

2018

Sustainable Schools Youth Leadership Development Evaluation Plan

I Am Auckland Stage Two - Delivering for Impact



Description of programme: A sustainability leadership programme, for year 10 students, aimed at building capability of young people so they are equipped to adopt their role as future leaders, early adopters and influencers within their communities.

Aligns with I Am Auckland goals:

Goal 1: I have a voice, am valued and contribute

Goal 3: I am happy, healthy and thriving

Goal 7: Rangatahi tū rangatira

Aligns with business unit strategic priorities:

Young people inspired to make a difference for their environment through best-practice examples of sustainability in action. Increasing capability and capacity within the community to:

- restore and protect rivers, lakes, streams, wetlands and aquifers
- sustainably manage and protect marine and coastal ecosystems
- strengthen resilience and adaptive capacity to drive meaningful, measurable action on climate change
- sustainably manage forests, reverse land degradation and support flourishing and treasured biodiversity
- inspiring conscious consumption and waste minimisation to achieve zero waste.

Logic model

See below – annex B

Evaluation purpose

The purpose of the evaluation is to gain insight into what it means for the Sustainable Schools team to be part of an enabling council by supporting youth-led development. Youth led development is a departure from the traditional service delivery model of council staff planning, designing and implementing programmes. Youth-led development puts council staff in a supportive role, providing resources, advice and where appropriate feedback to support youth to succeed.

As this is a three-year programme for each cohort of youth, this evaluation will focus on a discreet project to develop a model/system for measuring the impact of the programme to deliver environmental actions (the product).

Key outcomes of the Sustainable Schools Youth Leadership Development

- Enhanced capability amongst youth leaders by increasing self-learning, confidence building and product development experience.
- Youth leaders feel they own the product and are invested in its on-going use and development.
- Higher levels of participation and engagement by participants in the programme's impact monitoring.
- The Sustainable Schools programme develops a rich data set for evidence-based action planning.
- The capability of the programme improves as youth become more effective at their actions and their ability to demonstrate value.

Scope of the evaluation

Inclusions	Exclusions
Presenting to youth leaders the purpose and scope of the evaluation	Co-design – i.e. this will be an internally designed and implemented evaluation
Evaluation of staff	Evaluation of the product delivered as part of this effort
Collection of data to develop insights into future improvements	Changes to the programme before the evaluation is completed

Core evaluation questions

In fulfilling the purposes of the evaluation, the following core questions will be addressed in terms of understanding how well the council has supported youth to plan, design and implement a product to measure the impact of their environmental actions:

- How are council staff learning about the needs of participants?
- Are participants clear about the impact they are making?
- What data is important to raise awareness of success and challenges?
- How is information being used to adapt and improve?
- Is the council adequately investing in the right resources?
- How do participants feel the council is responding to their needs?

Evaluation methods

The Evaluation team (Daniel Pouwels and Catherine Zangger) will present to youth leaders the purpose, methods and scope of the evaluation at the first wananga in April. At this same wananga, youth leaders will develop action ideas including clearly identifying the impact of the idea. Evaluators will be available to support a subset of youth leaders to further develop an approach to the on-going management of data to measure the impact of those actions before presenting the ideas to the Manukau Harbour Forum who provides funding to the programme.

At a follow-up meeting, the subset of youth leaders will present a business case for resources to implement the approach. Evaluators will conduct interviews with the staff and the subset of students using the core evaluation questions.

The results of the interviewing process will outline the things that worked well, the things that can be improved and other matters that influenced the identified outcomes.

The resulting insights will then be provided to the Sustainable Schools programme who will then decide how to respond to improve the programme.

