

Quarter Program Report

Reporting period: Q3 2015 / April – June 2015



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Cooperative Agreement Number: AID-523-A-12-00001
Quarter Program Report
Project: Scout Experience: Ready for life
Asociación de Scouts de México, A.C.

General Project Information

Cooperative Agreement Number: AID-523-A-12-00001

Project Name: Experiencia Scout, Listos para la vida. | Scout Experience: Ready for life.

Project Timeframe: August 17, 2012 to August 16, 2015.

Project Target Zone: Tijuana, Baja California, Mexico.

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Project Summary

The Scout Experience: Ready for life project addresses the issue of youth 7-29 years old who are at risk of engaging in criminal activities in Tijuana, Mexico. Additionally, the project impacts all ongoing scout violence prevention projects around the country, especially those in the Mexican States located in the Mexico-US border, with the development of a social interaction model that is scalable and replicable. This model sets the national standard of our organization for the work on character, education and leadership among at-risk adolescents and youth living in highly vulnerable environments. The Scout Experience: Ready for life project impacts more than 10,000 youth and parents from the Camino Verde, Mariano Matamoros, and Granjas Familiares neighborhoods of Tijuana.

In Tijuana, this project provides dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities aim at strengthening psychological resilience, providing direct psychosocial support, and promoting a specific value system according to the Scout Promise and Scout Law. Activities related to education focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and develops skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities provide dedicated support to adolescents and youth currently out-of-school, that have low academic performance, have a learning disability, and/or are in transition between primary and secondary or secondary and high school. Activities related to leadership develop competencies related to social project management and use the learning through service approach to develop social leadership competencies, strengthen the sense of community and promote dialogue and understanding among young people. Leadership activities have a strong voluntary service component in the areas of peace, environment and development, and engage national and international scouts with local scouts. All the activities implemented in the fields of character, education and leadership use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project puts special emphasis on developing monitoring and evaluation systems that provide useful information for measuring social impact, strengthening organizational learning, and supporting decision-making processes.

The Scout Experience: Ready for life project builds the capacity of local community members for them to become the main agents of their own development. The Scout Center model implements a financial and operational strategy designed to progressively reduce its dependency to external assistance through various activities and sound financial management. Scouting is accessible to all adolescents and youth, and promotes a sense of dignity and responsibility among project beneficiaries.

The Scout Experience: Ready for life project focuses on ensuring adolescents and youth understand and enjoy their rights. We believe that by contributing to the education of young people as active, responsible and productive citizens, this project promotes safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human and child rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interactions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of at-risk young people to play a productive role in their community.



Report Summary

The Scout Experience: Ready for life quarter program report focuses on the main achievements, constraints and opportunities at a result level regarding its four strategic areas: social impact, innovation, sustainability and institutional development. Additionally, it provides specific notes on gender, disability, communications, risk management, human resources, cost share and organizational learning, most of them of a cross-sectoral nature and with an operational impact on the aforementioned strategic areas.

For the period comprising 1st of April to 30th of June the main achievement regarding social impact was the strengthening of communication, problem solving and conflict resolution skills for community volunteers. Additionally, competences related to the implementation of the scout youth program were furthered in both beneficiaries and volunteers. Beneficiaries kept reaching out to public schools and community based organizations to implement projects and educational activities.

Regarding innovation, the main achievement of this quarter was the design of the Collaborative Learning Platform, which aims at promoting scale and replication of the Scout Experience violence prevention model, as well as institutional capacity development in National Scout Organizations. This platform enables members and partners of the Scout Movement to consult, share and comment on policies, procedures and tools related to youth program, adult volunteers, organizational management and the Scout Experience model.

Regarding sustainability, the main achievement of this quarter was the presentation of the 2012-2014 project results with representatives of the public, private, academic and civil society sectors at both a national and local level. A democratic process was conducted to select youth representatives among project beneficiaries to share testimonials regarding the impact the project has had in their lives. From these events, partners gained a deeper understanding of the project's purpose, methodology and results, identifying potential opportunities for collaborating in ongoing and future initiatives related to violence prevention.

