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THE PROGRAMME
ACHIEVED ITS GOALS
THROUGH DELIVERY OF
LEADERSHIP CAPACITY
TRAINING TO IMPROVE
THE EFFECTIVENESS OF
COMMUNITY ORGANISATIONS
AND NETWORKS, INCREASE
THE CONFIDENCE OF
PARTICIPANTS AND TEACH
KEY LEADERSHIP SKILLS,
ALL WITH A FOCUS ON
GOOD RELATIONS.

FOREWORD

On behalf of the Executive Office I have great pleasure in introducing this evaluation report on the Social Investment Fund (SIF) "Community Capacity & Leadership Programme", written by Blueprint Development Consultancy.

This programme set out with clear goals: to increase capacity and leadership skills within the community and to encourage increased learning to improve and empower the local community.

It achieved these goals through delivery of leadership capacity training to improve the effectiveness of community organisations and networks, increase the confidence of participants and teach key leadership skills, all with a focus on good relations.

This excellent project sat firmly within the vision of the Social Investment Fund which is to make life better for people through social change. As the report demonstrates, this Programme contributed to the overall SIF objectives of reducing poverty and deprivation, building pathways to employment, increasing community based services, addressing dereliction and promoting investment in the physical regeneration of deprived communities.

The Programme exceeded its targets and has been recognised by Belfast City Council as an exemplar of excellent practice. The Council has developed the approach in this SIF programme into a city-wide programme entitled "Transform for change", to be delivered across all areas of Belfast by NICVA in partnership with East Belfast Community Development Agency, Forward South, West Belfast Partnership and Falls Community Council. This programme will develop new, innovative and collaborative approaches to peace building and reconciliation through transformative leadership and will constitute a lasting legacy of the Social Investment Fund.

I would like to acknowledge and thank all those involved who contributed to the success of this programme. I would like in particular to thank the East Belfast Community Development Agency for acting as Lead Partner Organisation on behalf of SIF. I would also like to thank the Service Delivery Organisation, NICVA, and their partners YouthAction NI, TIDES Training and the Interaction Institute for Social Change (IISC).

Mark Browne (Dr)
Deputy Permanent Secretary,
Executive Office

INTRODUCTION

East Belfast Community
Development Agency were
extremely pleased to be asked in
2014, by the East Belfast Social
Investment Fund Steering Group
and The Executive Office, to take
on the management role for the
East Belfast Community Capacity
& Leadership Programme.

Whilst we were aware of the enormity of the task, we were keen to seize the opportunity to provide a first class, professional programme that could deliver so much capacity and leadership opportunities for the community sector in East Belfast.

An extremely important element for us was to ensure that the programme worked alongside the sector, recognising the individual needs of the organisations and finding ways to meet these needs. Not wishing to gentrify the sector but provide a professional training base in which to build and develop the sector. We also wanted to create the opportunity for those individual organisations to participate in other elements of training, that would bring them into contact with others, from various communities in East Belfast and begin to create links.

The Programme has provided so many opportunities for organisations in East Belfast to participate in high quality, accredited and non-accredited training to support the development of organisations, staff, volunteers and the structures of those organisations.

The East Belfast Community Capacity & Leadership Programme has achieved beyond our expectations, whilst it was very much a training programme it has also been a great process for developing contacts and networks across East Belfast.

We are extremely grateful to NICVA and their staff team for the delivery of the programme and working closely with us in that delivery. We are also grateful to the other delivery partners of TIDES Training, Interaction Institute for Social Change and YouthAction Northern Ireland.

Thanks to the staff team at The Executive Office for the support in managing the programme and a huge thank you to the community sector in East Belfast for their participation and making the East Belfast Community Capacity & Leadership Programme such a huge success. And our thanks to Blueprint Consultancy for capturing that success in this report.

Karen Purdy, BEM Chair Michael Briggs, Executive Director

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EXECUTIVE SUMMARY

BACKGROUND

The Social Investment Fund (SIF), launched in March 2011, was an initiative by the Office of the First Minister and Deputy First Minister and Executive to intervene directly in areas of high social and economic deprivation and disadvantage through a targeted intervention of an investment fund of £80million. The intention was that the targeted use of funds supporting a range of capital and revenue projects, would make a significant difference in the life chances and wellbeing of the communities concerned. The development of initiatives was led by Social investment Panels or Steering Groups across 9 designated Zones across Northern Ireland including East Belfast.

Within East Belfast the Steering Group identified a number of strategic themes and underpinning interventions that were considered as offering the most effective approach to dealing with a range of long term structural issue. One significant challenge was the need to build leadership and the development of a robust and sustainable infrastructure particularly in the context of a perceived weaker community infrastructure within East Belfast.

In response to the identified need the East Belfast Zone Steering group agreed to support an innovative training and development programme entitled the East Belfast Community Capacity and Leadership Programme (EBCC&LP). The Programme was endorsed by SIF and The Executive Office and received an investment of £767,059 over a three year period 2016-2019.

Between January 2017 and April 2017 EBCDA was proactive in meeting local organisations to identify how the programme could best meet their needs and to identify what specific delivery elements could best be further designed to support them. This allowed a framework of support which was as relevant as possible to addressing individual organisations' support requirements. The overall focus was therefore on their specific needs.

In this respect the programme was not an "off the peg" model but rather based on a bespoke or tailored approach with organisational needs identification at its heart. This commitment to a needs based tailoring of delivery was further developed by NICVA through the design of detailed delivery activities following individual organisation needs analysis.

The result was the development of a unique model of capacity building. This is expanded on further in the "conclusions" sections (Executive Summary and Main Report).

INDEPENDENT EVALUATION

In keeping with the Letter of Offer there was a recognised need for an external independent evaluation. This would provide an assessment of the effectiveness, efficiency, performance, management and added value of the Programme, highlighting what changes have come about and what may be left behind as a consequence of the Programme. This approach is in keeping with the increasing emphasis adopted by the Executive and TEO on outcomes or measuring change.

The audience for the evaluation and the overall findings will be the Belfast East Steering Group, TEO, SIF Executive, EBCDA and Delivery Partners. It is also important that the lessons and learning can be shared with the groups and participants and to a wider audience including the Department for Communities, Belfast City Council and other funders interested in investing in the community infrastructure in East Belfast to support its continued sustainability.

In August 2017 EBCDA set out the evaluation requirements and approach in a comprehensive Terms of Reference and in September 2017 Blueprint Development Consultancy was appointed through a competitive tendering process and an evaluation approach agreed. This requires a series of interim reports at agreed points of delivery. The following provides a final report covering delivery up to May 2019.

PROGRAMME OVERVIEW

The EBCC&LP was developed through a lengthy process of research, consultation and subject to detailed economic appraisals. The ongoing process of development and revisions over a period of months resulted in a well thought out detailed Programme focusing upon leadership, resilience and sustainability.

The Programme content has been framed within the following themes;

- · Facilitative Leadership
- · Introduction to Leadership
- Leadership for Building Active Communities
- Leadership for Collaboration
- Leadership in Diverse Communities and Leading Networks.

Within this the Programme was designed to offer flexible bespoke formal and informal training and support appropriate to the individuals and groups within targeted Super Output Area's (SOA's) within East Belfast. This was also supplemented by individual support including mentoring.

The Programme was led by EBCDA, a well established community development organisation, embedded within the East Belfast community and delivered by an experienced consortium of Northern Ireland Council for Voluntary Action (NICVA), TIDES Training and Interaction Institute for Social Change (IISC) and YouthAction

Northern Ireland. Strategic outcomes, objectives, benefits and targets were agreed at the outset of the Programme formalised in the Programme Initiation Document. The Strategic Objectives included;

- To deliver a comprehensive Community Capacity and Leadership Programme to 252 people from 42 groups
- To build the skills, knowledge and confidence of individuals and organisations and key influencers within the community sector in East Belfast
- To strengthening local community infrastructure
- To increase participation of people in community based groups
- To encourage the development of organisational structures, systems and mechanisms for managing human and physical resources.

As a SIF supported programme there was an expectation that the Programme would also deliver against the broader SIF outcomes and reflect the change evident at an individual and community level captured in the global metrics reflected in the OBA scorecard.

The target audiences for the EBCC&LP include the voluntary and community groups and organisations in East Belfast either based in or working in the 13 super output areas, the Staff, Boards/ Committees and volunteers within these organisations and the wider community using or associated with the organisations.

Participants were recruited through a comprehensive structured and formalised communication and engagement plan agreed with EBCDA. This included using the local press, e-zines and members' bulletins, the development of a generic EBCC&LP leaflet and direct mailing to all voluntary and community groups in the East Belfast SIF Zone, a social media campaign through Facebook and twitter channels, formal and informal meetings and presentations offered to local networks. This was supplemented by an intensive period of individual meetings and discussion carried out by EBCDA and NICVA as a part of the engagement phase.

The Programme was scheduled as follows; a development phase September 2016 to March 2017, outreach April to September, delivery September 2017 to March 2019 with the evaluation process ongoing throughout the duration of the Programme.

As would be expected of a Programme of this nature, supported by SIF and the TEO, a robust management structure was agreed at the outset. From project initiation the Programme has been managed through a series of formal and informal regular meetings involving the management team, Senior Responsible Officer (SRO), Programme Manager the Programme Board and Delivery Partners.

THE EVALUATION FRAMEWORK

The overall aim of the Programme evaluation as set out in the Terms of Reference is to develop an integrated evaluation framework which will position the Programme through its lifetime to facilitate a Post Project Evaluation (PPE) to be completed that demonstrates the nature and impact of the SIF funded programmes. The overarching approach to the evaluation encompasses the following:

- a. To assess the effectiveness of EBCC&LP (i.e. the extent to which the project's stated objectives are being/have been achieved or can be achieved)
- b. To assess the relevance of the programme (i.e. appropriateness of the project in relation to the needs identified within the project Economic Appraisal)
- c. To assess sustainability of the programme (i.e. the likelihood of the project continuing after SIF funding ceases).

Following a tendering process and discussions with the Programme SRO a revised evaluation process was agreed including the development of a series of evaluation reports at key points in the delivery of the Programme.

The proposed methodology combined qualitative and quantitative approaches with an emphasis upon working collaboratively with the Programme Board, Lead and Delivery partners, Groups and critically the beneficiaries to ensure that the evaluation process is based upon real experiences to critically examine what tangible difference the Programme is making and how, if at all, it is contributing to changes at an individual, organisational and community level. The evaluation was supplemented by the Outcomes Based Accountability (OBA) Programme scorecard agreed with TEO, which will be informed by the collection of the monitoring information and global metrics data gathered by the delivery partners, supported by NISRA.

EVALUATION KEY CONCLUSIONS

At the conclusion of delivery of the Programme, the following observations can be made.

> The Programme was delivered extremely well and exceeded the targeted delivery of strategic objectives outputs and outcomes.

In relation to the OBA Score card agreed at the outset the livering very effectively against each quadrant.

The number of individual participants and groups engaged vastly exceeded the initial targets, of 252 people from 42 groups.



groups were engaged with



602

unique learners at the end of the programme



participating organisations



2,772

participants

registered



2,290

attending participants

This represents an over achievement in terms of the number of groups engaged of 55% and a tenfold increase in the number of people participating.



Based upon survey information gathered and feedback offered, the satisfaction levels with the Programme and all elements ranged from excellent to very good, as are the levels of satisfaction with the Programme content and delivery staff. Participants clearly identified the personal and professional benefits and the opportunity to apply the learning to their current roles and the development of their respective organisations.

Case Studies to further illustrate these benefits are presented in Section 5. Feedback from programme beneficiaries has been overwhelmingly positive as demonstrated by quotes recorded as part of the evaluation process:

Barbara Smith - Scaffolding Project

'I did a number of courses on the programme and the two that stand out are the Facilitative Leadership course and Collaborative planning. It's been brilliant to take away tools and frameworks to use going forward.'

Jonathan McAlpine – East Belfast Enterprise

'I think that this programme has been excellent for east Belfast and I get that from the number of things I've been to where I've connected with other organisations and people working across the sector.'

Amanda Kelly – Dundonald Ladies Group

'It's made a real difference to our group because we are volunteers and also don't have any funding at the moment so it's given us a chance to access learning that we would never have had. We've come from being a little ladies group to having really solid governance. We're ready and prepared to do a lot of programmes and strategic planning. It's been brilliant.'



All Partners have delivered as required (mainly exceeding targets) and reported monthly.

The numbers signing up and participating suggest that the Programme met a need within the Sector. Working within the agreed themes the Delivery Team has also responded flexibly to offer a bespoke response which is having a very positive impact in terms of participation and retention.

This is evident in the diverse nature of groups participating and the nature of the support offered including; managing staff and projects, social media, fundraising, strategic planning and GDPR which was timely and meeting a need.

The willingness to respond flexibly may also reflect the take up of the mentoring offering with 255 sessions delivered from a variety of the personnel within the Delivery Team.