Evaluation timing and milestones

Event	Purpose	Data capture	Timeframe
The first wananga	Provide a visioning session of youth-led development and introduce the council's intent to support youth leadership by being an "enabling council"	Group discussion	The end of April
Follow-up hui	Observe and reflect with a smaller group of youth leaders on the process of developing the action for sustainability with the council's support	Focus group interviews (approximately 10)	The end of May
Post Sign-off hui	Assess the responsiveness of council staff to deliver and adapt elements of the business case and the experiences of youth leaders from the resulting product	Survey	The end of July

Responsibilities

Inputs	Responsibilities	
	Community Policy role	Sustainable Schools
Facilitation at wananga	In scope: Presentation on evaluative practice and being available for support on action design	Recording questions and post-it notes relating to planning for impact
Focus group interviews	Interview planning and writing up	Insight analysis and recommendations for the future
Final survey	Design and implement a quick-fire survey for staff and the subset of youth leaders	Sending out survey and analyzing results
Analysis, review and feedback management	Planning, advice on structuring analysis framework and communication approach	Data analysis
Publication	Reviewing	Authorship

Ethical considerations

Advice has been obtained from members of the RIMU ethics panel that will shape the methods employed in this evaluation, including:

- being transparent about the purposes and scope of the evaluation
- obtaining appropriate levels of permission (parental) for data collection and publication
- not using a co-design process, abates many of the ethical risks of assessing the performance of youth to succeed
- Questions used in surveying are assessed by RIMU
- Compliance with the law and the council's child protection policy

Reporting and communication of findings

The Sustainable Schools Programme will use the evaluation to plan improvements to the programme for future cohorts.

ANNEX A - I Am Auckland Evaluation Programme

Expression of Interest Form

I Am Auckland Stage 2

I Am Auckland Evaluation Programme

Expressions of Interest Information



I Am Auckland, the strategic action plan for children and young people, is entering its next stage of development. Stage 2 is a policy project that intends to achieve better outcomes for children and young people by developing an implementation plan and an evaluation framework for I Am Auckland.

This opportunity in a nutshell

One of the objectives of Stage 2 is to increase the amount and quality of evaluation of the wider council's child and youth activities. Currently, on the whole, we rarely evaluate outcomes. To help build capability and embed the practice of evaluation, Community and Social Policy (CSP) are offering units and CCOs the opportunity to participate in the I Am Auckland Evaluation Programme. If your initiative is selected to participate, we will assist you to develop a customised outcomes evaluation plan for your initiative and tell the story of your delivery of child and youth outcomes.



Our commitment

Over the 2017-18 year CSP will:

- assist you to co-design your initiative's evaluation plan (e.g. outcome setting, evaluation methodology choice, selection of measures and data collection tools)
- provide some specialist evaluation coaching through-out year one as required
- assist your team with the analysis of data as required
- provide self-evaluation tools and guidance



Your commitment

To participate in the evaluation programme your team must commit to

1 + 1 commitment =

1 initiative that we will strongly support your team to evaluate
+ 1 initiative that your team commits to evaluating on your own
= 2 of your initiatives that will be evaluated for outcomes over 2017-2020

Specifically you commit to:

- co-designing an outcomes evaluation plan with children and young people
- collecting data to measure outcomes of two initiatives for three years (2017-20)
- sharing your progress on achieving outcomes with CSP annually.



Why participate?

First and foremost, your team has a few excellent initiatives that intentionally focus on child and/or youth outcomes and you would like to evaluate these. Through this programme you will gain support to do this evaluation, resulting in:

- two customised individual evaluation plans
- being profiled in an annual I Am Auckland progress report card to Governing Body
- an evidence base for short to medium term outcomes for individual initiatives
- access to council's leaders and champions in the child and youth space through the I Am Auckland Stage 2 peer support network

Overall, this is a terrific opportunity to further understand and communicate the outcomes and impact of your activities on Auckland's youngest residents.

Key Information



Important dates

Date of EOI Issue: 3 July 2017

Closing date for EOI responses: 21 July 2017, 5pm



EOI contact person

Please contact Oscar Casswell-Laird with any questions on oscar.casswell-laird@aucklandcouncil.govt.nz or (021) 812 759



Submitting your EOI response

Responses must be signed and submitted electronically to Oscar Casswell-Laird. If you have difficulty meeting the deadline, please email him before the deadline to discuss alternative arrangements.



Evaluation criteria

Because a purpose of this evaluation programme is to increase the total measurement and monitoring of outcomes, we will do our best to accommodate as many participants as possible. However this is a limited programme, so proposals will be evaluated on their merits according to the following criteria and weightings.

