



Messengers of Peace



# REPORT FORM FOR ALL GRANTS

REPORT DATE: July, 30<sup>th</sup>, 2018.

## 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	11.206	-	-	3.130	2.875
<b>Beneficiary</b>	11.731	9.964	-	-	3.127	2.598

**Comments:**

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 has lived a phenomenon known as hyperinflation, which has impacted negatively in our financial capacity (accumulative values over to 1.000%). 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 had some difficulties because we had to re-launch our resources towards other operational priorities. However, we have 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 ha allowed to develop important diagnosis about all strategic priorities. The main issue was 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, 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.

It is important to be mention that the 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 the our project we planned to start on August 2016 but the project was approved on June 2017, we ask you kindly to consider an extension of the real project end date, based on the explained before. Likewise, during the last two years the National authorities of our National Council have changed, the Project Leader and the Project Financial Manager have been considered over the Chairman and National Treasurer to ensure the continuity and strategic view of the project and its setting 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 June 2019, such as we can see in the new Project Plan which was attached with the present interim report. In this way we would be reaching 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, nowadays more than ever, needs to the Scout Association of Venezuela, because the country is currently 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. More than 2.500.000 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. Once of these opportunities will be our National Moot 2018, which includes 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 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 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	816
<input type="checkbox"/>	Number of GSAT dimensions of best practice the NSO will significantly improve.	4	3
<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	9.964
<input type="checkbox"/>	Additional indicator: Number of Leaders and Volunteers that will participate in the project	14	28
	Activity 1: Phase Diagnostics I Semester	100%	100%
	Activity 1: Phase Design I Semester	50%	50%
	Activity 1: Phase Design II Semester	50%	20%
	Activity 1: Phase Development II Semester	40%	15%
	Activity 1: Phase Development III Semester	60%	-
	Activity 1: Phase Implementation III Semester	40%	-
	Activity 1: Phase Implementation IV Semester	60%	-
	Activity 2: Phase Diagnostics I Semester	100%	100%
	Activity 2: Phase Design I Semester	50%	50%
	Activity 2: Phase Design II Semester	50%	25%
	Activity 2: Phase Development II Semester	50%	20%
	Activity 2: Phase Development III Semester	50%	-
	Activity 2: Phase Implementation III Semester	40%	-
	Activity 2: Phase Implementation IV Semester	60%	-
	Activity 3: Phase Diagnostics I Semester	100%	100%

	Activity 3: Phase Design I Semester	50%	50%
	Activity 3: Phase Design II Semester	50%	5%
	Activity 3: Phase Development II Semester	30%	5%
	Activity 3: Phase Development III Semester	70%	-
	Activity 3: Phase Implementation III Semester	40%	-
	Activity 3: Phase Implementation IV Semester	60%	-
	Activity 4: Phase Diagnostics I Semester	100%	100%
	Activity 4: Phase Design I Semester	50%	50%
	Activity 4: Phase Design II Semester	50%	20%
	Activity 4: Phase Actualization II Semester	25%	20%
	Activity 4: Phase Actualization III Semester	35%	-
	Activity 4: Phase Actualization IV Semester	40%	-

**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?**

We consider the results of our project will be reached 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.

At second place, we will obtain the results because we have the economic resources for doing each step into the process, which is 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 the most 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.

### **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.

**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.

**4. BUDGET**

**PLEASE INDICATE:**

<b>Total budget</b>	<b>Planned</b>	<b>Spent so far</b>
107.378,76 USD	63.217,80 USD	27.958,11

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. Margiury Bolivar / National Director of Institutional Development:** As a member of the SAV staff, specifically as National Cooperator of Administration and Finance and now as National Director of Institutional Development, I consider that it has been validated and applied successfully through the implementation of effective strategies, combined with shared institutional responsibility, demonstrating the existence of a framework of possibilities to address and resolving the problems, guided by an effective leadership, an institutional political and a qualified technical work who make up the Project team. After the GLOBAL SUPPORT EVALUATION TOOL TOWARDS A SCOUT QUALITY MOVEMENT implementation, whose main objective is the sustainability and institutional strengthening of the SAV, I have verified the application of a progressive systematic review and positive in the different areas, which pursues the path towards excellence, generating a necessary cultural change that will determine the satisfaction and continuous improvement that will be achieved in each and every one of the areas of the movement. In the same way, it was carried out in the Barquisimeto city, state Lara, the working meeting on the "Institutional strengthening of the Scout Association of Venezuela Project" and the actions that have been developed on this, evaluating the outputs and actions to be developed with the assigned and designated managers to detect priorities, possible priorities and generate new actions to execute. Simultaneously, since January 2016, a training process for our members has been carried out at a national level, developed through talks, work sessions with young people and, in some cases, we have had the presence of members of the Inter-American Office to evaluate and include competencies in the training framework. I look forward to the second stage, which will complete the project in its phase of full application and dissemination.

**2. Yelitza Figueroa / National Cooperator of Communications and Interinstitutional relationships:** The accompaniment of the Interamerica Support Centre during the last years, through the Institutional strengthening of the Scout Association of Venezuela Project has been very interesting and enriching. I always had a fear, at the beginning, for do not know if from the area that I have been since 2016, things were being done correctly and effectively, the accompaniment and work that has been done has detected that we were really missing some indicators to do more effective management. I think it has been very important because we have to do a work in conjunction with the world Scout organization and not be an island. We have had the necessary support to institutionally strengthen the organization, this being a very important factor to align our policies and work towards what has been done in other organizations. This accompaniment has been in all areas of management, taking advantage of the resources we have been reinforcing, impacting with it the improvement in the organization and updating of methods, resources, activities and all the instruments that we have been able to, since Scouts of Venezuela implement for the institutional strengthening of our organization. And we have seen it, not only with the updating of methods, manuals and regulations; improvement in the communication resources, but in the increase and holding of the membership of the ASV. I hope we continue working on this project to continue growing as an great organization, both internally and externally. We are part of a movement and as such we must work together to continue developing quality programs for our youth.

**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