随地访问的共享内部局域网络
Applications, Data & Reporting 应用软件、数据与报告	Program has basic office applications 成员组织有基本的办公室应用软件	Program has a shared electronic filing system for documents, photos, presentations, etc. 成员组织有用于共享文件、照片、演讲稿的电子存档系统	Program has capabilities that enable online information sharing, fundraising, marketing, social media, etc. 成员组织有充分能力来实现网上的信息共享、资金筹集、市场推广、社会媒体
	Program uses spreadsheets or databases to manage data for competitions, athletes, partners and coaches 成员组织运用电子表格或数据库来管理比赛、运动员、伙伴和教练的资料	Program uses GMS or a similar databases to manage data for competitions, athletes, partners and coaches 成员组织使用GMS或类似数据库来管理比赛、运动员、伙伴和教练的资料	Program uses GMS to manage data for competitions, athletes, partners and coaches 成员组织使用GMS来管理比赛、运动员、伙伴和教练的资料
		Program tracks athlete engagement in non-sport Special Olympics activities 成员组织跟踪运动员参与特奥会非体育活动的情况	Program analyzes impact of athlete engagement over time 成员组织对运动员参与的长远影响进行分析
		Program has video conferencing capabilities (e.g. Skype) 成员组织有能力举行视频会议（例如Skype）	Program has intranet for internal communication (within the Program) 成员组织有内联网以供内部交流（成员组织内部）

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Applications, Data & Reporting 应用软件、数据与报告	Program maintains spreadsheets or databases of all volunteers & family members 成员组织使用电子表格或数据库里保存所有志愿者和家属成员信息存在	Program maintains a database of all volunteers & family members 成员组织利用数据库保存所有志愿者和家庭成员的信息	Program tracks a history of job assignments/engagement for volunteers & family members 成员组织对所有志愿者和家属成员的工作安排/参与历史进行跟踪
	Program has spreadsheet to track donor information and activity 成员组织利用电子表格来储存和跟踪捐助人信息和动向	Program has database to track donor information and activity 成员组织建立数据库，来跟踪捐助人信息和动向	Program has a Constituent Relationship Management (CRM) that provides advanced tracking and analysis capabilities 成员组织实施附属成员关系管理 (CRM) 系统，来实现高级跟踪和分析功能
	Program submits annual census data in electronic format to Special Olympics 成员组织用电子格式向特奥会提交年度人口普查资料	Program submits annual census/ accreditation data online to Special Olympics 成员组织向特奥会在线提交年度人口普查/认证资料	Program uses surveys to gather and analyze data for Program improvement 成员组织通过问卷调查来收集并分析信息以改进成员组织的工作
Risk Management 风险管理	Program has hardcopy back-up system and uses virus protection software 成员组织有硬拷贝备份系统并使用病毒防护软件	Program has a secure data storage and off-site back-up system 成员组织有安全的资料存储和异地备份系统	Program implements comprehensive information security measures and policies and runs regular technology audits 成员组织实施全面信息安全措施和政策并举行定期技术审计