Attribute	Weighting
Initiative structure (e.g. clear purpose, objectives, principles)	30%
Resources (e.g. evaluation capacity)	15%
Initiative has co-design or strong engagement with children and young people	25%
Evaluation development opportunity	20%
Initiative is in a focus area identified in the I Am Auckland Status Report 2017	10%
Total	100%

To complete our due diligence, we may contact you to clarify any information on your EOI.

I Am Auckland Evaluation Programme

Expression of Interest Form



Initiative / Programme to be evaluated

Tell us a little bit about your fantastic initiative/programme that is focussed on children and/or youth outcomes.

Initiative name	Sustainable Schools: Young Leaders Programme
Initiative description	A sustainability leadership programme aimed at building capability of young people so they are equipped to adopt their role as future leaders, early adopters and influencers within their communities
Target audience of initiative	Auckland youth - intake from Year 10 with ongoing long-term support
Timeline	Ongoing for three years
Initiative's purpose	To develop our future leaders as sustainable citizens where young people are empowered (through knowledge, tools and support) to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path
Initiative's guiding principles	<ul style="list-style-type: none"> • Young people are respected as full partners • We are inclusive of all young people • We inspire and enable young people to be engaged and take action • Young people have a vital role as future leaders, early adopters and influencers within their communities
Initiative's desired outcome for young people	<ul style="list-style-type: none"> • Young people have the opportunity to co-create the youth-centric component of the regional low carbon living behaviour change programme currently under development for all Aucklanders (working title Choice Auckland) • Young people increase their leadership skills • Young people develop their identity as change agents • Young people feel they are members of a community • Young people are aware and able to access long-term ongoing support • Young people have increased action competence • Young people are engaged in sustainability issues

<p>How do you engage with young people on design of your initiative?</p>	<p>We co-design and co-refine our programme components with input from young people, their teachers and programme alumni.</p> <p>Young people are provided with long-term ongoing support which follows international best-practice models of graduated learning.</p> <p>The reflection process empowers young people to contribute in a self-reflexive manner to the design and refinement of their actions and plans for sustainability.</p>
<p>What I Am Auckland goal does this align with?</p>	<p>Goal 1: I have a voice, am valued and contribute</p> <p><i>This programme is co-designed, co-delivered and co-led with Auckland’s young people. Programme cohorts directly shape opportunities and decision-making processes with regard to sustainability outcomes and are supported with a platform to contribute on a wider scale. This has included students contributing to the Manukau Harbour Forum, Hauraki Gulf Forum, and other regional events.</i></p> <p>Goal 3: I am happy, healthy and thriving</p> <p><i>The Young Leaders programme facilitates action for outcomes that support:</i></p> <ul style="list-style-type: none"> • <i>healthy housing (in particular through the Choice Auckland energy efficient communities project),</i> • <i>being active through hands-on action in the natural environment,</i> • <i>promoting a flourishing natural environment.</i> <p><i>Research also supports the positive impact of these outcomes on mental health and wellbeing.</i></p> <p>Goal 7: Rangatahi tū rangatira</p> <p><i>In alignment with rangatahi tū rangatira, the Young Leaders programme is designed to embrace Māori culture and Te Ao Mārama, supporting rangatahi to work towards being change agents in their communities with the view of building guardianship and valuing the role of the natural world in</i></p>



Contextual information

Please give us a bit more information about your initiative. Tick and fill the appropriate boxes:

1	<input type="radio"/> is locally focused (three local board areas or fewer)
2	<input checked="" type="checkbox"/> is regionally focused
3	<input checked="" type="checkbox"/> more than \$1,000 project budget & approximately how many FTE? 2



4	less than \$1,000 project budget & approximately how many FTE? _____
5	pilot project / new innovation initiative
6	long-term programme: If so, how long has it been running? 12 months in current state, iterations since before amalgamation through legacy councils
7	<p>Type of initiative/programme:</p> <p> <input type="radio"/> one off project <input checked="" type="radio"/> on-going programme <input type="radio"/> policy development <input type="radio"/> assets development <input type="radio"/> consultation <input type="radio"/> procurement </p>