By focusing upon building confidence, capacity, leadership and management skills and expertise based upon the practical issues and challenges of those leading organisations the programme has helped individuals to apply the skills and expertise to their organisations. In turn this will contribute to the building of resilience and sustainability of the local groups and the local infrastructure has been enhanced.



Total programme costs were 36% lower than a key UK leadership training programme benchmark.

This demonstrates a high level of cost effectiveness and points strongly to EBCC&LP representing good value for money. (See Section 6.2 for more detailed analysis).



The Programme has contributed effectively to the overall SIF objectives of reducing poverty and deprivation, building pathways to employment, increasing community-based services and addressing dereliction and promoting investment in the physical regeneration of deprived communities.

The Programme's success, at both the individual and organisational level, has made a positive contribution to the Sector which is likely to be strengthened and deepened with networks enhanced and collaboration strengthened.

Also relevant to the thrust of SIF, pathways to employment have been built (for example through enhanced volunteering opportunities and skills development) which addresses systemic links to deprivation.

THE FUTURE

As indicated above the Programme has clearly been successful and has exceeded targets in terms of outputs and has contributed effectively to achievement of the agreed outcomes.

This raises the question of what lies behind this success and if this can be sustained. At this point it is possible to highlight a number of factors having a very positive influence. These include;

- Meeting an identified need, based upon research, consultation and discussion and an understanding of local environment and organisations
- The local demand and eagerness to participate
- The strength and expertise of the delivery team
- The flexibility of the Programme and support from TEO to facilitate a client centred approach
- Offering a tailored and flexible response
- Individuals and groups participating recognising and valuing the benefits to be gained by participating in the Programme
- A willingness amongst organisations to invest in Staff and Volunteers
- Networking opportunities and benefits
- The potential of developing Collaborative Partnerships.

The evaluator concurs with the observations of key stakeholders who pointed to the unique model that has been developed and the key success factors associated with the model:



It offered multiple ways to engage groups and organisations could undertake formal accredited training together with participants from other groups and organisations, but they could also request bespoke training tailored to the specific leadership and capacity needs of their volunteers, board or staff. Individual participants could avail of one-to-one mentoring in order to explore their own leadership challenges and opportunities. Organisations could access Governance Reviews, and attended Networking Events designed to ensure maximum learning and engagement from other groups and organisations. A network of Emerging Leaders was supported to develop their skills and capacities.



A number of organisations were able to work together on specific projects, supported by partnership funding. The programme incorporated a significant youth component, aimed at equipping young people with the skills and qualifications to undertake youth work in their communities.



There are multiple entry points therefore participants do not have to progress through every element of an inflexible programme, parts of which may not be relevant to their needs. Instead they can be selective and focus where support is most needed which optimises the programme's effectiveness.



It was delivered by a team of partners all with their own specific areas of expertise – Integration Institute for Social Change (IISC) brought leadership skills to the fore, YouthAction NI delivered the youth aspect of the programme and TIDES Training focused on issues related to Good Relations. NICVA delivered a range of courses and support around increasing capacity and good practice in group and organisational development skills.



The programme was managed locally by EBCDA, and delivered locally, at times and venues to suit participants and ensure maximum uptake.



Having a dedicated Co-ordinator in NICVA meant that there was cohesion and oversight across the programme, strong relationships built with learners and a commitment to participate.



A Community Development approach has been adhered to throughout, going out to meet groups and individuals where they were at, offering a quality, tailored approach to meeting needs and supporting positive development.

The Evaluator believes that this flexible model offering different ways to engage with a focus on meeting needs rather than just delivering an off-the-shelf product, is the reason that the programme has exceeded all anticipated targets.

The programme represents a model of excellent practice which has the potential to be extended, further developed and/ or delivered in other areas.

The Evaluator understands that EDCDA is exploring several opportunities to access funding to enable the above options to be developed (including Peace IV and Communities In Transition) and would have no hesitation in supporting such applications as having the potential to address key community needs in a professional and effective way.



The Social Investment Fund (SIF) launched in March 2011, was an initiative by the Office of the First Minister and Deputy First Minister and Executive to intervene directly in areas of high social and economic deprivation and disadvantage through a targeted intervention of an investment fund of £80million. The intention was that the targeted use of funds supporting a range of capital and revenue projects, would make a significant difference in the life chances and wellbeing of the communities concerned. The development of initiatives was led by Social Investment Panels or Steering groups across 9 designated Zones across Northern Ireland including East Belfast.

1.2

The high-level aim of SIF is to reduce poverty, unemployment and physical deterioration in areas through area based interventions of significant scale to be delivered in partnership with communities. The SIF will support communities to:

- · Build Pathways to Employment by tackling educational under achievement and barriers to employment; tackling skills deficits and promoting jobs brokerage, widening access to the labour market, promoting business start-up and increasing sustainability through social enterprise.
- · Tackle the systemic issues linked to deprivation including poor mental and physical health (suicide and self-harm), young mothers, substance abuse, community safety, children and young people at risk and enhancing community capacity, confidence and partnership working to reduce deprivation.

- · Increase community services by regenerating and refurbishing existing facilities and providing play facilities and environmental improvements.
- · Address dereliction and promoting investment in the physical regeneration of deprived communities.

In East Belfast as with the other Zones considerable time and energy was invested in a process of research and consultation to identify the core issues, priorities and the nature of interventions that would make a tangible difference. Within East Belfast the Steering group identified a number of strategic themes and underpinning interventions that were considered as offering the most effective approach to dealing with a range of long term structural issue. These were tested through a lengthy process of review and subject to a number of economic appraisals.

One of these issues was the challenge of building and sustaining community capacity and infrastructure at a time when the Third Sector is under threat, with limited funding and with smaller less developed groups in danger of closing, further damaging the infrastructure. In this environment leadership and the development of a robust and sustainable infrastructure was seen to be of increasing importance and particularly in the context of a perceived weaker community infrastructure within East Belfast.

In response to the identified need the East Belfast Zone Steering group agreed to support an innovative training and development programme entitled the East Belfast Community Capacity and Leadership Programme (EBCC&LP). The Programme was endorsed by SIF and The Executive Office and received an investment of £767,059 over a three year period (£740,457 was the final spend figure). The lead partner, East Belfast Community Development Agency is responsible for overall development and management of the Programme, with programme delivery led by the Northern Ireland Council for Voluntary Action (NICVA) in a consortium with the Interaction Institute for Social Change (IISC), TIDES Training (TIDES Training) and YouthAction NI.

As set out in the submission to SIF and reflected in the Letter of Offer the Programme offers an accredited (OCN/ILM) Programme with a number of discrete elements including; Introduction to Leadership, Building Effective Organisations, Leadership to Build Active Communities, Leadership for Collaboration, Leadership in Diverse Communities and Leading Networks. As consequence of the Programme it is intended to engage some 252 participants, from 42 groups, enhancing the skills knowledge and resilience of the individuals and groups concerned and build and strengthen the local community infrastructure.

Between January 2017 and April 2017 EBCDA was proactive in meeting local organisations to identify how the programme could best meet their needs and to identify what specific delivery elements could best be further designed to support them. This allowed a framework of support which was as relevant as possible to addressing individual organisations' support requirements. The overall focus was therefore on their specific needs.

In this respect the programme was not an "off the peg" model but rather based on a bespoke or tailored approach with organisational needs identification at its heart.

2

This commitment to a needs based tailoring of delivery was further developed by NICVA through the design of detailed delivery activities following individual organisation needs analysis.

The result was the development of a unique model of capacity building. This is expanded on further in the "conclusions" sections (Executive Summary and Main Report).

1.9

In keeping with the L.O.O. there was a recognised need for an external independent evaluation. This would provide an assessment of the effectiveness, efficiency, performance, management and added value of the Programme, highlighting what changes have come about and what may be left behind as a consequence of the Programme. It is intended that the evaluation will be highly participatory, engaging the Programme Board, providers, groups and critically the beneficiaries to ensure that the evaluation process is based upon real experiences and seen as a support mechanism and opportunity to learn and share the lessons learned.

1.10

This approach is in keeping with the increasing emphasis adopted by the TEO on outcomes or measuring change. In this, the evaluation will be informed by the Outcomes Based Accountability (OBA) Programme scorecard agreed with TEO, which will be informed by the collection of the monitoring information and global metrics data gathered by the delivery partners supported by NISRA.

The audience for the evaluation and the overall findings will be the East Belfast Zone Steering group, TEO, SIF Executive, EBCDA and Delivery Partners. It is also important that the lessons and learning can be shared with the groups and participants and to a wider audience including the Department for Communities, Belfast City Council and other funders interested in investing in the community infrastructure in East Belfast to support its continued sustainability.

1.1

In August 2017 EBCDA set out the evaluation requirements and approach in a comprehensive Terms of Reference. Through a competitive tendering process Blueprint Development Consultancy was appointed in September 2017 to provide an evaluation framework and undertake a programme evaluation over the period 2017-2019. Following the tendering process and discussions with the Programme Manager a revised evaluation process was agreed including the development of a series of Programme evaluation reports at key point in the delivery of the Programme¹.

PROGRAMME OVERVIEW 2.1 The EBCC&LP was developed through a lengthy process of research, consultation and subject to detailed economic appraisals. The ongoing process of development and revisions over a period of months resulted in a well thought out detailed Programme focusing upon leadership, resilience and sustainability. The Programme is led by EBCDA, a well established community development organisation, embedded within the East Belfast community and delivered by an experienced consortium of NICVA, TIDES Training, Interaction Institute for Social Change (IISC) and YouthAction NI. The following provides a brief summary of the overall Programme targets, management and delivery.

¹ Evaluation Methodology Appendix 4

The elements of the training/learning activities have been defined under the following headings.

- Facilitative Leadership Building
 Effective Organisations which
 teaches the specific skills, practices
 and tools that support leadership
 required to build a strong and
 healthy community sector.
- Introduction to Leadership and supporting the involvement of others.
- Leadership for Building Active
 Communities which will enable
 people to lead local organisations
 in ways that invite participation and
 promote commitment.
- Leadership for Collaboration:
 Pathways to Change to find new and creative ways to build relationships, think strategically and chart the way forward to a better future.
- Leadership in Diverse Communities
 to be able to leverage diversity
 to build sustainable and strong
 communities.
- Leading Networks which will allow those involved to build strength and resilience through sharing hopes, expectations and problems with other in similar leadership challenges.

2.3 STRATEGIC OBJECTIVES

- To deliver a comprehensive Community Capacity and Leadership Programme to 252 people from 42 groups.
- To build the skills, knowledge and confidence of individuals and organisations and key influencers within the community sector in East.
- To strengthening local community infrastructure.
- To increase participation of people in community-based groups.
- To encourage the development of organisational structures, systems and mechanisms for managing human and physical resources.

2.4 AGREED OUTCOMES

The following overarching outcomes have been set for the EBCC&LP.4

- At least 252 people to have completed the full course of community capacity and leadership training by the end of the project.
- Increased numbers of people volunteering.
- Each group involved to have completed or are planning at least one activity in partnership with another group by the end of the project.
- Stronger, more effective community organisations.
- More volunteers involved in community work with an expected increase (Baseline to be measured at outset) by the end of the project.
- Increased number of community projects and initiatives addressing the needs of the local community.
- Representation of local people on committees to increase by the end of the project (Baseline to be determined at outset).
- Improved promotion of inclusion of all in a diverse community.
- Improved personal confidence.
- Increased collaborative working with others.
- Greater engagement with the local community thus promoting active communities.
- Increased demonstration of leadership skills in the community sector.

2.5

The target audiences and participants for aspects of EBCC&LP include:

- Community Organisations in East Belfast either based in or working in the 13 super output areas
- Staff, Boards/Committees and volunteers within these organisations
- Wider community using or associated with these community organisations.

2.6

The official start date of the EBBCC&LP based upon the L.O.O. was 1st May 2017. As set out below the initial stages focussed upon design, engagement and promotion supporting delivery from the Autumn of 2017.

² Programme Content Appendix 2

 $^{^{\}scriptscriptstyle 3}$ Programme Delivery Team Appendix 1

 $^{^4\,\}text{Taken}$ from the EBCC&LP PID V2 August 2017 Appendix A p.15

The official start date of the EBCC&LP based upon the L.O.O. was 1st May 2017. As set out below the initial stages focussed upon design, engagement and promotion supporting delivery from the Autumn of 2017.

