



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

Quarter Program Report

Reporting period: Q4 2013 / July - September 2013



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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 will impact all ongoing scout violence prevention projects around the country, especially those in States located along the Mexico-US border, with the development of a social intervention model that is scalable and replicable. This model will set the national standards of our organization for the work on character, education and leadership among adolescents and youth in highly vulnerable environments. The Scout Experience: Ready for life project will impact a total of at least 1,500 youth and 1,000 parents from the Camino Verde, Mariano Matamoros and Granjas Familiares neighborhoods of Tijuana during the three years of its implementation.

In Tijuana, this project will provide dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character will focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities will also provide direct psychosocial support to adolescents and youth. Activities related to education will focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and will develop skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities will 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 will develop competencies related to social project management and will 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 will have a strong voluntary service component in the areas of peace, environment and development, and will receive national and international scouts. All the activities implemented in the fields of character, education and leadership will use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project will put 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 will build the capacity of local community members for them to become the actors of their own development. The Scout Center model will test a financial and operational strategy designed to eliminate dependency to external assistance through various activities and sound financial management. Scouting will be accessible to all adolescents and youth, and will promote 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 will promote safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interventions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of young people to play a productive role in their community.

Results Monitoring

Quarter performance report

Performance Management Matrix - Scout Experience: Ready for life - SCOUTS|USAID Year 1 - August 2012 to September 2013

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

ID	Type	Indicators	Actual 2013	Frequency	Data Source / Means of Verification
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the <i>Scout Experience, Ready for life</i> activities that have not finished primary, secondary or high-school and enroll in a formal education system.	0%	Semi-Annually	Beneficiary Management System.
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.	0%	Annually	Beneficiary Management System.
3	Outcome	1.0.3 Percentage of young people participating in the <i>Scout Experience: Ready for life</i> activities that show an improvement in their psychological resilience evaluation score.	0%	Semi-Annually	Beneficiary Management System; GPS Evaluation Reports.
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	0%	Semi-Annually	Beneficiary Management System; Scout Educational Objective measurement tools.
5	Output	1.2.1 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities with a performance below the "good" level in the Spanish component of the national standardized academic evaluation (ENLACE) that show improvement in their evaluation score.	0%	Annually	Beneficiary Management System
6	Output	1.2.2 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities with a performance below the "good" level in the math component of the national standardized academic evaluation (ENLACE) that show improvement in their evaluation score.	0%	Annually	Beneficiary Management System; Copy of official ENLACE results.
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life activities that show improvement in their skills for life evaluation score.	0%	Semi-Annually	Beneficiary Management System; Backpack Evaluation Results.
8	Output	1.3.1 Percentage of adolescents and youth between 11 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.	0%	Semi-Annually	Beneficiary Management System; Scouts of the World Performance Reports.

*Result measurements will start during Q1 2014.

- Measurement of outcome and output indicators will take place starting Q1 2014.
- Measurement of indicators 2, 5 and 6 will take place annually based on the results of the ENLACE evaluation released yearly in September, as well as on annual school grades and academic transition data.
- Measurement of indicators 1, 3, 4, 7 and 8 will take place semi-annually starting with evaluations performed during Q1 2014.

USAID Common Indicator

USAID Common Indicator

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

ID	Type	Narrative Summary	Frequency	Total	Data Source / Means of Verification
1	Outcome	Young people studying between 6th grade of primary school and 3rd grade of secondary school have access to academic counseling and interactive activities in three communities in Tijuana	Quarterly	*	Beneficiary Management System.
2	Outcome	1500 youth 7-29 years old in Tijuana receive access to non-formal education activities that promote their physical, intellectual, social and emotional development	Quarterly	617	Beneficiary Management System.
3	Output	50% of project beneficiaries between the sixth grade and the third year of secondary school demonstrate adequate academic performance and plan to stay in school	Quarterly	*	Beneficiary Management System.

*Pending USAID finalization.

- Measurement of indicator 3 from the USAID Common Indicator will take place starting Q1 2014 based on the data provided by schooled beneficiaries regarding their academic performance.

