



Messengers of Peace



# REPORT FORM FOR ALL GRANTS

REPORT DATE: March, 5<sup>th</sup>, 2020.

## 1. GENERAL INFORMATION

**NAME OF YOUR NATIONAL SCOUT ORGANISATION:**

Scouts Association of Venezuela.

**TITLE OF YOUR PROJECT:**

Institutional strengthening of the Scout Association of Venezuela

**PLEASE SELECT:**                     **INTERIM REPORT**                     **FINAL REPORT\***

**PLEASE PROVIDE THE LINK TO YOUR PROJECT ON SCOUT.ORG** (*remember to upload photos and videos on scout.org*):

<https://www.scout.org/node/452581>

## 2. KEY PERFORMANCE INDICATORS

**HOW MANY BENEFICIARIES AND PARTICIPANTS HAVE YOU HAD SO FAR IN YOUR PROJECT?**

Type	Scout (young people)		Non-Scout (young people)		Adults in Scouting	
	Planned	Actual	Planned	Actual	Planned	Actual
<b>Participant</b>	14.847	15.915	-	-	3.130	3.438
<b>Beneficiary</b>	11.731	12.477	-	-	3.127	3.442

(\*) Maximum number of registered members throughout the project.

**Comments:**

The values presented show the beneficiaries and participants who have been involved in the Project throughout its execution. These values represent the maximum values of membership that were obtained throughout the Project, which currently show a decrease due to the complex socio-economic situation that the country has experienced in the last two years.

This project does not contemplate targeted actions to non-scout population, at least on a straight way, every time we fundamentally attend organizational issues directed to the

improvement of the process; however it is expected that the strategy of brand and the future improvements reach and increment 15% of scout membership.

It is important mentioning what since 2016, in Venezuela has existed an unusual situation, which has reached whole the country and become it into a complex environment. This situation has been related in first place with the economy and the society in second place, one drives the other one.

The country continues living a phenomenon known as hyperinflation, which has impacted negatively in our financial capacity (accumulative values over to 100.000%). However, The Scout Association of Venezuela has got to keep its operability and service towards all its members. It has not been an easy job, but the National Team together with the National Council has developed several kinds of strategies to hold offering our educative proposal towards the millions of young in Venezuela.

For this complex situation, the project kept many difficulties because we had to re-launch our resources towards other operational priorities. However, we achieved to develop the main tasks of the project, all this next to and supported of the Interamerican Support Centre.

Without doubt the project has resulted too significant for the Scout Association of Venezuela because has allowed developing important diagnosis about all strategic priorities. The main issue has always been the control of our financial status. The economy gravity in the country makes almost impossible the handle of the budgets in our currency, but in the case of the project it was easily handled, due to the currency is USD, which ensure the maintain and achieve of the objectives. For that reason, such we said into the first and second reports, we had to wait to obtain the resources of the World Scout Foundation, because our range of action was limited at first. Once obtained the financial resources, we could to advance in a faster way.

As it is known for you, it is important to remember that the first resources was received on August 2017, date planned as end date for the project; and the project was approved by the World Scout Foundation on June 2017. Considering that in the proposal of our project we planned to start on August 2016 but the project was approved on June 2017, we asked you an extension of the real project end date, based on the explained before and you gave us it and we are so grateful for your considerations in that moment. In the same way and based on the results obtained along the extension granted, the Association of Scouts of Venezuela requested a second extension, which was granted by you until February 15, 2020.

However, the critical conditions into our country continue, and the complex economic situation is even worse than ever. For that reason We are into the needed of asking you again for a new extension of the project end date, that is, a third extension, because the adverse conditions that Venezuela currently faces, which are characterized by high and accelerated hyperinflation (more than 100.000%) and its consequent devaluation of the national currency, an energy crisis that keeps the country without electric power service for several hours almost daily in all the states of the country, affecting their productivity, a shortage of almost all the items of first necessity, a considerable deficiency of basic services and a high level of conflict and socio-political instability that threatens the healthy coexistence of citizens, considerably limiting the capability that our volunteers have, to be able to keep in the improvement process of our organization.

Likewise, we are sure that we reached much more goals in our project because during the last two years (2018 - 2019) the National authorities of our National Council have put the project into the organization as the main project in the institution next to the Development National Plan, which is direct responsibility of the Scout National Council.

About the extension, it would be until April 30<sup>th</sup>, 2020, such as we can see in the new Project Plan (Project plan (extended#3)) which was attached with the present final report. In this way we would be reaching most of the planned objectives. Since the

financial resources were obtained our performance has been faster, for that reason we are sure about our next success results.