Table 1: Programme Timeline

PHASE		ELEMENT	PERIOD
Design Phase		The bulk of the design was finalised through the process of getting the programme approved through the SIF economic appraisal process. The result of this was that a programme was designed that would cover the areas set out above.	September 16-March 17
Outreach Phase	>	This involved EBCDA meeting with organisations and key individuals within each of the SOA's, to outline how the programme might best support their organisations. This groundwork supported NICVA undertaking more detailed discussions, engagement and outreach.	April-September 17
Delivery Phase		Delivery was planned to begin in September 2017 running through to April 2019.	September 17-April 19
● Evaluation Phase	>	The evaluation was an ongoing aspect of the Programme to reflect the commitment to OBA. In support of this an independent evaluator was appointed through a tendering process to work closely with the Programme to provide a comprehensive evaluation process throughout the life of EBCC&LP.	On going

2.7 PROGRAMME DELIVERY

The Programme was delivered via a consortium of four organisations led by NICVA including, IISC, TIDES Training and YouthAction NI. The focus of the Programme is to build the leadership capacity of individuals and local community based groups. By focusing upon building confidence, capacity, leadership and management skills and expertise based upon the practical issues and challenges of those leading organisations it was intended that individuals can apply the skills and expertise to their organisations. In turn it was intended that the resilience and sustainability of the local groups and the local infrastructure can be enhanced. The focus on a community development ethos and partnerships would also support the development of active networks and meaningful partnerships.

The Programme offers a flexible and learner centred suite of learning interventions around six core themes including; accredited programmes from the training calendar, one to one support, action learning, formal training, round table workshops and mentoring. From the original bid document, the delivery partners committed to undertaking a comprehensive needs analysis to determine the nature and level of support that would be most appropriate. This was achieved through individual discussion with potential participants and captured in the initial contact from (Form 1) completed by participants.

2.8 RECRUITMENT AND RETENTION

The Programme is targeted at the areas of greatest need within East Belfast. As a SIF initiative the Programme targets the 13 eligible Super Output Areas (i.e. those that are located within the top 10% and 20% most deprived SOA's in NI in terms of education, skills and training & employment domain). It also targets a further 5 Outputs Areas within the Zone which are defined within the SIF priorities parameters also.

Participants are selected for the Programme based on their development need and a willingness to learn. There are no prerequisites for any of the courses. As part of the engagement process NICVA committed to undertaking targeted conversations to attract applicants and explain the purpose and commitments required. The engagement process was undertaken with the targeted groups in the specified wards and SOA's.

These meetings were informal and offered an opportunity to hear directly the needs of the group and individuals and respond accordingly. By taking a proactive and individual centred approach it was intended that retention rates will be improved throughout the life of the Programme.

2.9 COMMUNICATION AND ENGAGEMENT

The personal approach formed part of a comprehensive structured and formalised communication and engagement plan agreed with EBCDA. This included using the local press, e-zines and members' bulletins, the development of a generic EBCC&LP leaflet and direct mailing to all voluntary and community groups in the East Belfast SIF Zone, a social media campaign through Facebook and twitter channels, formal and informal meetings and presentations offered to local networks. As a consequence of this work, and building upon the work undertaken by EBCDA, NICVA enhanced its existing database of all groups within East Belfast while developing a target list of potential recruits.

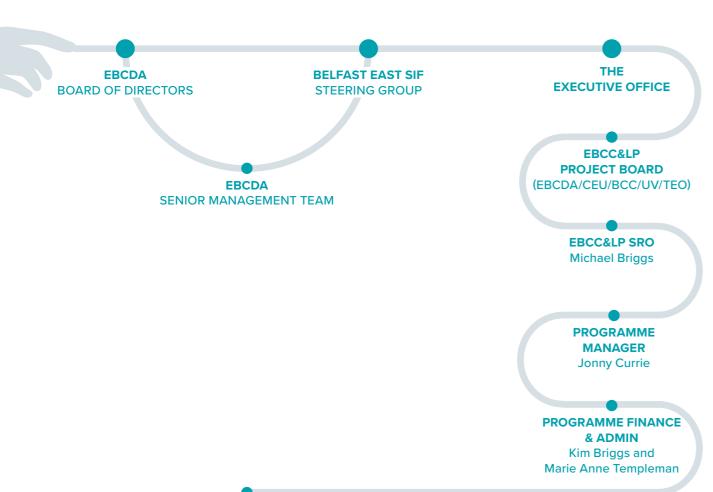
2.10 RISK AND ASSUMPTIONS

A risk assessment for the Programme was developed and signed off by the Programme S.R.O., Manager and Board⁵. All of the risks considered were categorised as having a low probability with a number identified as having a high impact including; a lack of community buy in and experience of delivering a programme of this size and complexity.

⁵ Risk Assessment See Appendix 5

2.11 PROJECT MANAGEMENT STRUCTURE

As would be expected of a Programme of this nature supported by SIF and TEO a robust management structure was agreed at the outset illustrated below. From project initiation the Programme has been managed through a series of formal and informal regular meetings involving the management team, SRO, Programme Manager monthly and Board meeting monthly initially and thereafter quarterly.



PROJECT DELIVERY PARTNERS

NICVA -SDO

Interaction Institute

YouthAction NI

TIDES Training



The overall aim of the Programme evaluation as set out in the T.O.R. is to develop an integrated evaluation framework which will position the Programme through its lifetime to facilitate a Post Project Evaluation (PPE) to be completed that demonstrates the nature and impact of the SIF funded programmes.

3.3

The overarching approach to the evaluation encompasses the following:

- To assess the effectiveness of EBCC&LP (i.e., the extent to which the project's stated objectives are being/have been achieved or can be achieved);
- To assess the relevance of the programme (i.e. appropriateness of the project in relation to the needs identified within the project Economic Appraisal); and
- To assess sustainability of the programme (i.e. the likelihood of the project continuing after SIF funding ceases);

3.4

In response to the T.O.R. Blueprint offered an evaluation framework. The proposed methodology combined qualitative and quantitative approaches with an emphasis upon working collaboratively with the Project Board, Lead and Delivery partners, Groups and critically the beneficiaries to ensure that the evaluation process is based upon real experiences to critically examine what tangible difference the Programme is making and how, if at all, it is contributing to changes at an individual, organisational community level.

3.5

This approach is in keeping with the increasing emphasis adopted by the TEO on outcomes or measuring change. In this, the evaluation will be informed by the OBA Programme scorecard agreed with the TEO, which will be supplemented by the collection of the monitoring information and global metrics data gathered by the delivery partners supported by NISRA. The OBA approach attempts to capture three simple questions; how much did we do, how well did we do it, and is anyone better off. This is captured in an outline report card set out below:

O.B.A FRAMEWORK

How much did we do?

- Number of participants entering the Programme
- Number of community organisations engaged in the Programme
- Number of programmes delivered
- · Number of sessions delivered
- Number of people in the local committees
- Number of programmes completed by community organisations

Is anyone better off? N

- N of participants showing improvements in global metrics
- N of participants gaining qualifications
- N increase in volunteers in community organisations

How well did we do it?

- % increase of people in local committees
- % participants reporting that the Programme helped them
- % participants reported being treated well throughout the Programme
- % completing action plans
- % of training programmes completed by community organisations

Is anyone better off? %

- % of participants showing improvements in global metrics
- % of participants gaining qualifications
- % increase in volunteers in community organisations

In relation to the Programme a revised OBA card was agreed as follows; **EBCC&LP OBA Framework**

Кеу	Measure						
How Much' Measure 1	No. of participants entering the programme						
How Much' Measure 2	No. of community organisations engaged in the programme						
How Much' Measure 3	No. of programmes delivered						
How Much' Measure 4	No. of sessions delivered						
How Much' Measure 5	No. of people in the local committees						
How Much' Measure 6	No. of programmes completed by community organisations						
How Well' Measure 1	% increase of people in local committees						
How Well' Measure 2 % participants reporting that the programme helped them							
How Well' Measure 3	% participants reporting being treated well throughout the programme						
How Well' Measure 4	% completing action plans						
How Well' Measure 5	% of training programmes completed by training organisations						
Better Off' Measure 1	No. of participants gaining qualifications						
Better Off' Measure 2	% of participants gaining qualifications						
Better Off' Measure 3	Increase in volunteers in community organisations (N)						
Better Off' Measure 4	% increase in volunteers in community organisations						
Better Off' Measure 5	No. of participants showing improvements in global metrics						
Better Off' Measure 6	% of participants showing improvements in global metrics						

3.6 GLOBAL METRICS

In order to measure these potential changes in a consistent manner across a variety of different projects and themes, TEO has developed a series of 'global metrics' which will be collected across all relevant projects. These metrics are: Self-efficacy, Locus of Control and Well-being.

Self-efficacy

This is the extent or strength of an individual's belief in their own ability to complete tasks and reach goals. It is not a measure of the individual's abilities but a measure of their perception of their own ability to succeed.

Locus of Control

Locus of control refers to the extent to which individuals believe they can control events affecting them.

A person's "locus" is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe their decisions and life are controlled by environmental factors which they cannot influence, or by chance or fate).

Well-being

The final element of the global metrics is well-being. Delivering Social Change seeks to engender a shift in both an individual's life chances and in their well-being. Well-being is an area that has been explored and measured recently by the Office for National Statistics and in this context relates to life satisfaction.

As a part of the Programme delivery participants are required to complete a short questionnaire which attempts to measure change as a consequence of the training intervention. It is intended that this data will be sent to TEO Statistics & Research Branch who will complete the analysis of all data and provide the final analysis for inclusion in the OBA report card.



Programme Overview

Table 4.Programme Results to
May 2017 to April 2019



OBJECTIVE:

60 people participating in an OCN Level I – 3, ILM Certificate or ILM Level III, Leadership programme



TRAINING COURSE
Facilitative Leadership® (IISC, working towards ILM level 3)



PROJECT TARGET OUTPUTS

5 x 3 day course with up to 20 participants



EVALUATOR NOTES

All targets significantly exceeded 8 courses 250 participants over all courses



6 Facilitative Leadership courses run each of 3 days and accredited

41 participants gaining accreditation

2 tailored Facilitative Leadership courses run. Each of 2 days and not accredited



TRAINING COURSE

Group Bespoke Training (NICVA)



PROJECT TARGET OUTPUTS

24 sessions with average 5 per session (120)



EVALUATOR NOTES

All targets significantly exceeded



OUTPUTS DELIVERED

62 bespoke sessions held

577 registered participants

440 attending participants



TRAINING COURSE

Governance/Policy review (NICVA)



PROJECT TARGET OUTPUTS

24 governance/policy reviews to apply learning from training



EVALUATOR NOTES

All targets exceeded



17 Governance Reviews completed

4 bespoke Fundraising Clinics held

1 Governance event held



OBJECTIVE:

60 people participating in an OCN Level I – 3, ILM Certificate or ILM Level III, Leadership programme



TRAINING COURSE

Introduction to Leadership and Management (NICVA ILM level 3)



PROJECT TARGET OUTPUTS

2 x 3-day course with up to 20 participants



EVALUATOR NOTES

All targets significantly exceeded



TRAINING COURSE

Introduction to Leadership (IISC)

The Masterful Trainer (IISC)



PROJECT TARGET OUTPUTS

2 x 2 days course with up to 10 participants



EVALUATOR NOTES

These courses did not run as originally submitted. The programme delivered support sessions to meet need on the ground.



OUTPUTS DELIVERED

3 ILM L& M courses held. Level 3

accreditation plus 2 participants

completing the course online

Award and Level 5 Certificate

36 participants gaining

6 bespoke support sessions held on this theme with 31 participants



TRAINING COURSE

Mentoring (NICVA ILM level 3)



PROJECT TARGET OUTPUTS

2 x 3 day course with up to 10 participants



EVALUATOR NOTES

All targets significantly exceeded

OUTPUTS DELIVERED

2 ILM Level 5 Coaching and Mentoring courses

23 participants attending with 11 gaining accreditation through this course and a further 9 participants gaining accreditation through the online course.