Finally, regarding institutional development, the main achievement of this quarter was the confirmation of approval of the 2012-2013 Financial Audit, and the kickoff of the 2014 Financial Audit. This exercise led to a renewed commitment to adopt at a national level the applicable organizational capacity policies, procedures and tools developed at the Scout Experience project.

Results Monitoring

Project results matrix

Performance Management Matrix - *Scout Experience: Ready for life* - SCOUTS|USAID

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Tipo	Indicador	Target 2014	Target 2015	Frequency	Q2 2015	Q3 2015
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the Scout Experience, Ready for life activities that have not finished primary, secondary or high-school and enroll in a formal education system.	50%	70%	Semi-Annually	30.0%	30.0%
2	Outcome	1.0.2 Percentage of students participating in the <i>Scout Experience: Ready for life</i> activities that successfully transition from primary to secondary school.	65%	85%	Annually	100%	100%
3	Outcome	1.0.3 Percentage of young people participating in the Scout Experience: Ready for life activities that show an improvement in their psychological resilience evaluation score.	60%	80%	Semi-Annually	79%	50%
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	30%	40%	Semi-Annually	78%	73%
5	Output	1.2.1 Percentage of enrolled students participating in the Scout Experience: Ready for life activities that show improvement in their language evaluation score.	60%	80%	Annually	74%	86%
6	Output	1.2.2 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their math evaluation score.	60%	80%	Annually	37%	37%
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their skills for life evaluation score.	40%	50%	Semi-Annually	23%	20%
8	Output	1.3.1 Percentage of adolescents and youth between 7 and 29 years old that have been or are members of local gangs participating in the youth involvement program have decided to reenroll in school or a professional development program.	30%	40%	Semi-Annually	NA	NA

Internal results matrix

Performance Management Matrix - Scout Experience: Ready for life - SCOUTS|USAID

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Indicators	Target December 2014	Target August 2015	Achieved by March 2015	Achieved by June 2015
1	Outcome	Number of in-school beneficiaries participating in the Scout Experience: Ready for life program that stay in primary or secondary school.	150	250	216	262
2	Outcome	Number of Scout beneficiaries participating in the Scout Experience: Ready for life program that have received psychosocial support and preventive education to increase their awareness to anti-social or violent behavior (gender-based violence, intra-family violence, bullying, human trafficking).	80	140	NA	NA
3	Output	Number of at-risk youth between 7 and 22 years of age that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	150	250	170	181
4		Number of at-risk youth between 7 and 29 years of age that have received at least one hour of educative program of the Scout Experience: Ready for life activities.	2000	2,500	7,426	10,167
5	Output	Number of at risk youth receiving reading interventions at the primary and secondary level	150	250	196	249
6	Output	Number of merir badges earned that strengehen the skills for life inventory (ecology, humanities, communication, security, technology and sports) of at-risk youth participating in the Scout Experience: Ready for life activities	30	90	52	64
7	Output	Number of at-risk youth participating in the Scout Experience: Ready for life program that show a voluntary commitment to follow specific values and principles related to positive citizenship and community leadership	120	250	104	120
8	Output	Number of at risk youth youth between 7 and 29 years of age that participate in community service activities destined to build up community sense of belonging, pride, responsibility and environment preservation.	200	300	510	773

USAID common indicator

USAID Pillar IV Common Indicators

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Narrative Summary	Target	Achievement	Achievement	Data Source / Means of Verification
				Q2 2015	Q3 2015	
1	Outcome	70% of at-risk youth beneficiaries (aged 6-16) participating in USAID participating in USAID funded programs that have continued their academic education in school.	70%	100%	100%	Monitoring and Evaluation System
2	Outcome	2500 at risk youth (aged 7-29) engaged in USAID community project activities.	2,500	7,426	10,167	Monitoring and Evaluation System

Social statistics

Total Beneficiaries Disaggregated by Gender

ID	Type	Data	Number	Data Source
1	Gender	Male beneficiaries	5149	Beneficiary Management System.
2	Gender	Female beneficiaries	4401	Beneficiary Management System.