Venezuela, keeps needing to the Scout Association of Venezuela, because the country continues crossing into a too hard moment especially for its young people, who have had to look for others way to hold themselves and their families, forgetting in most of the times, their own education and develop. Around 4.500.000 persons have gone out of the country due to economic and social situation, and the young people whom still are here has been the main target by the Scout Association of Venezuela during these last years, offering opportunities for their own develop, looking for new growing up productive ways for the country. Some of these opportunities were the National Moot 2018 and the Young Participation National Forum, which included several productive projects for our young and their communities. All of this is inside of the Institutional strengthening of the Scout Association of Venezuela Project, especially into the Activities 2, 3 and 4.

We would greatly appreciate your considerations on this request, as it would contribute without any doubt to the Institutional strengthening of the Scout Association of Venezuela, which in these so difficult times would bring many opportunities to much more young and communities in Venezuela.

**PLEASE INDICATE HOW MUCH YOU HAVE MANAGED TO ACHIEVE IN TERMS OF YOUR KEY PERFORMANCE INDICATORS:**

<b>Applicable to your project</b>	<b>Key Performance Indicator (KPI)</b>	<b>What was your target?</b>	<b>What have you achieved so far?</b>
(Obligatory)	Number of new members in NSO.	1.761	962
<input type="checkbox"/>	Number of GSAT dimensions of best practice the NSO will significantly improve.	4	4
<input type="checkbox"/>	Number of policies and procedures the NSO will successfully implement.	5	4
<input type="checkbox"/>	Additional indicator: Number of Scouts that will participate in the project	14.847	15.919
<input type="checkbox"/>	Additional indicator: Number of Leaders and Volunteers that will participate in the project	14	29
	Activity 1: Phase Diagnostics I Semester	100%	100%
	Activity 1: Phase Design I Semester	50%	50%
	Activity 1: Phase Design II Semester	50%	40%
	Activity 1: Phase Development II Semester	40%	40%
	Activity 1: Phase Development III Semester	60%	40%
	Activity 1: Phase Implementation III Semester	40%	20%

	Activity 1: Phase Implementation IV Semester	60%	20%
	Activity 2: Phase Diagnostics I Semester	100%	100%
	Activity 2: Phase Design I Semester	50%	50%
	Activity 2: Phase Design II Semester	50%	45%
	Activity 2: Phase Development II Semester	50%	50%
	Activity 2: Phase Development III Semester	50%	35%
	Activity 2: Phase Implementation III Semester	40%	40%
	Activity 2: Phase Implementation IV Semester	60%	25%
	Activity 3: Phase Diagnostics I Semester	100%	100%
	Activity 3: Phase Design I Semester	50%	50%
	Activity 3: Phase Design II Semester	50%	35%
	Activity 3: Phase Development II Semester	30%	30%
	Activity 3: Phase Development III Semester	70%	45%
	Activity 3: Phase Implementation III Semester	40%	40%
	Activity 3: Phase Implementation IV Semester	60%	25%
	Activity 4: Phase Diagnostics I Semester	100%	100%
	Activity 4: Phase Design I Semester	50%	50%
	Activity 4: Phase Design II Semester	50%	35%
	Activity 4: Phase Actualization II Semester	25%	25%
	Activity 4: Phase Actualization III Semester	35%	35%
	Activity 4: Phase Actualization IV Semester	40%	15%

During the period of this extension, the development of the activities indicated below is proposed, which point to the development of the indicated macro activities, and for which the budget estimate presented below is required:

#	Specific Activity	Project Activity	Budget (USD)
1	Dissemination of the risk management culture and development of documented procedures	1 (Phases: Design and Development)	2.200
2	Hiring Audit Services	1 (Phase: Implementation)	1.000
3	Hiring of specialized legal advice services	1 (Phase: Implementation)	7.000
4	Hiring of specialized services of administrative procedures	1 (Phase: Implementation)	1.500
5	Dissemination of the Risk Management Culture, implementation of the AMS, construction of management systems, dissemination of the youth program update and strengthening of national teams	1 (Phase: Implementation) 3 (Phases: Development and Implementation) 4 (Phases: Design and Actualization)	800
6	Training system implementation for the CNS in order to mitigate the risks identified in the diagnostic phase	1 (Phase: Implementation) 3 (Phase: Implementation)	1.200
7	Development of documented procedures and foundation of risk management policy	1 (Phases: Design and Development)	1.800
8	Hiring of Document Rasterization Services	2 (Phase: Implementation)	500
9	Recruitment of specialized consulting services	3 (Phases: Design and Development)	1.500
10	Youth Program Update and MGA Construction	3 (Phase: Development) 4 (Phases: Design and Actualization)	1.600
<b>TOTAL</b>			<b>19.100</b>

**HAVE YOU MADE ANY CHANGES IN YOUR KPIS?  
IF YES, WHY AND WAS IT PRE-APPROVED BY THE RDC?**

We haven't made any changes in our KPIS; all of them have been kept along the project.