Evaluation Information

Evaluation Questions	
Have you ever evaluated <i>this</i> initiative before?	Yes
If yes, what did you measure? For how long?	<p>In the 2015/16 financial year, this programme was evaluated through a cost benefit analysis. This was a retrospective analysis based on data collected (including number of students attending, number of schools participating in programmes) over the years since amalgamation. It was identified these metrics were incomplete and unable to provide an accurate picture of true programme impact.</p> <p>In 2017 the programme has been reviewed to ascertain the impact on the team's priority outcome areas:</p> <ul style="list-style-type: none"> • restoring and protecting rivers, lakes, streams, wetlands and aquifers; • sustainably managing and protecting marine and coastal ecosystems; • Strengthened resilience and adaptive capacity to drive meaningful, measurable action on climate change; • sustainably managing forests, reversing land degradation and supporting flourishing and treasured biodiversity; and • inspiring conscious consumption and waste minimisation to achieve zero waste. <p>These priority outcomes are integrated, interlinked and indivisible with the 17 Sustainable Development Goals (<i>United Nations Agenda 2030</i>).</p> <p>This review is still in train with the current focus aligning outputs, outcomes and impacts to the <i>United Nations Agenda 2030</i> indicators to ensure robust and internationally accepted metrics.</p> <p>In 2017 the programme was assessed by Wilfrid Laurier University and Auckland University against international</p>

	<p>youth leadership development frameworks. This followed a 12 month study of programme alumni which consisted of 36 surveys and 12 in-depth interviews. The findings of this report are currently being integrated into the programme refinement.</p>
<p>Are you currently evaluating any child/youth initiatives for outcomes? If so, how many?</p>	<p>Yes</p> <p>Two programmes are currently under evaluation:</p> <ul style="list-style-type: none"> • Elements of the leadership development programme, as outlined above; and • Experience Centre programmes, which include all modules delivered across the five Auckland Council Experience Centres.
<p>Why do you want to participate in the I Am Auckland Evaluation Programme?</p>	<p>Auckland's youth have a vital role in achieving sustainability outcomes as future leaders, early adopters and influencers within their communities. We work with over 70% of schools in the Auckland region and are likely the single biggest touch point Auckland Council currently has with young people (from ECE to tertiary).</p> <p>Aligning and working in collaboration to further develop I Am Auckland is important to provide much-needed ground-truthing as well as informing Sustainable Schools data capture to better represent the evaluation needs of Auckland Council as a whole.</p> <p>There is considerable public and political support for Sustainable Schools programmes and being profiled in the report card to the Governing Body is of great advantage.</p> <p>Additionally, having assistance with evaluation to inform our data capture to better represent the evaluation needs of Auckland Council as a whole is important to enable us to continue to refine our service offering and maximise benefits realisation.</p> <p>Having direct access to leaders and champions in the young people space will develop an important network of stakeholders to continue to advise, share and aggregate learnings across the sector – ultimately furthering the impact of our work to achieve positive outcomes for young people in Tāmaki Makaurau.</p>
<p>Who in your team will coordinate your evaluation and liaise with CSP?</p>	<p>Emma Judd, Principal Advisor, Sustainability Initiatives emma.j.judd@aucklandcouncil.govt.nz</p>
<p>What is the second initiative your team will evaluate for outcomes yourself?</p>	<p>Sustainable Schools: Experience Centres</p> <p>Curriculum-based learning experiences outside the classroom at Auckland Council Experience Centres,</p>

	<p>providing gateway engagement in the outcome areas to encourage students on a sustainability journey.</p> <p>Key outcome: Young people inspired to make a difference for their environment through best-practice examples of sustainability in action.</p>
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***** Confirm Commitment**