TRAINING COURSE

Training Qualification UK (NICVA TQUK)



PROJECT TARGET OUTPUTS

2 x 4 days course with up to 10 participants



EVALUATOR NOTES

All targets exceeded

OUTPUTS DELIVERED

3 TQUK courses run with 12 participants gaining accreditation

28 participants attending



Leadership for Building Active Communities

60 people participating in ILM Level III building active communities training



TRAINING COURSE

Certificate in Youth Work Practice (YouthAction NI OCN Level 2)



PROJECT TARGET OUTPUTS

16 x 3-hour sessions for 12 learners plus 10 hours/learner support and assessment visits



EVALUATOR NOTES

Target exceeded



2 Level 2 courses held with 30 participants

24 participants overall receiving **OCN Level 1 or 2 accreditation**



TRAINING COURSE

Recruiting Managing and Motivating Volunteers (NICVA ILM level 3)



PROJECT TARGET OUTPUTS

2 x 2 days with up to 10 participants



EVALUATOR NOTES

All targets significantly exceeded



OUTPUTS DELIVERED

4 ILM Management of Volunteers courses run

30 participants gaining accreditation

45 participants completing the course



TRAINING COURSE

Award in Youth Work Practice (YouthAction NI OCN Level 1)



PROJECT TARGET OUTPUTS

10 x 3-hour sessions for 12 learners plus 5 hours/learner support and assessment visits



EVALUATOR NOTES

All targets significantly exceeded



OUTPUTS DELIVERED

3 OCN Level 1 courses with 34 participants. OCN accreditation statistics given above



TRAINING COURSE

Ulster University Certificate in Community Youth Studies (YouthAction NI Level 4)



PROJECT TARGET OUTPUTS

30 x 7.5 hours for 20 students



EVALUATOR NOTES

Target achieved



OUTPUTS DELIVERED

1 UU Certificate course run

20 participants gaining the qualification





OBJECTIVE:

60 people participating in OCN Level I – 3, ILM Certificate or ILM Level III building active communities training



TRAINING COURSE

Leadership for Collaboration -Pathways to Change™ (IISC, working towards ILM level 3)



PROJECT TARGET OUTPUTS

2 x 2-day workshops with up to 20 people



EVALUATOR NOTES

All targets significantly exceeded

101 attending participants across all sessions

OUTPUTS DELIVERED

2 accredited Leadership for Collaboration courses with 5 gaining accreditation and 15 completing the courses

7 bespoke collaboration support sessions held with partnership projects



TRAINING COURSE

Partnership Project developed with resource allocation incentive based on local community need



PROJECT TARGET OUTPUTS

20 partnership projects developed and supported with £1,000 resource allocation



EVALUATOR NOTES

50% of targets achieved

OUTPUTS DELIVERED

20 partnership projects developed and supported with £1,000 resource allocation



Leadership in Diverse Communities and Leading Networks

60 people participating in OCN Level II accredited leadership training to include



TRAINING COURSE

- **Good Relations and Civic Leadership** (TIDES Training OCN level II)
- · Conflict Resolution & Mediation (TIDES Training OCN Level II)



PROJECT TARGET OUTPUTS

- 2 x 2 days training course with up to 20 participants
- 2 x 2 days training course with up to 10 participants



EVALUATOR NOTES

Targets achieved

TRAINING COURSE

OUTPUTS DELIVERED

held on this theme

OUTPUTS DELIVERED

4 courses delivered

OCN accreditation

51 participants achieving

1 day bespoke course delivered



Restorative Practices (TIDES Training OCN Level II)

 Contentious Cultural Issues (TIDES Training OCN Level III)



PROJECT TARGET OUTPUTS

- 2 x 2 days training course with up to 10 participants
- 2 x 2 days training course with up to 10 participants

EVALUATOR NOTES

These courses did not run as originally submitted. The programme delivered support sessions to meet need on the ground.



TRAINING COURSE

Leading Networks

Target exceeded



PROJECT TARGET OUTPUTS 2 x 2 days training course with

up to 20 people **EVALUATOR NOTES**



OUTPUTS DELIVERED

2 courses held with 27 participants



TRAINING COURSE

Roundtable Networking events



PROJECT TARGET OUTPUTS

3 x 1-day networking events -(one will include wider statutory agencies e.g. NIHE, PHA, BRO etc)



EVALUATOR NOTES

Target achieved



OUTPUTS DELIVERED

3 networking events held with 179 participants. All of the events included wider statutory agencies.





TRAINING COURSE
Mentoring for Participants



PROJECT TARGET OUTPUTS 100 days available



EVALUATOR NOTES
Target exceeded

OUTPUTS DELIVERED

255 mentoring sessions held

128 delivery days





EVALUATOR NOTES

Through the programme a group of new leaders identified themselves as keen to work together for the betterment of East Belfast.

The programme hosted 3 events specifically to develop the capacity and skills of the Emerging Leaders.

OUTPUTS DELIVERED

3 residentials held with the Emerging Leaders group

2 x 2 day courses including a residential element and 1 day long course

35 participants across the 3 events



PROGRAMME CASE STUDIES:

THE EXPERIENCE OF PARTICIPANTS

As set out in the evaluation methodology it was agreed that it would be helpful to capture the experience of participants engaged in different elements of the Programme. With the support of the Programme Manager and Delivery Agent a number of individuals were identified, contacted and agreed to participate in semi structured interviews. Following the interviews, the volunteers agreed the content of their respective profiles. The following provides brief snapshots of the individuals and their experiences of the Programme.



EAMON QUINN

Engage With Age & Dementia Friendly East Belfast (DFEB)

Eamon became aware of the programme at the outset mainly due to being based in the East Belfast Network
Centre close to EBCDA who had made him aware initially.
He also spoke positively of the direct initial contact made by Helen McLaughlin to bring him onto the programme.

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PROGRAMME ELEMENTS

Eamon signed up for a governance review for Engage With Age in April 2018 which was delivered by NICVA and involved engagement of Trustees and staff. The support has just been completed as at May 2019.

He also attended a number of networking events and benefited from the delivery of other elements including impact/evaluation training, mentoring and coaching, management and leadership and PR and broadcasting.

With regard to the DFEB campaign, he was successful in two small grant applications.

BENEFITS

Eamon states that the quality of the governance support was very high. It has also resulted in clear improvements to the organisation and its effectiveness, for example with a reinforcement of roles and responsibilities, a review of Articles and Memorandum and the strengthening of the Board through the recruitment of new Trustees bringing new skills.

Beyond the governance training and support, Eamon spoke of the positive impact of wider participation on the EBCC&LP:

'The programme has helped us to be more aware of our direction of travel strategically. We are also more able to evaluate our service and to be more responsive in developing services to meet needs. The actual quality of what we do is therefore better' As a result of the governance training one staff member had proceeded to become a Trustee elsewhere which has contributed to personal and professional development.

He feels that DFEB as a distinct initiative has benefited from participation specifically by becoming more effective in addressing its aims, having a better strategic focus and delivering to a higher standard on awareness raising and signposting.

A particular programme benefit was seen as the links that were enabled for both his organisations, pointing in particular to how many more organisations had now become involved with DFEB as a resulting of networking.

At a personal level Eamon felt that he had benefited significantly and particularly valued the mentoring he received which has helped him deliver both roles for Engage With Age and DFEB. He particularly valued the non-bureaucratic and flexible style of the programme which he feels made participation easy for him despite his hectic work commitments. He was positive about what he saw as the delivery working around his needs first and foremost.

Eamon viewed the quality of programme delivery as being of a high standard:

'The standard of training and support was excellent. I thought delivery was very responsive and I appreciated from the outset that there was clarity about what could and, importantly, could not be delivered. Events were good fun, interesting but professional and relevant'.

As a concluding comment, Eamon remarked:

'It was a terrific experience all round and has provided a real boost to Engage with Age and Dementia Friendly East Belfast. I also feel that the wider community sector has become more joined-up and can go forward working stronger together.

IRENE BLANCHARD

Survivors of Suicide (SOS)

Irene is involved with the Boards of several charities in east Belfast and was made aware of the EBCC&LP by EBCDA as part of its outreach to local organisations and individuals. The initial invite from EBCDA was quickly followed up by contact from NICVA and subsequent enrolment onto the programme.

Irene found this process very easy, with a prompt response for acceptance: This actually helped a lot because I was able to plan my own work programme around EBCC&LP from the outset'.

PROGRAMME ELEMENTS

Irene took part in several programme elements: TQUK, Facilitative Leadership, Life Coaching (she also really enjoyed the pizza nights!)

She also received accreditations for Facilitative Leadership, TKUK and Level 3 Management of Volunteers.

BENEFITS

Irene is effusive about the beneficial see at first impact of the programme at both her personal level and on SOS as an organisation, describing her experience as a "positive life change".

'From an individual standpoint the programme has given me a great deal of confidence to speak in a group setting which beforehand I now realise was a real barrier to me fulfilling my support role. I also learnt practical strategies to enhance my support capacity, for example with being able to deal with difficult people in a group setting which again beforehand I would have found daunting and which I would have allowed to detract from supporting properly.

Irene has also benefited by now having the capacity to undertake delivery and support tasks in what she views as a more professional manner. She is now capable of producing comprehensive plans (e.g. for lessons and time management).

'I used to go into group sessions 'blind' with no plan. This was stressful and resulted in negative experiences such as running out of time which just made the levels of stress worse. Now I can ensure that everyone in a session I am facilitating achieves an outcome within the delivery time period. My sessions are more effective and balanced'

As an organisation, Irene points to a range of benefits realised by SOS as a result of her participation in the EBCC&LP:

'Workshops are now much more productive, for example for art workshops I have a detailed plan, am there early with a materials checklist, timeframe and contingency. I can see at first hand the workshops are more fulfilling for participants and this addresses the range of needs they have'.

Irene also pointed to the fact that emotive and/or sensitive issues are more effectively addressed due to her training which renders her role more effective:

'Members are more relaxed dealing with issues. This produces better quality health and well being outcomes for them and most of this is due to me being more confident and structured'. An organisational benefit has also been realised in better networking and collaboration. Irene referred to a cross border bike ride event which in the past had been somewhat chaotic but this year was a great success. She had developed a detailed operational plan which was strictly implemented. She received positive feedback for how organised the event had been.

As a concluding comment, Irene remarked:

'The programme has catapulted me into a new world where I am achieving ◆ a highly effective way of working.
I can't thank EBCDA and NICVA enough'.



REV ADRIAN GREEN

Mount Merrion

The initial contact was through the NICVA, followed up with a 1:1 meeting with Helen. The original request was to support the volunteers associated with Mount Merrion. The response was very positive, with a tailored 2 evening programme offered in house with creche and refreshments working with volunteer of all ages. This led on to the opportunity to participate in a tailored diversity and conflict resolution involving 10 of the Volunteer cohort. Adrian has also participated in a number of opportunities; including Level 3 Management and Facilitative Leadership (4 days). Staff colleagues have also participated in compliance opportunities including GDPR and risk assessment and mentoring.

"...THE PROGRAMME ELEMENTS BENEFITS: WERE WELL RECEIVED DUE TO **RELEVANCE OF THE CONTENT** AND THE QUALITY OF THE TRAINING AND PROVIDERS. THE PROGRAMME WAS ORGANISATIONS OFFERING TAILORED TRAINING AND SUPPORT..."

- Learning from Facilitative Leadership e.g. importance of seeking agreement at the outset of meetings interactions anyone not in agreement and the ladder of assumptions
- Recognising the value of investing in Volunteers but setting the agenda ourselves not simply off the shelf training e.g. that provided by the Church
- Also engaged in mentoring for staff members taking up a new role
- Contributes to sustainability e.g. compliance, GDPR
- Lifelong learning upskilling of staff and volunteers.

The very positive response is partly due to the above factors as well as training being offered being free at the point of delivery and the reality of offering organisations an opportunity to invest in their staff and volunteers at a time when development budgets are very limited.

FUTURE RELEVANCE:

There is always a need for development as staff and volunteer turnover and policy and legislation change.

Provided an opportunity of seeing people in a different light, equally others seeing the Church in a different light.

These are likely to emerge over time, particularly if they are supported by having a third party (NICVA/Providers) to facilitate and support.

IMPROVEMENTS CHALLENGES

- Paper work form filling at each session ◆
- Having to prepare a presentation as a part of the ILM/Facilitative Leadership.
- More explanation behind the headlines of the Programme



GILLIAN HAMILTON

East Belfast Well Being Coordinator for EBCDA

Gillian was appointed as East Belfast Well Being Coordinator in April 2017. This is an existing post which has been developed to meet need, promoting positive mental health and well-being across East Belfast with a greater emphasis on prevention and well-being. The role it is determined in part by the post holder, the host organisation EBCDA and the needs of the area. Gillian's focus is on the health and wellbeing of the community workers and organisations.

Gillian was asked to join the Emerging NETWORKING AND COLLABORATION OVERALL Leaders cohort by EBCDA and very pleased to have been asked. She was made aware of the Programme through direct contact with Jonny Curry, the Ezine and attendance at various fora at which the Programme would have been discussed. Through follow up contact with Helen and the EL cohort opportunities became available including bespoke training being offered.

PROGRAMME ELEMENTS

Gillian has participated in the following elements; Facilitative Leadership, Collaboration, Mentoring, Accreditation and Networking.

COMMENTS

"...Facilitative Leadership was a brilliant experience, the content and

The skills developed, and practical tools have been very useful e.g. how to chair and lead discussions combining theory and practice. These skills and techniques are being used by those who have undertaken the training across a range of organisations.

This has facilitated building relationships across East Belfast and between organisations not normally engaged or connected.

the skills and knowledge to approach,

MENTORING

Made available with a mentor appointed through TIDES Training, readily available and offers an opportunity to build upon in the coming months.

ACCREDITATION

Accreditation is very important and has offered the opportunity to build upon existing qualifications (coaching) offering a recognised qualification, free of charge and with support from the staff team.

SUSTAINABILITY

Ares of continued support could include; mentoring, follow up training building upon the skills and training offered, maintaining the EL, cohort focusing upon projects or themes informal meetings lunch coffee short sessions.

"...A VERY POSITIVE **EXPERIENCE GREAT TO HAVE** • TAKEN PART, A FANTASTIC **EXPERIENCE...**"

"...THE PROGRAMME IS AN ACT **FAITH BY ORGANISATIONS IN** STAFF MEMBERS MANY OF WHOM MIGHT BE ON SHORT **TERM CONTACTS...**"

ONE AREA WHICH COULD BE EXPLORED IS THAT OF SUPPORT FOR YOUNG FEMALE LEADERS, OTHER PROGRAMMES HAVE BEEN SUGGESTED HOWEVER IT MAY BE AN AREA TO BE EXPLORED IN FUTURE PROGRAMMES?