Quarter result level achievements

• Social Impact

- Provided access to 2,741 scout and non-scout beneficiaries (1,468 male and 1,273 female) to value-based non-formal education activities in character, education and leadership.
- Registered 48 beneficiaries and adult volunteers to Scouts of Mexico.
- Delivered 25,410 hours of educational youth program through 146 activities.
- Implemented GAP evaluation with improvements vis-à-vis the evaluation performed during Q2 2015.
- Imparted an assertive communication workshop for parents of the Mariano Matamoros Scout Group.
- Provided educational methods coaching to scout troop adult leaders from the Mariano Matamoros Scout Group.
- Provided educational methods and operations coaching to administrative adult volunteers.
- Supported local schools with non-formal education activities to reinforce math, language and logic competencies.
- Conducted 143 initiatives led by beneficiaries for individual resource mobilization.
- Implemented a Scouts of the World Discovery (Peace, Environment and Development social leadership training).
- Performed 9 community service projects led by beneficiaries and offered 158 hours of community service.
- Established Minimum Value Product (MVP) to be delivered as part of the Collaborative Learning Platform to serve as a replication toolkit for the Scout Experience Model.
- Involved 21 parents in the Parent Committees at the community Scout Groups.
- Performed 36 community resource mobilization activities by the parent committees of the community Scout Groups.
- Participated actively at 3 meetings with community leaders.
- Supported 3 events organized by community based organizations.
- Received beneficiaries referred to the Scout Group by local primary and secondary school principals. School principals invite Scout Groups to support them with community service or non-formal education activities.

- Received beneficiaries referred to the Scout Group by Community Based Organizations (CBO). CBO's start to collaborate and offer their support with the Scout Group.
- Received beneficiaries that learned about scouting through word of mouth resulting from our participation in community events from local authorities and organizations.
- **Innovation**
 - Completed the design of the Collaborative Learning Platform. (<http://conocimiento.experienciascout.org.mx>)
- **Sustainability**
 - Presented the 2012-2014 Project Results with national representatives from the public, private, academic, multilateral and civil society sectors.
 - Presented the 2012-2014 Project Results with representatives from the public, private, academic, multilateral and civil society sectors from Baja California State and the cities of Tijuana and San Diego.
 - Delivered 4,543 hours of voluntary service by 51 volunteers (19 female and 32 male), of which 15 were from project intervention zones, 23 from Tijuana, 7 from other cities in Mexico, and 6 from other parts of the world.
 - Mobilized MXN\$39,600 in resources through the online crowd-funding campaign.
 - Launched the new resource mobilization platform with the capacity to implement Scout Group level campaigns.
 - Implemented the online crowd-funding resource mobilization campaign "The pride of being a Scout".
 - Involved 3 universities and 4 high schools in the project's internship and community service volunteer program.
 - Obtained free entrances to the Tijuana Cultural Center and "El Trompo" Interactive Museum for beneficiaries.
 - Obtained an in-kind contribution of recreation material from the Fisher & Paykel to celebrate children's day.
 - Renewed the strategic partnership with the Tecnológico de Monterrey to maintain the virtual learning centers in each of the project Scout Groups.
 - Renewed the partnership with IOS Offices to ensure the availability of operational space for the project closure.
 - Provided the Sub Secretariat of Crime Prevention the details of the project to be presented as a best practice in crime prevention in Mexico with potential for replication.
 - Involved the first lady of Baja California, President of the State Social Protection Instance (DIF), in project activities.
 - Participated actively in the Violence Prevention Municipal Committee task forces of: youth, and community engagement.
 - Participated actively in the Municipal Institute of Citizenship Participation's youth task force.
 - Participated actively in the design of the School Violence Prevention Program of the Crime and Violence Prevention program of Tetra Tech International Development. The specialist in psychosocial support of the Scout Experience: Ready for life project is the representative of the project in such initiative.
- **Institutional Development**
 - Developed template to request suppliers fiscal receipts after three months.
 - Developed financial reporting templates.
 - Opened a checking account to conduct payments under mxn\$50,000.
 - Received access to online banking system for balance and transaction consultation purposes only.
 - Received confirmation of approval of the Financial Audit 2012-2013 from USAID's Regional Inspector General's office.