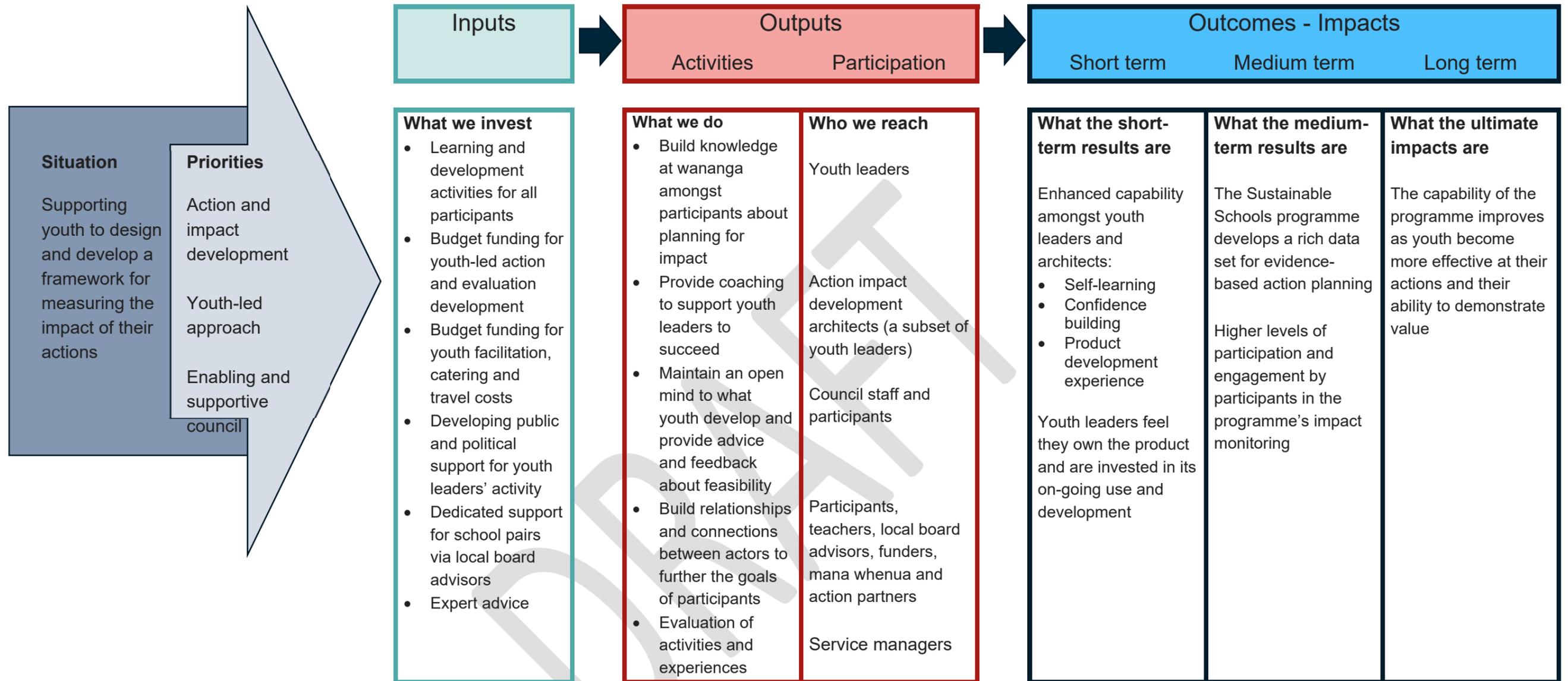
If selected to participate, please confirm that:

<input checked="" type="checkbox"/>	your team will create an outcomes evaluation plan for your initiative (over July – September 2017)
<input checked="" type="checkbox"/>	your team will collect data and measure the outcomes of two initiatives for three years (2017 - 2020)
<input checked="" type="checkbox"/>	your team will share your outcomes with CSP annually
<input checked="" type="checkbox"/>	this initiative has an intentional focus on child and/or youth outcomes

By signing below, the manager responsible for delivery and evaluation of the proposed initiative confirms ongoing commitment as described above.

Manager's Signature	Date
Gael Ogilvie, General Manager, Environmental Services	19 July 2017

ANNEX B - Sustainable Schools – Logic Model



Key evaluation questions

Is the council adequately investing in the right resources?	How are council staff learning about the needs of participants?	How do participants feel the council is responding to their needs?	What data is important to raise awareness of success and challenges?	How is information being used to adapt and improve?	Are participants clear about the impact they are making?
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Indicators

Satisfaction levels	Levels of communication	Participant and staff relationships grow	Youth participation and engagement	Number of reports/reflective sessions	Investment by stakeholders
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