HEATHER CHESNEY

Operations Manager EastSide Partnership

Initial contact was through EBCDA being selected as one of the newly identified cohort of Emerging Leaders in East Belfast. Heather was very pleased to have been selected. Additional information was available and accessed through the website and provided through mailing lists. Heather has participated in a number of opportunities including Leadership for Collaboration, the Facilitative Leadership Programme, strategic planning, monitoring and evaluation.

Other staff colleagues have been directed towards and participated in the following; volunteer management, social media, ILM Coaching, conflict management, Facilitative leadership as well as tailored opportunities e.g. staff development days, business planning and mentoring.

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COMMENTS

HIGH QUALITY TRAINING, TAILORED, ACCESSIBLE, FREE AND DELIVERED BY A RANGE OF SKILLED PROVIDERS.

TRAINING IS TAILORED TO THE NEEDS OF THE MANAGERS AND ORGANISATION.

THE VERY IMPORTANT ROLE
PLAYED BY HELEN AS PIVOT
AND CATALYST AND ALSO
JONNY CURRIE.

LISTENING TO PARTICIPANTS, WHAT CAN WE DO FOR YOU?

The positive response is a partly due to the above as well as "...offering organisations an opportunity to invest in their staff and volunteers ..." at a time when development budgets are very limited. Pressures at the moment are considerable, Staff numbers time, budgets are limited. "...Managers and organisations are keen to learn, the hunger is there..." Passion for development, right audience, age may be a factor as the content and ideas are new to emerging leaders?

BENEFITS:

- Meeting a need within the organisations offering tailored training and support
- Learning from Facilitative
 Leadership e.g. importance of
 seeking agreement at the
 outset of meetings interactions
 anyone not in agreement, and the
 ladder of assumptions, managing
 meetings more effectively. Practical
 tools available including a very
 useful pocket guide and manual
- The Programme allows you to pause reflect and lift your game
- Opportunity to look at things differently e.g. looking at the issue of Volunteering across the organisation
- "...The Facilitative Leadership has been a wonderful experience with skilled and knowledgeable training providers."
- Collaborative training has allowed the cohort of E.L.to progress an interesting project.

NETWORKING

- The focus on networking has been very helpful and interesting
- "...Getting to see and know people in a different way..."
- "...New conversations outside of the organisation frame..."
- Also, the network event in April was very well organised and facilitated
- Potential new projects, or collaboration developing from this session/ identified themes

FUTURE OPPORTUNITIES

- Building upon collaboration experience, E L work will continue
- Networking across themes
- Focus is on asking the question is this making a difference what the purpose is of the work and activity

NEW OPPORTUNITIES/ELEMENTS

- Managing a budget
- What about young leaders?
- The paperwork was a bit of an issue initially

COLLABORATIVE PROJECTS

These are likely to emerge over time particularly if they are supported by having a third party (NICVA/EBCDA/ Other Providers) to facilitate and support.



TRACEY WILSON

Coordinator SureStart

The initial contact was through the Inner East Forum advertised by EBCDA then online NICVA Website. Initially the Programme was seen an opportunity, offering free training to upskill staff. Tracey attended some initial events and through conversations with providers it became increasingly obvious that the Programme offered a more creative opportunity to gain tailored and bespoke training as well as the menu of more generic training.

The conversation with Helen McLaughlin was a catalyst in recognising the opportunities and the possibility of asking, prompting and planting seeds, anything might be possible SureStart has benefitted from a range of opportunities both bespoke and from the calendar offering a range of hard and soft skills.

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COMMENTS

"...HIGH QUALITY TRAINING, TAILORED, ACCESSIBLE, FREE AND DELIVERED BY A RANGE OF SKILLED PROVIDERS..."

"...TRAINING IS TAILORED TO THE NEEDS OF THE MANAGERS AND ORGANISATION..."

"...VERY IMPORTANT ROLE
PLAYED BY HELEN AS PIVOT
AND CATALYST..."

The positive response is partly due to the above as well as offering organisations an opportunity to invest in their staff at a time when development budgets are very limited. Pressures at the moment are considerable, with Staff numbers and time limited. "...There is a passion for development, right audience at the right time ..."

BENEFITS

- Meeting a need within the organisations offering tailored training and support
- Learning from Facilitative
 Leadership include practical tools available including a very useful pocket guide and manual
- Personal affirmation of Tracey's role as leader, building confidence and skills
- Practical skills and knowledge e.g. GDPR and social media, Team building. Facilitative Leadership practical tools including presentations
- Accreditation is an important element

NETWORKING

- The focus on networking has been very helpful and interesting
- "...Getting to see and know people in a different way..."
- "...New conversations outside of the normal organisation frame..."
- The network event in April was very well organised and facilitated
- Networking is embedded in the whole programme. The experience has reinforced Tracey's networking acting as a network weaver, reinforcing the benefits of networking. The networking event facilitated discussions around common issues, volunteers and poverty. "...This has led to discussion developing projects and has encouraged different ways of working shared leadership..."

FUTURE NEEDS/WORK

Support Emerging leaders work and networking looking at common themes across the area.

OTHER OPPORTUNITIES

Possibly fundraising improving on the quality of submissions.

KARL CRAIG (K.C.) AND CHARLOTTE BLACKSTOCK (KNOWN AS DANNI)

Participants OCN NI Level 2 Certificate in Youth Work Practice and Certificate in Youth Work Studies level 4. (YouthAction NI)

INTRODUCTION

Danni has been a long-term volunteer with Alternatives in East Belfast for over 6 years and was encouraged to become involved in the Level 2 Certificate in Youth Work Practice by colleagues in Alternatives.

Similarly, KC is a long-term member of Ledley Hall as a young person and moving into a volunteer youth worker. He was prompted to look for qualifications as he realised that without qualifications, he would be unable to apply for youth worker jobs. Level 2 was promoted by youth workers within Ledley.

Both young people had a negative experience of school and formal education and would not have seen undertaking formal training as something for them. However, a conversation with Jonny Ashe YouthAction NI was helpful in persuading them to try Level 2. Given their view of school and lack of formal qualification embarking on Level 2 was a big undertaking and challenge that they embraced.

COMMENTARY

Level 2 was a "...fantastic great experience..." Helped "...build up confidence and self-esteem ..."

heir time to persuade and explain .
"...Top class training, well-pitched

The content of Level 2 reinforced many things they were doing and would have done as voluntary youth workers, provided practical experience and skill. The Level 2 Programme encouraged them to "... question their practice, why are we doing certain things, why are young people behaving in contain warra."

Building upon their experience of Level 2, both Danni and KC were persuaded to the Certificate in Youth Work Studies level 4, with the likely demands and challenges clearly set out by YouthActionNI.

Both were very proud to have been asked to start the Programme that is set at University level as this was something neither thought would be possible for them.

Level 4 has been a challenge and at times very demanding. "....The Tutor team has been fantastic, explaining the content, encouraging students breaking down the elements particularly assignments essays and exams..."

Being accepted on to Level 4 has been "...a great confidence boost..." Both are very proud of their achievements as are their families..."

Level 4 has helped them as voluntary youth workers gain practical skills, team work, presentations and group work as well as looking at policies and procedures, youth work theory and development. The Level 4 has allowed them to give back to their respective youth work settings, Alternatives and Ledley, working in different ways with the young people with more confidence

Undertaking Level 2 and 4 has reinforced their passion for Youth work and made them more determined to progress as Youth Workers and possibly go onto third level education. As summarised by Danni ".... It's the best thing she has ever done...."

The Level 4 Programme has been great experience working with large group from a range of backgrounds and youth and community settings.

The group has been "...a great source of support and encouragement...".

Taking part in Level 4 has also allowed

Taking part in Level 4 has also allowed a large network of youth worker across East Belfast to develop.



AMIEE McCUNE

Peer Educator Ballybeen Womens Centre

INTRODUCTION

Peer Educator Ballybeen Womens
Centre (BWC) appointed 2017.
Aimee has been involved with
BWC since she was 11 a young
person and then as a volunteer.
The role has a number of different
aspects; working directly with the
young people with a drop in
session 2 nights per week,
school-based programmes
working with p.7's and a transition
programme (personal development,
health positive relationships) and
summer programmes.

All the strands ensure the Centre is connected with the young people of the Area. In turn, the work complements the range of other activities run by BWC including the education and training programmes, after schools and the creche.

The Programme was promoted by Gillian McCarroll within BWC. Elements have

included; Coaching and mentoring (TIDES Training), Good relations and cultural identity (TIDES Training) and Youth work (YouthAction NI).

COACHING AND MENTORING

Opportunity offered to volunteers and staff members. This introduced new ways of working as most of the work was group focused. The approach from TIDES Training Team was very effective, initially meeting with the Team, identifying what was needed and being very responsive. The benefits are evident in the skills and tools gained and this experience has encouraged BWC to consider a 1:1 mentoring programme.

LEVEL 2 CULTURAL DIVERSITY

This has involved 20 young people 10 staff and volunteers. This has been a very effective programme with young people gaining a greater understanding of their own and other cultures. This has also provided an opportunity to visit other Centres including; the Indian Community Centre, the Museum of Free Derry, Stormont and the Rainbow project.

The visits have provided an opportunity for the young people to question and challenge in a safe space and safe environment.

"...Giving a voice to young people..."

This element of the Programme has also provided BWC with links and relationships with other organisations which can be used at a later date. Another benefit has been the tools approaches and course material which TIDES Training has made available in a very open and helpful manner cascading within the organisation.

YOUTH WORK TRAINING WITH YOUTHACTION NI

11 young people have gone through Level 1 and will move on to Level 2 Peer Education.

Other strands explored include Employability and Supporting Volunteers. From a participant's and organisation point of view the Programme has "ignited a spark".

B.W.C has been given an opportunity to gain resources, skills and approaches which can be used throughout the organisation,

"...Cascading skills and knowledge..."

"...Cascading skills and knowledge..."
46



JACQUELINE O'HAGAN

Community Arts Officer within Eastside Partnership

Currently Community Arts Officer within Eastside Partnership appointed in 2015 to a new post focusses on engagement. In this role Jacqueline has developed and promoted some new initiatives including Arts and Older People in the East funded by ACNI, Intercultural programmes as well as recently promoting arts to the over 50s resulting a new pilot project in ceramics. The demand for the latter suggests a strong latent demand for classes.

Invited to participate by Jonny Curry as one of the Emerging Leaders cohort and was aware of the Programme through the regular Ezine and attendance at local forums during which the Programme was promoted. What was attractive at the outset was an opportunity to investigate and learn more about leadership, community development and collaboration. While Jacqueline has a background in the arts and specifically Theatre and an academic background in Arts management, this was an opportunity to look at other areas relevant to her current role.

Elements covered include; Facilitative Leadership, Collaborative Leadership, Volunteer Management, Accreditation ILM, Bespoke training and Support, short half day's business strategy, business planning and the Networking day. 66

COMMENTS

"...FACILITATIVE LEADERSHIP
WAS A FANTASTIC EXPERIENCE,
THE EXCELLENT TRAINERS
COMBINED A MIXTURE OF
EXCELLENT DELIVERY SKILLS,
VERY INTERACTIVE, WORKING
TOGETHER DELIVERING AS
A TEAM..."

"...THE CONTENT WAS

EXCELLENT SUPPORTED BY A

HIGH-QUALITY WORKBOOK..."

"...OFFERED PRACTICAL SKILLS CHAIRING/FACILITATING/PREP AND PLANNING..."

VOLUNTEER MANAGEMENT

Very practical, working with individuals at all levels has helped Jacqueline in her role as Volunteer Manager, practical tips and skills e.g. Policies and processes.

COLLABORATION

"...Very practical skills and approaches offered to help make collaboration effective..." This has provided the opportunity and skills to help develop 2 collaborative projects, one focusing upon a community celebration event, the second focusing on youth engagement around bands.

Bespoke support has been very helpful supporting Eastside to look at collaboration across and within the Partnership.

Accreditation through ILM has provided an opportunity to gain internationally recognised qualifications which complement existing academic qualifications. The Staff Team have been very supportive and helpful in achieving the appropriate qualifications.

Networking Event and the opportunity to networks as part of the EL cohort has been very beneficial in "...providing opportunities to grow, strengthen and deepen relationships

BENEFITS

Gaining practical skills and approaches which can be used in her role, skills which can be applied in Eastside Partnership as a part of the Management Team.

SUSTAINABILITY

Development of relationships across East Belfast.

Would like to see the continuation of bespoke training and support as an opportunity for individuals and groups in East.



OTHER PARTICIPANT FEEDBACK

Social Media Comments

Really helpful in learning new ways to increase on social media presence.
Really helpful regards ideas for an updated website.