Social statistics – gender and disabilities

Gender Statistics - Scout Experience: Ready for life Year 1 - August 2012 to September 2013

ID	Type	Data	Number	Disability	Data Source
1	Gender	Male beneficiaries	385	0	Beneficiary Management System.
2	Gender	Female beneficiaries	232	0	Beneficiary Management System.
		Total	617	0	

Quarter result level achievements

- 258 adolescents and youth aged 7 to 29 received access to non-formal education activities that promoted their physical, intellectual, social and emotional development.
- 245 youth between 7 and 29 years old received access to academic coaching in math, language and logic.
- 21 former and active gang members took part in non-formal education activities focused on character, education and leadership.
- 15 child-protection cases were documented related to domestic violence, lack of birth certificate, migration issues, illiteracy, abandonment, gender based violence, psychological disorders, and both mental and physical disabilities.

Result level constraints and opportunities

- **Constraints**
 - Measurement of key output and outcome indicators will take place starting in Q1 2014 given that results from the national standardized evaluation (ENLACE) were released in September 2013. Academic and ENLACE performance data from 2012 will also be collected.

- Illiteracy and limited language skills remain a key challenge for effective project monitoring and evaluation.
- Limited availability of volunteers has limited the carrying capacity of Scout Centers.
- Limited capacity to respond to critical child protection cases.
- Delays in delivery of Scout Beneficiary Management System, legal verification of project registration procedure, and internal administrative authorizations have prevented the team from collecting additional socioeconomic information. These processes cannot be underestimated due to their impact in the project's risk management assessment.
- **Opportunities**
 - Ensure the support of key stakeholders in the public education system in three areas: monitoring and evaluation; in-school promotion and activities; and incentives for schoolteachers who participate as volunteers in Scout Centers.
 - Design effective and attractive monitoring and evaluation methodologies for beneficiaries with special needs: illiteracy, intellectual or physical disability, mental disorder.
 - Consider adequate processes to attend special cases during registration: lack of birth certificate; lack of Official ID from parents or guardians; children in situation of abandonment; special migratory situations.
 - Establish early support mechanisms and partnerships to provide adequate orientation related to child protection cases: unregistered children (no birth certificate); illiteracy; child abuse; child trafficking; domestic violence; abandonment; mental disorder; substance abuse; malnutrition; critical health conditions; early pregnancy; migration issues; children in conflict with the law.
 - Increase promotion of International Volunteer Program among local, national and international youth aged 18 to 35. Strengthen communication mechanisms for potential and actual volunteers, as well as registration, training and support systems.
 - Increase public visibility and stakeholder engagement from all sectors of Tijuana to provide strategic support to project implementation.



Activity Monitoring

Quarter activity level achievements

**The photographic record of quarter activity level achievements can be found in the annex of this document. For more information and media, please visit the project website www.scoutexperience.org*

- 5,784 m2 of property were assigned by the State of Baja California to Scouts of Mexico for the implementation of the Scout Experience: Ready for life project in the Mariano Matamoros intervention zone.
- 110 youth 7 to 29 years old participated in the 4-week scout summer camp in each of the project intervention zones. 25 local and national volunteers involved.
- 73 youth 7 to 29 years old participated in an outdoor educational activity focused on character, education and leadership in the urban park 'Parque Morelos'. 22 local and national volunteers involved.
- 110 youth 7 to 29 years old participated in the celebration of the 106 Anniversary of the Scout Movement. The celebration included a 2-day educational program focused on character, education and leadership. 22 local and national volunteers involved.
- 10 youth 7 to 29 years old participated in an outdoor educational activity focused on character and leadership learning skills and competences related to Rappel.
- 25 local and national volunteers participated in an activity day to recognize their support and promote the exchange of experiences.
- 30 local Scouts from Tijuana, Baja California participated in the presentation of the project website and launch of the institutional video of the Scout Experience: Ready for life project.
- 60 local, national, and international volunteers attended the launch of the International Volunteer Program via a live webcast.
- 9 young people aged 18 to 22 years old promoted the International Volunteer Program of the Scout Experience: Ready for life project among the 2,500 participants of the World Scout Moot in Canada from 8-18 August, 2013.
- Optimization of Operations and Finance procedures based on lessons learned and USAID's Financial Review Report.
- Improvement of existing accounting, procurement and human resource manuals.
- Development and approval of travel policies and procedures.
- Improvement of existing beneficiary and volunteer registration procedures.
- Evaluation of community situation at night in each intervention zone to explore potential opportunities of youth program hours.

Activity level constraints and opportunities

- **Constraints**
 - Slowdown of government negotiation and cooperation at the municipal and state levels due to political transition period.
 - Delay in internal decision-making processes have slowed down procurement, human resource and activity development.