**AT THIS STAGE OF YOUR PROJECT, DO YOU THINK THE RESULTS OUTLINED IN YOUR APPLICATION WILL BE VISIBLE IN 2 YEARS? WHY?**

Today more than ever, we consider the results of our project will be visible in 2 years, as evidenced throughout these years of project implementation, firstly because we have done a huge effort along this time to start the basement of this. We already have done the most difficult part, which was building a National Plan and introduce it into the National Assembly to approve. Also, after the approval of the Educational Project of the Association of Scouts of Venezuela in the National Scout Assembly 2019, the course to follow has been much clearer and the results have been observed more quickly globally.

At second place, there is currently a change in the mentality of the members of the institution, who have gradually identified the importance of having a National Plan that marks the north of the actions developed by the organization; we will see the results we will see the results because we have a change in the organizational culture beyond the fact that we have the economic resources for doing each step into the process, which is one of the main issue in our country to do any activity or developing any project, these

resources were got thanks to the support from the WOSM and the Interamerica Support Centre.

Our project is focused about the Institutional strengthening, for that reason the project's phases are related mainly to both the develop of documents and hiring specialists who advise us and build together with us the fundamentals and principles which will allow the improvement of our processes.

Further of above indicated, We can to add that we have structured a National team for the project which keeps growing up and it delivers their products in a better way in each time. This team who is integrated by volunteers and hired personal is the guarantee of the project's results.

Without doubt this project represent an important opportunity for the Scout Association of Venezuela, its grow up and strengthening, both institutional as choice for the young people in Venezuela, more yet in the critical situation which we are right now.

For that reason we will grateful if you get us a new extension of the end date of the project.

### **3. CHALLENGES AND SUCCESSES**

**USING THE SCALE BELOW, PLEASE GRADE HOW EASY OR DIFFICULT IT WAS TO COMPLETE THE TASKS BELOW:**

**1 – Very difficult**

**2 – Difficult**

**3 – Easy**

**4 – Very easy**

<b>Task</b>	<b>Grade</b>
Decision-making within project team	Easy
Keeping the project activities within the planned budget	Difficult
Timely follow up on project activities	Difficult
Accounting	Easy
Evaluating the project	Easy
Collaborating with partners	Easy
Motivating the project team (and/or NSO leadership) for implementing the project	Easy
Keeping track of progress made towards achieving KPIs	Easy
Coordinating support received from the Regional Support Centre	Very Easy

**ANY COMMENTS ON THE ABOVE ISSUES (or things that are not mentioned in the box above)?  
IF THE GRADE FOR ANY OF THE POINTS ABOVE IS 1 OR 2, PLEASE EXPLAIN.**

At the beginning, keeping the project activities within the planned budget was difficult because we had to wait for the financial resources due to the hyperinflation lived in our Country since 2016 to nowadays. After received the resources we did advance faster and reached the showed results in this inform.

The same way the timely follow up on project activities has had some difficulties, which have been driven into the situation of the country. Issues such as difficult transportation and almost non-existent, handle of cash, low food supply, insecurity and supplies costs make difficult the work of our volunteers. However, the financing from the World Scout Foundation has allowed driving the more complex situations.

**WHAT IS A BEST PRACTICE FROM YOUR PROJECT THAT YOU WOULD LIKE TO SHARE?**

Through the project, we have achieved to develop several best practices, such as:

- Develop a National Plan known and discussed by everyone into the institution, and this Plan must be approved by the maximum organism of the Institution. This Plan must have at least three years of planning to ensure the continuity and operability of the all teams in the organization.
- Structuring multidisciplinary teams which can do the technical job and presenting the proposals. These teams must be integrated by members from different levels of the organization.
- Conduct national meetings such as seminars, which can be replicated throughout the organization. This type of meeting allows communicating the sight and the strategy in a faster way.
- Create a service's platform which allows a fast and direct way to give answers to whole NSO and following a record of these attempts.
- Create a monitoring's platform which allows a fast and direct way to follow the performance of adults and efforts made by young people.

**DO YOU THINK YOUR PROJECT CAN BE REPLICATED IN OTHER SCOUT GROUPS/NSOs/REGIONS? IF YES, HOW?**

We are sure that our Project can be replicated in other NSOs because this means the beginning of the planning in all organization. Our Project allows identifying the main issues and debilities, executing direct actions towards the resolving of these. The principal point is focused in the approval level of the project, which must be the maximum level of the organization to ensure the continuity, hold and following of the project.