This has helped me so much. I'm not a social media expert, I can blag my way around, but this course was brilliant so much info at all different levels. I got so much from it. Highly recommended.

East Belfast Networking Event

As a new position in my employment I have enjoyed getting to know people in other organisation that I have only heard of before. With this knowledge I have confidence in passing the info on to other team members.

I will apply to staff meetings 121/ appraisals and also share with my national team as examples of good practice.

Lots of fantastic ideas from group workshops that we will go onto explore or cut inter-generational activity.

Can't think of any - it was excellent.

Good delivery. Excellent communication.

Positive feedback in group work sessions. Thank you excellent event, learnt a lot from sharing.

Facilitative Leadership

I am required to facilitate meetings and will use many of the tools to improve delivery i.e., setting agendas, reaching agreement, presentations etc.

Use many of the tools to improve my meetings, management, contribution to com development. Will share models / tools with staff and networks.

Loved the trainer. Great facilitators, excellent handbooks, good visuals, very interactive, fun as well as informative.

Thank you for this training - it was so informative and will hugely influence how I do important parts of my job. Great facilitation and resources.

Very practical and useful, loved the powerpoint. 2 of the best facilitators using top class material. Look forward to seeing change due to our learning.

Good to get feedback on my delivery.

ILM Level 3 Award in Leadership and Management

How to manage effective teams & use better communication within the team to achieve positive outcomes.

I work as part of a team and do public presentations as part of my role. So it is immediately applicable.

I will use the Tuckmans and Belbin model to increase the effectiveness of a team.

Help others in team understand team roles & power of good communication.

It has personal application for me across professional & personal relationships.

Feel more confident in completing tasks & roles & providing support.

Appreciated time thinking about my personal leadership style & how to resolve address conflicts which may arise conflict management was the session I was most looking forward to & found most useful. It has personal application for me across professional & personal relationships.

ILM Level 5 Coaching and Mentoring

The skills I have learned will help those who come through the organisation to move forward and achieve the goals they set out for themselves.

I will be mindful of my body language use of clear language in 1-1 sessions and asking open questions as opposed to closed questions in certain settings.

I will apply my new skills with my group to help them understand how to help themselves and encourage it.

A better understanding and knowledge of what to do and how to recognise different personalities.

Leadership for Collaboration

Working in collaboration with fellow participants on a new project. Will also try and apply new skills in the workplace, working with colleagues better.



Diagram 1: **Overall Programme Participant Satisfaction**

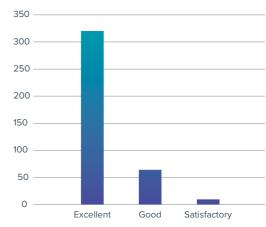
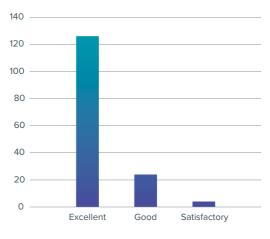
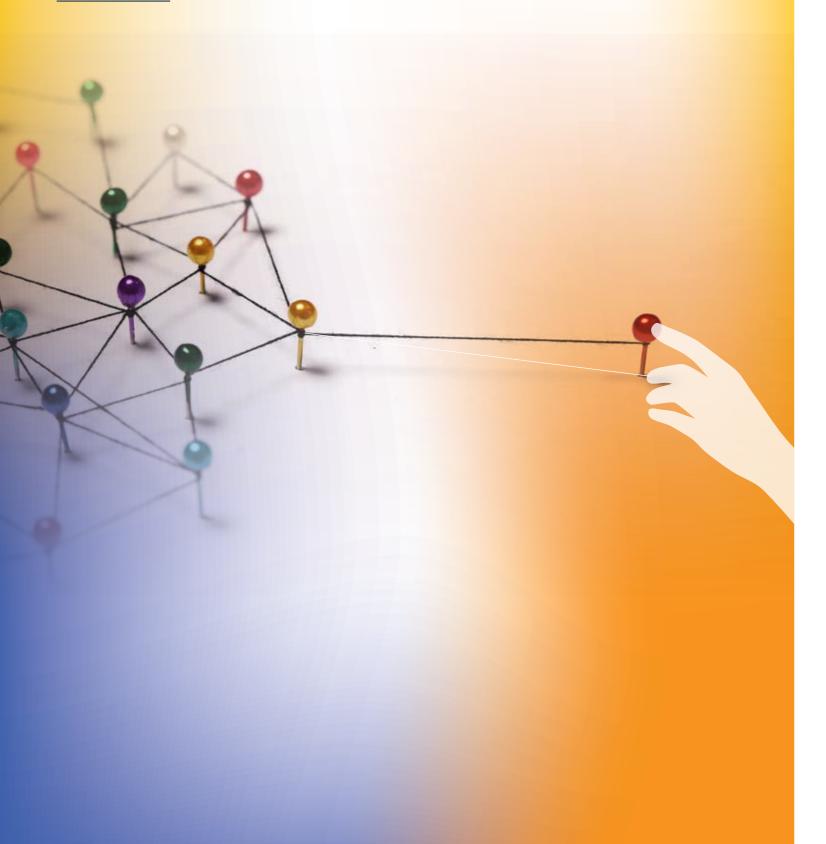


Diagram 2: Participants Feedback Bespoke Sessions



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KEY EVALUATION CONCLUSIONS



6.1 THE TERMS OF REFERENCE FOR THE EVALUATION ARE ADDRESSED IN THE TABLE BELOW:



EVALUATION REQUIREMENT

The extent to which the aims and objectives of EBCC&LP are being/were met



COMMENT

The number of individual participants and groups engaged vastly exceeded the initial targets, of 252 people from 42 groups.

65 groups were engaged with:

- 602 unique learners
- 181 participating organisations
- 2772 registered participants
- 2290 attending participants

This represents an over achievement in terms of the number of groups engaged of 55% and a tenfold increase in the number of people participating.

The number of individual learners completing action plans was 100%. All other objectives were either achieved or exceeded.



EVALUATION REQUIREMENT

To assess the relevance of the programme (i.e. appropriateness of the project in relation to the needs identified within the project Economic Appraisal)



COMMENT

The response to the Programme, the level of take up and the positive comments offered indicates the relevance of the Programme in relation to the identified need to strengthen the voluntary and community fabric in East Belfast through the investment in leadership and resilience.



EVALUATION REQUIREMENT

To assess sustainability of the programme (i.e. the likelihood of the project continuing after SIF funding ceases).

☐ COMMEN.

This is addressed in Section 7 below

EVALUATION REQUIREMENT

What has worked, the aspects of the project that demonstrated the greatest and least successes, areas for improvement, lessons learnt.

COMMENT

The commentary offered above at Section 5 highlights the factors which may explain the success of the Programme. This suggests the Programme was based upon a need, is perceived to be relevant, offers high quality, free, accredited training which is flexible, learner centred and accessible. The willingness to tailor the response to the need of the individual and organisation has resulted in groups becoming fully engaged and keen to avail of all opportunities.

EVALUATION REQUIREMENT

The quality of EBCC&LP from the perspective of the participants, with particular reference to the way the programme was/is being delivered.

COMMEN.

The feedback offered at Section 4, and reflected in the case studies at section 5 above indicates that participants view the Programme to be of a high quality and delivered by a team of skilled responsive and experienced trainers.

EVALUATION REQUIREMENT

An examination of the effectiveness and efficiency of EBCC&LP; full consideration should be given to the issues of continuous engagement, number of organisations and participants.

COMMENT

The comprehensive and ongoing approach to engagement by EBCDA and the Delivery Partners using a range of channels and networks, has resulted in the high level of engagement and participation in the Programme. A key element in this process has been the attention to personal contacts adopted firstly by EBCDA and subsequently taken up by NICVA and by the delivery team. The one to one conversations with NICVA and with the trainers opened the door to organisations encouraging a more meaningful and in depth participation.



EVALUATION REQUIREMENT

An analysis of the uptake and the success of the project in engaging the target groups and target geographical areas.

COMME

The Programme successfully engaged with a range of groups. The engagement process focused on groups in the 5 SOAs within the top 10% most deprived, the Mount 1 and 2, Ballymacarrett 1,2 and 3 then moving onto the groups within the 8 SOAs that fall within the top 20%. Participants have been based within the designated areas with organisations headquartered outside the area but active within the area.



EVALUATION REQUIREMENT

An examination on the effectiveness of the management of the project by the Lead Partner.

COMMENT

As indicated above the successful delivery of the programme is in part due to the effectiveness of EBCDA in providing leadership, management administrative support and systems to ensure that the foundations were in place to allow the Programme to be rolled out successfully.



EVALUATION REQUIREMENT

Equality considerations and the effectiveness of the service in combating social exclusion.

Significant efforts were made to attract participants from all backgrounds.

The range of groups targeted, and number of participants supported indicates that the Programme was open to all and fully inclusive.



EVALUATION REQUIREMENT

The contribution that has made to the overall objectives of SIF as they relate to this project.



COMMENT

The Programme has contributed effectively to the overall SIF objectives of reducing poverty and deprivation, building pathways to employment, increasing community-based services and addressing dereliction and promoting investment in the physical regeneration of deprived communities.

The Programme's success, at both the individual and organisational level, has made a positive contribution to the Sector which is likely to be strengthened and deepened with networks enhanced and collaboration strengthened.

Also relevant to the thrust of SIF, pathways to employment have been built (for example through enhanced volunteering opportunities and skills development) which addresses systemic links to deprivation.

6.2 COST EFFECTIVENESS AND VALUE FOR MONEY

A useful basis for assessing the extent to which the programme can be viewed as being cost effective and providing good value for money is by benchmarking against other provision.

A research study titled "The Cost of Professional Training in the UK" was completed in October 2018. This involved analysis of data collected from 3,000 training programmes (it considered UK data only and excluded academic degree programmes).

For those courses which focused on **Leadership Development** the average price per training day per person was £506.

With a reasonable assumption that 10 trainees per course were accommodated, the average cost per participant per day was £50.

Using this as a benchmark for comparison, for EBCC&LP with 2,290 participants, the cost by comparison for delivery of the programme should have been £1,158,740 (£506 x 2290).

Instead the total programme cost was £740,457 which actually equates to £323 per trainee per day (applying the same assumptions as above).

Therefore total programme costs were both 36% lower than the above UK leadership training programme benchmark.

This demonstrates a high level of cost effectiveness and points strongly to EBCC&LP representing good valu for money.

There are also other factors which support the good value for money conclusion. For example it is possible that a community capacity building and leadership programme will in the longer term reduce the level of unemployment benefits paid by preparing people for the jobs market. The EBCC&LP will not create jobs in the short term, rather its main impact is on assisting those who are currently facing the greatest barriers to accessing training, support and community life in general so that they can compete in the employment market. Therefore the net effect is unlikely to reduce the overall unemployment cost in the short term, and certainly over the lifetime of the project. However it is reasonable to assume that the programme has made a contribution to reducing the cost to the exchequer in terms of possible long term benefits such as reducing welfare payments.

6.3 AT THE CONCLUSION OF DELIVERY OF THE PROGRAMME, THE FOLLOWING ADDITIONAL OBSERVATIONS CAN BE MADE.

- The Programme was delivered extremely well and exceeded the targeted delivery of strategic objectives outputs and outcomes.
- In relation to the OBA Score card agreed at the outset the Programme delivered very effectively against each quadrant.
- 3. Based upon survey information gathered and feedback offered, the satisfaction levels with the Programme and all elements ranged from excellent to very good, as are the levels of satisfaction with the Programme content and delivery staff. Participants clearly identified the personal and professional benefits and the opportunity to apply the learning to their current roles and the development of their respective organisations.
- 4. Case Studies to further illustrate these benefits are presented in Section 5.
- Feedback from Programme beneficiaries has been overwhelmingly positive as demonstrated by quotes recorded as part of the evaluation process:

'I did a number of courses on the programme and the two that stand out are the Facilitative Leadership course and Collaborative planning. It's been brilliant to take away tools and frameworks to use going forward'. (Barbara Smith – Scaffolding Project)

'It's made a real difference to our group because we are volunteers and also don't have any funding at the moment so it's given us a chance to access learning that we would never have had. We've come from being a little ladies group to having really solid governance. We're ready and prepared to do a lot of programmes and strategic planning. It's been brilliant.' (Amanda Kelly – Dundonald Ladies Group)

'I think that this programme has been excellent for east Belfast and I get that from the number of things I've been to where I've connected with other organisations and people working across the sector.' (Jonathan McAlpine – East Belfast Enterprise)

 All Partners have delivered as required (mainly exceeding targets) and reported monthly.

The numbers signing up and participating suggest that the Programme met a need within the Sector. Working within the agreed themes the Delivery Team has also responded flexibly to offer a bespoke response which is having a very positive impact in terms of participation and retention.

This is evident in the diverse nature of groups participating and the nature of the support offered including; managing staff and projects, social media, fundraising, strategic planning and GDPR which was timely and meeting a need.