- Non-existent legal support to strengthen existing minor and adult registration procedures in compliance with national and international standards. All legal matters were adequately followed up and completed. This matter is considered critical due to the project's risk management strategy.
- Limited availability of motor vehicles to ensure effective and efficient logistics of project inputs and volunteers.
- Limited accommodation alternatives for national and international volunteers interested in volunteering for 3, 6 or 12-months in the project.
- Internal change management related to implementing enterprise content management system and operations manuals.
- Monitoring and evaluation instruments are being tested and adapted to local context.
- **Opportunities**
 - Conduct appropriate stakeholder management strategies to ensure effective communication and information for decision-making at all levels.
 - Prepare communications strategy for upcoming state and municipal governments.
 - Develop partnerships with other local community based organizations whose programs for children, adolescents and youth have a complementary nature to the scout program.
 - Consider alternative program hours and locations to respond to local social dynamics and geographic needs.
 - Adjust registration days and hours to respond to the availability of working parents.
 - Design specific training programs for schoolteachers to promote a better understanding of the scout program.
 - Prepare community engagement and social marketing strategy for Q2 2014.
 - Prepare special activities for the winter break period.
 - Identify clear strategies to provide adequate orientation to child protection matters.
 - Test specific performance measurement instruments for project activities and processes.

Gender and disability related achievements, constraints and opportunities

- **Achievements**
 - Documentation of cases of children with physical or intellectual disabilities. Format has been developed; training and implementation are expected for Q1 2014.
- **Constraints**
 - Transportation to and from the Scout Center continues to be an accessibility challenge for beneficiaries with disabilities.
 - Further sensitization is required with parents from local intervention zones to be motivated to enroll their children in the Scout youth program.
 - Limited availability of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.
- **Opportunities**
 - Cooperation with local organizations such as schools for children with disabilities and other community based organizations with beneficiaries with disabilities could increase access to non-formal education activities offered by the Scout Center to this specific population group.

- Cooperation with local organizations that provide education to caregivers or services to people with disabilities can support the demand for volunteers capable of providing adequate attention and support to beneficiaries from this population group.
- Gender disparity among beneficiaries needs to be addressed with a specific strategy to promote an increase in female participation.

Security and risk management achievements, constraints and opportunities

• Achievements

- Scout centers have been equipped with intrusion alarm systems, including panic buttons for fire, security and medical emergencies. The alarm systems include an independent electric energy system that provides 12 hours of battery support in case of power failure.
- Project executives and volunteers are continuously updating risk assessments in each of the project intervention zones based on local and external intelligence, and implement risk prevention and mitigation strategies with the support of Geographic Information Systems.
- Legal instruments were developed and strengthened to protect the organization from privacy, media or liability matters.
- Local stakeholders (both authorities and neighbors) were informed about the activities of the scout centers and invited to participate in ensuring the safety of beneficiaries, volunteers, executives and facilities.

• Constraints

- Project Scout Centers don't count with CCTV security systems.
- Project staff doesn't count with the necessary security elements to be able to implement prevention and response protocols.

• Opportunities

- Further training on security on the field is required for project executives and volunteers.
- CCTV security systems need to be considered on project facilities for the security of staff, volunteers, beneficiaries and assets.
- Personal security systems need to be provided to project executives to ensure an adequate prevention and response to security threats. VHF radios with panic buttons and two-way capability are needed to enable coordination among key project executives in and between project intervention zones. Current systems limit coordinated response capability.
- Conduct key preventive strategies with local stakeholders that may influence the probability and impact of existing threats.
- Strengthen existing security protocols, support documents and training.

Organizational Development

Organizational capacity assets

- Project assets were marked according to the marking and branding plan and an inventory system and policy was established.
- Legal documents related to registration were presented and approved by the national board:
 - Privacy notice; media release; exemption/waiver from liability; medical information notice; and terms and conditions for beneficiaries and volunteers; as well as terms and conditions for online platforms were developed.
 - Long and short-term personnel contracts were updated to comply with Human Resource manual.
 - Legal advice was given to support the registration process of children without birth certificate, in situation of abandonment or parents without any official ID.
- Registration forms were updated to comply with national and international regulations.
 - Registration form for beneficiaries and volunteers, as well as medical information forms.
 - Increased knowledge and experience in organizing public events with adequate media coverage and participation of higher-level stakeholders.