Result level constraints and opportunities

- **Constraints**

- **Social Impact**

- Lack of training opportunities in the Baja California Scout Province for adult scout leaders.
 - Lack of interest by parents in financial education and income generating workshops.
 - Dropout from community volunteers due to poor conflict resolution, communication or tolerance skills.
 - Limited availability of parents and other adult community volunteers due to: extended or rigid work hours; unemployment or difficult financial situation; apathy; missing mother/father in the family unit; family member with health problems that require constant attention.

- **Innovation**

- Limited use of knowledge management system (BOX) by executives in headquarters led to loss of knowledge capital during leadership transition.

- **Sustainability**

- Lack of interest from Scouts of Mexico leadership in supporting resource mobilization efforts.
 - Lack of interest from Scouts of Mexico leadership to replicate the Scout Experience Model.
 - Lack of support from Scouts of Mexico leadership to promote project communications at a national level.
 - Uncertainty of the Baja California Scout Province regarding the capacity of the Scout Groups to be self-sustainable after the end of the Scout Experience project.
 - Uncertainty among potential national and international volunteers to participate in the project given that it is not clear if the project will continue or not after August 16, 2015.

- **Institutional Development**

- Resistance from headquarters to implement applicable policies and procedures developed by the Scout Experience project in the rest of the organization.
 - Failure from headquarters to provide the appropriate permissions to the online banking access.

- **Opportunities**

- **Social Impact**

- Address the pending opportunities identified in the GAP educational method evaluation.
 - Create adult training opportunities for volunteers of community Scout Groups.
 - Request technical support for editorial revision and design of the content of the Collaborative Learning Platform.

- **Innovation**

- Identify best practices and lessons learned related to the development of the Scout Management System and identify potential opportunities to move forward.

- **Sustainability**

- Promote resource mobilization campaigns at the community and Scout Group level to build upon local sense of belonging.
 - Increase media coverage.
 - Invite the national leadership of Scouts of Mexico to promote resource mobilization campaigns.
 - Invite the national leadership of Scouts of Mexico to promote project communications in social media.

- **Institutional Development**

- Implement the Indirect Cost Rate policies, procedures and tools developed by Deloitte.
- Implement the Legal Support Documents for beneficiary and volunteer registration developed by Deloitte.
- Update the existing Operation Manuals in the whole organizations based on the analysis made by Deloitte.
- Capitalize on the good practices developed in the Scout Experience: Ready for life project to strengthen the organization's operational and programmatic processes.
- Build upon the experience of RSM Bogarín to ensure an expedite process for the 2014 Financial Audit.
- Authorize the payment of expenses over MXN\$50,000 from the project operations center.

Gender and disabilities

- **Achievements**

- Maintained the focus on gender balance among project beneficiaries.
- Retained beneficiaries with intellectual disabilities.

- **Constraints**

- Limited availability and specialized training of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.

- **Opportunities**

- Sensitize parents regarding gender equality and highlighting the contribution of scouting to the education of young girls.

Communications

- **Quarterly Newsletter**

- Reached a total of 582 subscribers to the bi-weekly bulletin
- Bulletin 14
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=5f7c71661a>
- Bulletin 15
 - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=08fccc1ec0>
- Bulletin 16
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=93ff9bd438>
- Bulletin 17
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=eb6b9c7f07>
- Bulletin 18
 - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=0d376f4275>
- Bulletin 19
 - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=ca136e5420>
- Bulletin 20
 - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=e2c0a9b8e3>

- **Videos**

- Resource Mobilization Campaign – “The pride of being a Scout”.