The willingness to respond flexibly may also reflect the take up of the mentoring offering with 255 sessions delivered from a variety of the personnel within the Delivery Team.

It is interesting to note that that groups including; Ballybeen Women's Centre, Sure Start, Eastside Partnership and Mount Merrion have availed of a number of support interventions which may reflect both need and recognition of the value of the offering.

7. By focusing upon building confidence, capacity, leadership and management skills and expertise based upon the practical issues and challenges of those leading organisations it was intended that individuals can apply the skills and expertise to their organisations. In turn it was intended that the resilience and sustainability of the local groups and the local infrastructure can be enhanced.

THE FUTURE

The assessment of sustainability of the programme (i.e. the likelihood of the project continuing after SIF funding ceases) represents the most challenging aspect of programme evaluation.

The reality is that the EBCC&LP was funded on a time bound basis by a funding initiative (SIF) which itself is not planned for long term implementation and in this context it is not possible to plan for multi-year extension.

A key positive for east Belfast though, is that the programme has demonstrated a high degree of delivery effectiveness and value for money and (as detailed earlier in this report) can be viewed as a unique model for leadership.

As indicated above the Programme has clearly been successful and has exceeded targets in terms of outputs and has contributed effectively to achievement of the agreed outcomes.

This raises the question of what lies behind this success and if this can be sustained. At this point it is possible to highlight a number of factors having a very positive influence. These include;

- Meeting an identified need, based upon research, consultation and discussion and an understanding of local environment and organisations
- · The local demand and eagerness to participate
- The strength and expertise of the delivery team
- The flexibility of the Programme and support from the TEO to facilitate a client-centred approach
- Offering a tailored and flexible response
- Individuals and groups participating recognising and valuing the benefits to be gained by participating in the Programme
- A willingness amongst organisations to invest in Staff
 and Volunteers



The evaluator concurs with the observations of key stakeholders who pointed to the unique model that has been developed and the key success factors associated with the model:



It offered multiple ways to engage – groups and organisations could undertake formal accredited training together with participants from other groups and organisations, but they could also request bespoke training tailored to the specific leadership and capacity needs of their volunteers, board or staff. Individual participants could avail of one-to-one mentoring in order to explore their own leadership challenges and opportunities.

Organisations could access
Governance Reviews, and attended
Networking Events designed to ensure
maximum learning and engagement
from other groups and organisations.
A network of Emerging Leaders was
supported to develop their skills and
capacities. A number of organisations
were able to work together on specific
projects, supported by partnership
funding. The programme incorporated
a significant youth component, aimed
at equipping young people with the
skills and qualifications to undertake
youth work in their communities.



There are multiple entry points therefore participants do not have to progress through every element of an inflexible programme, parts of which may not be relevant to their needs. Instead they can be selective and focus where support is most needed which optimises the programme's effectiveness.



It was delivered by a team of partners all with their own specific areas of expertise – IISC brought leadership skills to the fore, YouthAction NI delivered the youth aspect of the programme and TIDES Training focused on issues related to Good Relations. NICVA delivered a range of courses and support around increasing capacity and good practice in group and organisational development skills.



The programme was managed locally by EBCDA, and delivered locally, at times and venues to suit participants and ensure maximum uptake.



Having a dedicated Co-ordinator in NICVA meant that there was cohesion and oversight across the programme, strong relationships built with learners and a commitment to participate.



NICVA employed a Community Development approach throughout, going out to meet groups and individuals where they were at, offering a quality, tailored approach to meeting needs and supporting positive development.

The Evaluator believes that this flexible model offering different ways to engage with a focus on meeting needs rather than just delivering an off-the-shelf product, is the reason that the programme has exceeded all anticipated targets.

This model, or at least key elements, should be acknowledged as best practice which can be replicated and/ or further developed and this applies in both a local east Belfast and wider geographical setting.

The Evaluator understands that EDCDA is exploring several opportunities to access funding to enable the above options to be developed (including Peace IV and Communities In Transition) and would have no hesitation in supporting such applications as having the potential to address key community needs in a professional and effective way.

It is hoped that this positive final evaluation report is viewed as a key supporting document in the assessment of such application by funders which will help achieve longer term, more sustained delivery of the leadership model.



APPENDIX 1 **PROJECT TEAM**

East Belfast Community Development Agency

East Belfast Community Development Agency (EBCDA) was started in 1970 in response to the problems that Northern Ireland was facing back then on East Belfast. EBCDA supports the development of a confident co-ordinated community sector in East Belfast. EBCDA is the 'umbrella organisation' supporting community development in East Belfast.

EBCDA membership is made up of community groups drawn from an area that contains almost 93,000 people. EBCDA's job is to add value to the activity undertaken by these groups. We work with other key organisations to ensure the continued development of a community sector in East Belfast that is recognised, valued and effective. EBCDA works to co-ordinate the activities of groups in the area through a range of support measures which include training, facilitation, information access, brokerage, support for local forums and consultation.

Role of the Consortium members:

Within the delivery of the EBCC&LP Programme the role of the consortium partners is as follows:

- NICVA lead Programme Partner; Client Liaison, Programme and Contract Management; Financial Management; Monitoring and Evaluation; Training Delivery (Governance and Policy, Leadership, Bespoke Training)
- IISC Programme Partner; Training Delivery (Leadership)
- TIDES Training Programme Partner, Training Delivery (Community Relations/Diversity)
- YouthAction NI Programme Partner, Training Delivery (Youth Programmes)

NICVA

NICVA, the Northern Ireland Council for Voluntary Action, is a membership and representative umbrella body for the voluntary and community sector in Northern Ireland.

With around a thousand members that range from household name charities to grass roots community groups we lobby and campaign to advance the interests of the people and communities that our members support. We offer a wide range of practical services, products and support to our members to help them do what they do best find innovative solutions for social challenges by:

- Representation to Government and other partnerships
- Practical, advice, support and training
- Information and resources

TIDES Training

TIDES Training designs and delivers programmesto empower people with practical skills to deal with the challenges of everyday life, address the legacy of political violence and engage with a more globalised society. TIDES Training has a reputation built on the proven ability to develop training programs that are creative and relevant. We work primarily across the Community, Public and Private Sectors, locally, nationally and internationally.

Interaction Institute for Social Change (IISC)

IISC's team in Belfast specialises in delivering training in leadership and collaboration; and in facilitating high stakes events requiring skilled expertise to build lasting agreements and develop collectively owned plans. We work at regional, national and European levels with local authorities, NGOs, community based organisations and foundations. Our events are customised to meet the specific requirements of leaders, managers and senior staff.

YouthAction Northern Ireland

YouthAction NI is a regional voluntary youth organisation located in College Square North, Belfast with regional offices in Armagh, Ballygawley, Enniskillen, Newry and the North West. For 70 years YouthAction NI have strived to make a significant difference to the lives of young people and communities throughout Northern Ireland.

APPENDIX 2

PROGRAMME CONTENT AND METHODOLOGY



Facilitative Leadership – Building Effective Organisations

Facilitative Leadership®: Tapping the Power of Participation in Local **Organisations and Communities** (IISC, working towards ILM level 3 accreditation) - Facilitative Leadership® teaches specific practices, skills and tools required to build a strong and healthy community and voluntary sector in East Belfast. It will result in increased productivity, ownership, deeper relationships and levels of commitment. Practices covered will include: share an inspiring vision; focus on results, process and relationships; seek maximum appropriate involvement: coach for performance: and celebrate accomplishment. Additionally, this workshop could usefully be delivered in residential format, thereby enabling participants to create deeper connections as they learn together.



Group Tailored/Bespoke Training

We will offer a menu of bespoke training courses in response to the Training Needs Analysis conducted at the outset, recognising that the needs of each group and their volunteers/ staff will differ. These may include Project Planning, Managing Finance; Risk Assessment, Managing Staff; Fundraising, and Good Governance.



Governance/Policy Review Training

Groups must ensure that their governance procedures and practices are sound, not only to comply with

charity and company law but to give funders and supporters the confidence that groups are well run and meet best practice. We will identify groups who will most benefit from this and will contribute to the sustainability of the group by providing them with a benchmark of good practice and helping them identify action points to improve their governance and management.



Introduction to Leadership and supporting the involvement of others (IISC)

This course targets people who are active in helping make East Belfast a better place, without really being aware that they are de facto playing a leadership role. The focus is on exploring what is meant by leadership and why it matters in the community, and promoting the idea of leadership as a skill which all can develop through learning and practice. Content includes skills for facilitating discussions, building agreements and creating a shared vision.



Introduction to Leadership & Management (NICVA ILM Level 3)

This two-day course is designed for anyone wanting to understand leadership and learn how they can become an effective leader. It is suitable for those considering or new to leadership who want to build their confidence and learn new skills. The course includes content on team leadership, communication, leadership style and setting objectives.



Mentoring (NICVA ILM Level 3)

This three-day course is designed for those who want to understand the role and responsibilities of good mentors and learn about mentoring as a powerful development tool. The course will help them explore different mentoring models, put their new skills into practice in their role and carry out supervised mentoring sessions.



Training for Trainers (NICVA TQUK)

NICVA, as an officially approved Training Qualifications UK (TQUK) centre, will deliver the Level 3 Award in Education and Training (QCF) which is an introductory teaching qualification which can be undertaken by individuals who are not yet in a teaching role.



The Masterful Trainer (IISC)

This two-day course features proven techniques for leading valuable learning experiences that teach non-technical skills in a participatory manner. It covers techniques to: create supportive learning environments; vary learning processes to meet participant needs; and handle difficult situations, challenging questions and resistance.



Leadership for Building Active
Communities which will enable people
to lead local organisations in ways
that invite participation and promote
commitment



Recruiting managing and motivating volunteers (NICVA ILM Level 3)

This two-day course is designed for those that plan to or currently manage volunteers. It will help participants understand good recruitment processes as well as develop volunteer agreements and role descriptions. The course will also include developing and supporting volunteers, giving feedback, motivating and celebrating volunteers.



Leadership for building Active Communities (IISC)

The course focuses on leading local organisations and groups in ways that invite participation, promote commitment and build active communities. Leadership frameworks and tools include: defining leadership practices that are critical in building active communities; introduction to systems thinking; measuring success; discover shared meaning by listening deeply and engaging with key stakeholders, focus on the 'interior condition' – the heartset, mindset and beliefs that serve as a foundation for leadership for building active communities.



Award in Youth Work Practice (YouthAction NI OCN Level 1)

This award is suitable for young leaders and can be completed over 10 three hour sessions. It provides essential skills for initial leadership and an introduction to the fundamentals of youth work.



Certificate in Youth Work Practice (YouthAction NI OCN Level 2)

This award combines theoretical knowledge with principles and practices of youth work and ensures youth leaders can work safely in a youth work setting. Assessment includes a completed portfolio, demonstrating learning and a supervisor's statement to support this.



Ulster University Certificate in Community Youth Studies (YouthAction Level 4)

YouthActionNI is a recognised centre and strategic partner of Ulster University. The Certificate in Youth studies is recognised at level 4 by UU with all teaching delivered by YouthAction.



Leadership for Collaboration Leadership for Collaboration: Pathways to Change™

(IISC, working towards ILM level 3 accreditation)

No single organisation working alone can solve East Belfast's social and economic problems: collaboration is therefore essential. This course will lift up the essential skills, from facilitating productive and meaningful conversations to designing a roadmap that will take collaborative efforts successfully forward for greater impact. It will cover: 'the big picture', a meta framework; design pathways to action; designing for those on the margins; making the case for change to ensure buy-in of others locally.



Additional Capacity Building

Partnership Projects developed with incentives based on local community need – Groups will be encouraged and incentivised to work together by developing an action learning project within their community to apply their learning from the training courses they have undertaken and encouraging more active engagement within their communities. They will jointly have access to a small resource allocation fund, managed by NICVA, to support this.



Leadership in Diverse Communities (IISC)

The focus of this course is on leadership that leverages diversity to build sustainable and strong communities through frameworks and skills leaders to foster connection across differences in local communities. It includes: exploring diversity in the context of leadership; the ladder of inference; and tools for leading tough conversations. It builds the confidence of those playing leadership roles in holding conversations about issues such as sexism, racism and sectarianism that foster authentic engagement.



Good Relations & Civic Leadership (TIDES Training OCN Level 2)

This course will give participants the space and time to explore their own cultural identity and what has influenced it, explore the benefits and challenges of diversity, current legislation including Section 75 and builds participants' capacity to engage in active citizenship.



Conflict Resolution & Mediation (TIDES Training OCN Level 2)

This course offers participants the opportunity to learn about the nature of conflict, and understand the causes of conflict both in our everyday situations and on a community level. Participants will gain an understanding of methods for addressing or preventing unhealthy conflict and they will learn the basic skills of meditative communication.



Restorative Practices OCN Level II (TIDES Training)

Restorative practices reduce crime, violence and bullying, improve human behaviour, strengthen civil society, provide effective leadership, restore relationships and can repair harm. This course will introduce the range of restorative tools such as: restorative circles, restorative questioning and new models for working. These tools can be used with families, youth, women, community groups, schools etc.