Organizational climate

- The project team performed adequately on the field during the four-week scout summer camp and the 106 anniversary of the scout movement.
- A six-month program evaluation was performed to gather key lessons learned during the first six months of program implementation. A SWOT analysis and Team Performance Model evaluation was conducted during the session to identify key adjustments needed for Year 2.
- Project trust and cooperation increased significantly among team members.
- A successful leadership transition was performed in the position of Operations and Finance Officer with the support of the organization's headquarters. The new executive has rapidly gained insight to the project and functions related to his position.
- Change management related to the implementation of project content management systems and new policies and procedures continue to be a main challenge in the organization's headquarters.

Organizational learning

- Mental health monitoring, training and support for project staff need to be considered in project design. Mental health strategy and support for project executives needs to be provided during Q1 2014.
- Education levels present in the intervention zones are below initial estimates. Project indicators required adjustment to reflect the reality of the communities. Initial available statistics on education, health and economic development did not reflect the reality on the field. Intervention zones present multiple sub-level realities within their territory.
- Budget elements need to be optimized considering lessons learned in programmatic and operational areas.
- Legal matters need to be carefully considered during the evaluation of Organizational Capacity Assets.
- Adequate protocols to respond to child protection cases need to be established and supported by specialized organizations or agencies.

Public Affairs, Branding and Communications

Partnerships

- There were no partnerships signed during this quarter.

Community engagement

- Local beneficiaries and parents participated in the refurbishment of community scout centers.
- Neighbors from scout centers were informed about the activities taking place. Trust building among local stakeholders is a key element of the security and situational awareness strategy.
- A strong focus on community volunteers took place during this quarter.

Sponsors and donations

- No corporate sponsors or donations were made during this quarter.
- Our communications partner provided great support during the 106 Anniversary of the Scout Movement.

Summary of success stories

- 'Merida Initiative backing for Tijuana Scouts' – San Diego Union-Tribune
 - <http://www.utsandiego.com/news/2013/Sep/30/scouts-merida-initiative-tijuana-at-risk/>

Media monitoring

- 'Merida Initiative backing for Tijuana Scouts' – San Diego Union-Tribune
 - <http://www.utsandiego.com/news/2013/Sep/30/scouts-merida-initiative-tijuana-at-risk/>
- 5,784 m2 of property were assigned by the State of Baja California to Scouts of Mexico for the implementation of the 'Scout Experience: Ready for life' project in the Mariano Matamoros intervention zone.
 - Press releases:
 - http://ed.el-mexicano.com.mx/impreso/Tijuana/103113/31-10-2013_TIJ_15AA.pdf
 - <http://www.tijuanainformativo.info/index.php/local/21874-dona-gobierno-del-estado-predio-a-scouts-de-mexico-para-impulsar-programas-comunitarios>
 - <http://tijuananoticias.blogspot.mx/2013/10/dona-gobierno-del-estado-predio-scouts.html>
 - <http://www.el-mexicano.com.mx/informacion/noticias/1/3/estatal/2013/10/31/708898/gobierno-dio-predio-a-scouts-de-mexico>
 - <http://www.tijuanahoy.com/noticias/ver/342F>
- 110 youth 7 to 29 years old participated in the celebration of the 106 Anniversary of the Scout Movement. The celebration included a 2-day educational program focused on character, education and leadership. 22 local and national volunteers involved.
 - Press releases:

- <http://www.televisaregional.com/tijuana/video/218180552.html>
 - <http://www.frontera.info/EdicionEnLinea/Notas/Noticias/02082013/735834-Transformaran-ninos-de-Granjas-Familiares.html>
 - <http://bajacalifornia.milenio.com/cdb/doc/noticias2011/597acf806d93fc5e5a6419c82bf99ace>
 - http://spanish.tijuana.usconsulate.gov/usaid_scouts.html
 - <http://www.elinformadordebc.info/columnas/notas-al-margen/19584-notas-al-margen-imaginando-la-experiencia-scout>
 - <http://www.tijuanainformativo.info/index.php/local/18618-arranca-en-tijuana-programa-experiencia-scout-listos-para-la-vida>
 - <http://www.youtube.com/watch?v=eDmem7r4yq0>
 - <http://www.telemundo33.com/2013/08/01/proyecto-experiencia-scout-listos-para-la-vida-rescata-a-jovenes-en-tijuana/>
 - <http://www.frontera.info/EdicionEnLinea/Notas/Noticias/01082013/735706-Llevan-scouts-su-proyecto-a-colonias-de-Tijuana.html>
 - <http://www.frontera.info/EdicionEnLinea/Galerias/01082013/41256-Llevaran-a-colonias-del-Este-proyecto-de-los-scouts.html>
 - http://ed.el-mexicano.com.mx/impreso/Tijuana/080113/01-08-2013_TIJ_05A.pdf
 - http://www.enlineabc.com/web/index.php?option=com_content&view=article&id=7958:aa&catid=37:comunidad&Itemid=56
- 9 young people aged 18 to 22 years old promoted the International Volunteer Program of the Scout Experience: Ready for life project among the 2,500 participants of the World Scout Moot in Canada from 8-18 August, 2013.
 - Press releases:
 - <http://www.tijuanainformativo.info/index.php/local/19847-participan-en-el-moot-mundial-de-canada-18-rovers-scouts-de-baja-california>