- <https://www.youtube.com/watch?v=wFtc5W74wn0>
- <https://www.youtube.com/watch?v=9D9HfKnCMJg>
- <https://www.youtube.com/watch?v=tC9kcAazjAI>
- <https://www.youtube.com/watch?v=thuRfGfoIOg>
- <https://www.youtube.com/watch?v=s6NiSjt-rfs>
- <https://www.youtube.com/watch?v=m4J04pc5Yxw>
- <https://www.youtube.com/watch?v=dsTgDy8An14>
- <https://www.youtube.com/watch?v=VMNBSiNU8MI>
- <https://www.youtube.com/watch?v=wcYfnCnDDe0>
- <https://www.youtube.com/watch?v=XKUWD1nMeCE>
- <https://www.youtube.com/watch?v=wft9uFTesJg>
- https://www.youtube.com/watch?v=Eqx2_k3AKLg

- <https://www.youtube.com/watch?v=DqGy9pYNocM>
- <https://www.youtube.com/watch?v=BJq7HpGXa1I>
- <https://www.youtube.com/watch?v=ODm0tVv7W48>
- <https://www.youtube.com/watch?v=9rOXFFapABk>
- <https://www.youtube.com/watch?v=EOet--qkYGg>
- <https://www.youtube.com/watch?v=AedK1mKO4DU>
- <https://www.youtube.com/watch?v=dvF7FSEuzy8>
- https://www.youtube.com/watch?v=cC0H7e4_DXc
- <https://www.youtube.com/watch?v=MNGxIXXshvk>
- <https://www.youtube.com/watch?v=t2ziZP5LgWU>
- <https://www.youtube.com/watch?v=1nqisETm2f4>

- **Social Media**

- Reached a total of 481 Twitter Followers.
 - Reached a total of 4,143 Facebook Page followers.
 - Reached a total of 24,858 visits to the project website.

- **Media Monitoring**

- No media coverage during this quarter.

- **Photo Gallery**

- Merit badge workshop on security and rescue
 - <https://www.facebook.com/media/set/?set=a.842540815795577.1073741969.517363464979982&type=3>
 - World Environment Day
 - <https://www.facebook.com/media/set/?set=a.840488382667487.1073741968.517363464979982&type=3>
 - 27th International Camporee
 - <https://www.facebook.com/media/set/?set=a.833594173356908.1073741967.517363464979982&type=3>
 - Presentation of 2012-2014 Project Results – National Level
 - <https://www.facebook.com/media/set/?set=a.824175514298774.1073741966.517363464979982&type=3>
 - Presentation of 2012-2014 Project Results – State and Municipal Level
 - <https://www.facebook.com/media/set/?set=a.816357618413897.1073741965.517363464979982&type=3>
 - Iron Scout 2015 Leadership Camp
 - <https://www.facebook.com/media/set/?set=a.812001842182808.1073741964.517363464979982&type=3>

Security and risk management

- **Achievements**

- Connected the project’s 4 CCTV systems with the Baja California State’s Security Command Center (C4).

- **Constraints**

- The project director had a personal emergency situation that lasted three weeks. The project's Established Chain of Command enabled the continuation of operations and decision-making processes during his absence.
- **Opportunities**
 - No opportunities regarding security and risk management at this time.

Organizational Development

Human resources

- Lack of technical and operational capacity to support the Human Resource Function of Scouts of Mexico to ensure compliance with existing HR policies and procedures, as well as performance measurement and professional development.
- Lack of a comprehensive human resource compensation and evaluation policy continues to be an issue between project staff and headquarter.
- The project's Educational Program Chief attended training in coaching.

Organizational learning

- An assessment of the Monitoring and Evaluation System was performed including a SWOT analysis of each indicator. The results were used to strengthen the Monitoring and Evaluation Area and dedicate resources to ensure an effective implementation.

Cost Share

Quarter cost share report

- USAID quarter cost share: USD\$130,887
- Scouts quarter cost share: USD\$81,043

Expected Activities

Q4 2015: July – August 2015

- Scouts of the World Discovery (Peace, Environment and Development social leadership training)
- Scout Summer Camp
- World Scout Jamboree
- Intensive adult leadership training, coaching and mentoring for community volunteers.
- Scout Group transfer to community leadership
- Close of field operations on August 16, 2015.