Leading Networks Leading Networks (IISC)

This course introduces the latest thinking on networking as an increasingly important social change strategy and the role of leadership within this. Specific content includes: network outcomes: connection, alignment and action; network structures; designing and maintaining connections; and leadership approaches for networking.



Roundtable Networking Events (All Partners)

We will run 3 round table workshops over the two years to bring groups together to build and develop relationships, to present information and develop skills on common themes, eg, community needs, community relations, to facilitate discussion on issues arising from themes common to all groups and to encourage collaborative working amongst the groups. This will include statutory organisations within East Belfast.

APPENDIX 3

O.B.A AND GLOBAL METRICS



GLOBAL METRICS

The questions below must be used for the global metrics. These are standard questions that are to be collected across all relevant Social Investment Fund projects. The questions below should be asked of every participant and should be included in any survey you run to collect other information that you will require from participants. These questions **MUST** be asked at the **start** of the intervention and again at the **end** of the intervention. Any surveys to be used with your participants should be sent to OFMDFM statisticians for approval. **NB Please do not alter the order of the questions.**

SELF-EFFICACY

The following questions are about how you feel about your ability to cope with the challenges of daily life. To what extent do you agree with each of the statements below – please circle one answer for each statement.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I can always manage to solve difficult problems if I try hard enough.	5	4	3	2	1
If someone opposes me, I can find means and ways to get what I want.	5	4	3	2	1
It is easy for me to stick to my aims and accomplish my goals.	5	4	3	2	1
I am confident that I could deal efficiently with unexpected events.	5	4	3	2	1
Thanks to my resourcefulness, I know how to handle unforeseen situations.	5	4	3	2	1
I can solve most problems if I invest the necessary effort.	5	4	3	2	1
I can remain calm when facing difficulties because I can rely on my coping abilities.	5	4	3	2	1
When I am confronted with a problem, I can usually find several solutions.	5	4	3	2	1
If I am in a bind, I can usually think of something to do.	5	4	3	2	1
No matter what comes my way, I'm usually able to handle it.	5	4	3	2	1

LOCUS OF CONTROL

Lots of things happen to us in our daily lives that make us think a bit about ourselves and other people. To what extent do you agree with the following statements – please circle one answer for each statement.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I am in control of my life	5	4	3	2	1
If I take the right steps, I can avoid problems	5	4	3	2	1
Most things that affect my life happen by accident	5	4	3	2	1
If it's meant to be, I will be successful	5	4	3	2	1
I can only do what people in my life want me to do	5	4	3	2	1

Well-Being										
Overall, on a scale of $0-10$ where zero is not satisfied at all and 10 is completely satisfied, how satisfied are with your life nowadays?										
0	1	2	3	4	5	6	7	8	9	10

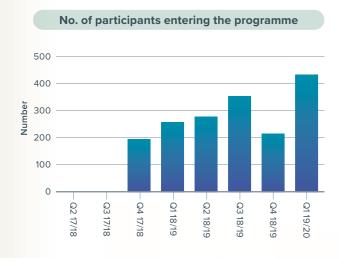
APPENDIX 4 OBA SUMMARY OF FINAL PROGRAMME RESULTS

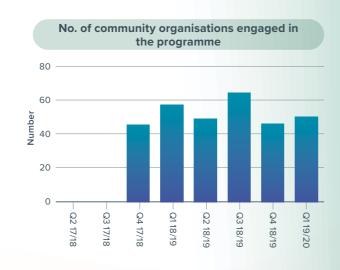
Кеу	Measure	Data	Data	Data	Data	Data	Data
		Quarter One	Quarter Two	Quarter Three	Quarter Four	Quarter Five	Quarter Six
		25/10/17 - 25/01/18	26/01/18 - 26/04/18	26/04/18 - 25/07/18	26/07/18 - 25/10/18	26/10/18 - 25/01/19	26/01/19 - 30/04/19
How Much' Measure 1	No. of participants entering the programme	193	256	277	353	213	431
How Much' Measure 2	No. of community organisations engaged in the programme	45	57	49	64	46	50
How Much' Measure 3	No. of programmes delivered	17	58	58	84	25	37
How Much' Measure 4	No. of sessions delivered	25	61	68	93	31	45
How Much' Measure 5	No. of people in the local committees	n/a	167	n/a	n/a	n/a	257
How Much' Measure 6	No. of programmes completed by community organisations	17	58	58	84	25	45

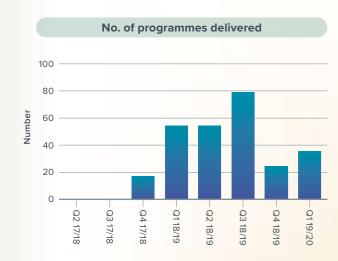
							_
Key	Measure	Data	Data	Data	Data	Data	Data
		Quarter One	Quarter Two	Quarter Three	Quarter Four	Quarter Five	Quarter Six
		25/10/17 - 25/01/18	26/01/18 - 26/04/18	26/04/18 - 25/07/18	26/07/18 - 25/10/18	26/10/18 - 25/01/19	26/01/19 - 30/04/19
How Well' Measure 1	% increase of people in local committees	n/a	n/a	n/a	n/a	n/a	54%
How Well' Measure 2	% participants reporting that the programme helped them	n/a	97%	97%	97%	96%	96%
How Well' Measure 3	% participants reporting being treated well throughout the programme	n/a	100%	99%	99%	99%	99%
How Well' Measure 4	% completing action plans	87 (100%)	131 (100%)	69 (100%)	57 (100%)	82 (100%)	176 (100%)
How Well' Measure 5	% of training programmes completed by training organisations	100%	100%	100%	100%	100%	100%

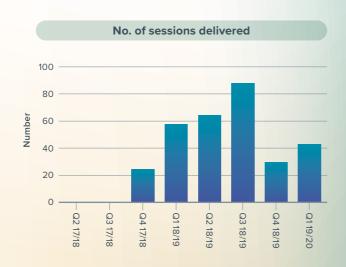
Key	Measure	Data	Data	Data	Data	Data	Data
		Quarter One	Quarter Two	Quarter Three	Quarter Four	Quarter Five	Quarter Six
		25/10/17 - 25/01/18	26/01/18 - 26/04/18	26/04/18 - 25/07/18	26/07/18 - 25/10/18	26/10/18 - 25/01/19	26/01/19 - 30/04/19
Better Off' Measure 1	No. of participants gaining qualifications	n/a	58	10	37	19	97
Better Off' Measure 2	% of participants gaining qualifications	n/a	26%	11%	11%	4%	16%
Better Off' Measure 3	Increase in volunteers in community organisations (N)	n/a	652	n/a	n/a	n/a	706
Better Off' Measure 4	% increase in volunteers in community organisations	n/a	n/a	n/a	n/a	n/a	8.20%
Better Off' Measure 5	No. of participants showing improvements in global metrics	n/a	n/a	n/a	n/a	n/a	110
Better Off' Measure 6	% of participants showing improvements in global metrics	n/a	n/a	n/a	n/a	n/a	59%

HOW MUCH DID WE DO?









HOW WELL DID WE DO IT?



97%
of participants reporting that the programme helped them

54%
increase in the number of people on local committees
(increased from 167 to 257)



99%
of participants reporting being treated well throughout the programme

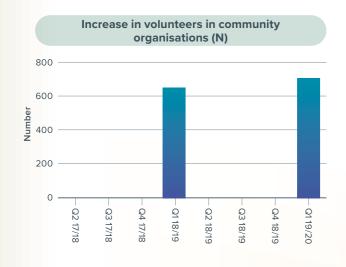


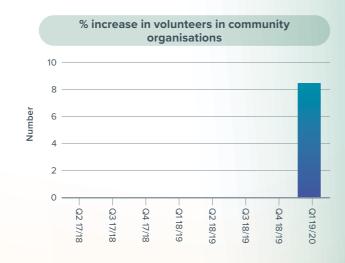
IS ANYONE BETTER OFF?

62%
of participants showing improvements
in self-efficacy

34%
of participants showing improvements
in locus of control

52%
of participants showing improvements
in wellbeing









APPENDIX 6 GLOBAL METRICS 2018/19

Before and after their participating in the Community Capacity & Leadership programme, participants were asked a set of standardised questions, relating to 3 measures:

- Self-efficacy: a person's belief in their ability to exercise influence on the events that affect their lives;
- · Locus of control: the degree to which a person feels in control of their life;
- · Well-being: a person's wellbeing and satisfaction with their life.

These measures taken together are referred to as "Global Metrics", and are used to measure the impacts of many SIF Initiative projects.

Aggregate level changes in Global Metrics measures 26% Self-efficacy 62% Well-being 28%

Pre-participation average: **37.44** Pre-post-participation average: **39.41** Post-participation average: **39.41** Pre-post-participation average: **39.41** Pre-post-partic

Pre-participation average: **18.22**Post-participation average: **18.25**

Pre-participation average: **7.66**Post-participation average: **8**

52%

GREEN: Positive change / ORANGE: No change / RED: Negative change

Scores improved for three fifths of participants in self-efficacy and just over half of participants in wellbeing: the overall improvement on self-efficacy was found to be statistically significant; however, wellbeing fell just short of statistical significance.

For locus of control, scores only improved for one third of participants and actually decreased for one third. There was a minimal increase in the average locus of control score, however this was not large enough to be considered significant.

APPENDIX 7 **EVALUATION METHODOLOGY**

PHASE 1

ELEMENT

Project initiation meeting and on-going management

OBJECTIVE

- > To clarify the proposed Terms of Reference
- > To review the proposed approach
- > To agree outcomes, timescale and milestones
- > To identify information sources
- > To assess on going progress

OUTCOME/ TOR ADDRESSED

- > Agreed and shared approach to the assignment (outcome, timescales, and milestones)
- > Stakeholder participation
- > Identify what is/has worked, /the greatest and least successes, areas for improvement, lessons learnt, etc

PHASE 2

ELEMENT

- > Familiarisation with the project
- > On-going gathering and review of information

OBJECTIVE

- > To review the Programme submission, key outcomes and objectives set and agreed
- To review the approach to capturing and sharing data proposed re baselines, data collection, monitoring returns

METHODOLOGY

- > Detailed discussion with key staff (EBCDA / NICVA/TEO)
- > Desk research (Economic Appraisal/ SIF Objectives /Submission from Lead partner and providers)
- > Review of performance and monitoring data
- > Review of Global metrics and OBA Scorecard info
- > On-going review assessment and analysis of information provided

OUTCOME/ TOR ADDRESSED

- > Understanding of the background and outline development of the EBCC&LP
- Assessment of baseline data in place and methods for info collection re global metrics to inform OBA score card
- > Assessment of the extent to which the aims and objectives of EBCC&LP are being/were met;
- > An analysis of the uptake and the success of the project in engaging the target groups and target geographical areas;
- > An analysis of cost effectiveness to include monetary and non-monetary costs and benefits.

PHASE 3

ELEMENT

Development of an outline consultation and evaluation framework and consultation / engagement process undertaken

OBJECTIVE

- To agree and sign off the proposed approach to consultation and engagement
- To gain the support and engagement of the Project Board & Community Organisations in East Belfast
- > To gather primary information to inform the evaluation

METHODOLOGY

- Draft outline with supporting proformas /questionnaires developed and agreed through discussion with the Project Board
- Undertake consultation process including on line, face to face / focus groups, as appropriate (Providers/Groups/Beneficiaries
- Case studies developed (10 in total reflecting the diversity of individuals and organisations)

OUTCOME/ TOR ADDRESSED

- > Identify benefits, added value, outcomes and impact
- > Identify lessons and approaches / quality
- > An examination on the effectiveness of the management of the project by the Lead Partner

PHASE 4

Interim /Progress Reports

OBJECTIVE

ELEMENT

> To present and discuss findings in an on-going basis over the Programme

METHODOLOGY

 Short reports /presentation and detailed discussion with the Project Board

OUTCOME/ TOR ADDRESSED

 Clarity around key findings and issue emerging, progress and challenges

PHASE 5

Draft and Final Report

OBJECTIVE

ELEMENT

> To draw together a comprehensive evaluation report of the setting out the approach, findings, draft conclusions and recommendations

METHODOLOGY

- Detailed draft report developed and presented for discussion with the Project Board
- > Final Report drawn up and signed off

OUTCOME/ TOR ADDRESSED

- > Contain an executive summary (mandatory)
- > Be analytical in nature (both quantitative and qualitative)
- Be structured around issues and related findings/lessons learnt
- Provide case studies with willing participants registered on the programme. (Include conclusions)
- > Include recommendations

East Belfast Community Development Agency East Belfast Network Centre 55 Templemore Avenue

T 028 9045 1512 E info@ebcda.org www.ebcda.org



Belfast BT5 4FP



East Belfast Community Development Agency