Branding and marking

- Launch of project website and social media outlets.
 - Website: www.experienciascout.org.mx / www.experienciascout.org / www.scoutexperience.org
 - Facebook:
 - <https://www.facebook.com/scoutsdemexico.experienciascout>
 - <https://www.facebook.com/scoutsdemexico.voluntariadoes>
 - Twitter: <https://twitter.com/ScoutsES>
 - Youtube: <http://www.youtube.com/ExperienciaScout>
 - Instagram: <http://instagram.com/experienciascout>
 - Flickr: <http://www.flickr.com/photos/experienciascout>
 - Issuu: <http://issuu.com/experienciascout>
- All project assets and equipment were adequately marked with the logos of the project, USAID and Scouts.
- Communication materials from project activities were archived.
- Lessons learned with our communications partner were documented.



Expected Activities

Q1 2014: October 1 to December 31, 2013

- Community engagement sessions in Mariano Matamoros to involve key local stakeholders in the property assigned by the State Government of Baja California.
- Jamboree on the Internet, a worldwide online gathering of Scouts. Scouts from the 'Scout Experience: Ready for life' project will participate in this event.
- Public event to formalize the assignation of the property in Mariano Matamoros from the State Government of Baja California to Scouts of Mexico.
- Integration of project security system and protocols.
- Site visit from USAID Agreements Officer Representative to verify project implementation.
- Promotion of the International Volunteer Program at the National Scout Event 'EEAS' in Morelos with an expected participation of over 5000 Scouts.
- Registrations to the Mexican Scout Association to be started through the Beneficiary Management System.
- Scout groups (cub packs; scout troops; venture teams; and rover clans) will formalize their structures.
- The first Scout Promise of the project will take place, as well as subsequent scout ceremonies.
- Scouts will participate in a competence fair where they will learn about 30 different competences they can develop during Q2 2014.
- Winter activities will strengthen key health recommendation to prevent airborne diseases and protect from sudden temperature changes.
- Mental health support will be available for project staff.
- Elements to support long-term volunteers will be consolidated.
- Communications materials for various stakeholders will be developed.

Annex

Photographic record

- Assignment of a 5,784 m2 property of the State of Baja California to Scouts of Mexico for the implementation of the Scout Experience: Ready for life project in the Mariano Matamoros intervention zone.



- 110 youth 7 to 29 years old participated in the 4-week scout summer camp in each of the project intervention zones. 25 local and national volunteers involved.



- 73 youth 7 to 29 years old participated in an outdoor educational activity focused on character, education and leadership in the urban park 'Parque Morelos'. 22 local and national volunteers involved.



- 110 youth 7 to 29 years old participated in the celebration of the 106 Anniversary of the Scout Movement. The celebration included a 2-day educational program focused on character, education and leadership. 22 local and national volunteers involved.





- - 10 youth 7 to 29 years old participated in an outdoor educational activity focused on character and leadership learning skills and competences related to Rappel.



- 25 local and national volunteers participated in an activity day to recognize their support and promote the exchange of experiences.



- 30 local Scouts from Tijuana, Baja California participated in the presentation of the project website and launch of the institutional video of the Scout Experience: Ready for life project.



- 60 local, national, and international volunteers attended the launch of the International Volunteer Program via a live webcast.



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- 9 young people aged 18 to 22 years old promoted the International Volunteer Program of the 'Scout Experience: Ready for life' project among the 2,500 participants of the World Scout Moot in Canada from 8-18 August, 2013.