- The interested NSOs about applying our project must follow at least four main steps:
1. Make a diagnosis about their strengths, weaknesses, opportunities and threats.
  2. Apply the GSAT through the Inter-American Support Centre to make a diagnosis about its current conditions.
  3. Develop the proposal of the National Plan and communicate it throughout your organization.
  4. Approve your National Plan through the maximum level of the organization.
  5. Apply the GSAT again for a new Evaluation.

#### 4. **BUDGET**

**PLEASE INDICATE:**

<b>Total budget</b>	<b>Planned</b>	<b>Spent so far</b>
107.378,76 USD	107.378,76USD	71.230,36

If there is a difference between your planned and total spent budget, please indicate the reason for this and how you intend to address it:

Until this moment the budget has been handled under good administrative and financial practices, considering the economic situation in our country. The detailed budget reporting is annexed with this report.

*Note: Detailed reporting on budget to be provided through the annexed excel document (with budget activity plan sheets).*

#### 4. **SHARE YOUR STORY**

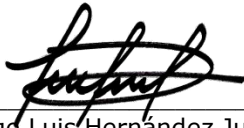
**TELL US ABOUT YOUR PROJECT! PLEASE SHARE TESTIMONIES FROM TWO PROJECT PARTICIPANTS AND/OR BENEFICIARIES BELOW**  
(max. 100 words per testimony)

- 1. Michelle Lozada / Young Network National Coordinator:** It has been a great initiative, helped ASV to believe in itself again and that brought great changes for the benefit of young people who go every Saturday to learn and have fun in an activity. The country needs an educational project like the one currently being applied, it needs all those proposals that have emerged from the spaces of ideas that the strengthening project has helped to devise and create. Youth participation has increased because this project has contributed to our voice being heard. And although there are still many things to achieve, the road traveled has been assertive and gives us the hope that great things can still be achieved.
- 2. José Saavedra / Member of the National Adult Commission:** Me Jose Saavedra, Venezuelan, of legal age carrying the identity card 14,744,092, active member of the Association of Scouts of Venezuela, credential No. IR-00-31 held the position of Regional Assistant of AMS, of the Capital District Region . I freely express my opinion on the Institutional Strengthening Project of the Association of Scouts of Venezuela, in which I began to participate in June 2018 when they invited me to an educational method meeting. Since I started the meeting, I noticed a change in the work methodology, working together two strategic areas of the organization such as: youth and adult program in the movement, with a defined and clear work plan, materialized in the Plan National Development 2018 -2020, in which the lines of actions to work in the four (04) major non-conformities are contemplated, product of the application of the GSAT Standard: GLOBAL SUPPORT ASSESSMENT TOOL ASSESSMENT TOOL. From my humble point of view, I see the effort in making these periodic meetings, so that members of our institution from the different regions of the country attend, taking into account the greater amount of local opinions, generating proposals that consider the reality of each region of our country, in adverse conditions due to the country we are going through (energy crisis, hyperinflation, cash shortages, among other details). I faithfully believe that these spaces allow us to strengthen the institution, as it generates positive and tangible changes in our organization, aligned with our national principles, values and policies. Seeing positive changes in our young people achieving youth empowerment, necessary in these times. These meetings have allowed us to crystallize effort that,



in the past tense and without resources, would be impossible to achieve: work with the MACPRO, in the area of youth program, to develop the Venezuelan Educational Project, adapted to the current Youth, form a team of adults aware of the priorities of the institution, capable of generating educational content, among other great advances that the area has had. Also in the AMS area, it allowed us to work on our adult management model, focused on competencies and rethink our training scheme to make it more accessible and available to everyone, treating the adult as such and not playing "adults being young" For the first time I see that the adult area works under the needs and requirements of the youth program and not separated as at other times. Not only in these areas have positive changes been seen, at the support level we have an accessible and secure website (although we should limit our educational materials or own bibliography only to active members of the ASV), support for our structure is being automated and in new systems that will allow more complete data. We have clearer governance and defined roles, which materialized with the change in the structure and have a wider territorial animation reaching regions of the country, where you had time without being able to be physically, thanks to the meetings or spaces that were generated in this period of time. I thank the ASV for allowing me to be part of these changes.

**PLEASE ATTACH 2 HIGH-QUALITY PHOTOGRAPHS TO THIS REPORT**  
(Sent separately, not within the word document)



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Jorge Luis Hernández Jurado  
Project Leader  
Chairman of SAV



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Oscar Enrique Mendoza  
Project Financial Manager  
National Treasurer of SAV