



LEADERSHIP *evaluation* STRATEGY



2021-2022

Who we are...

ABOUT BELEVE

BeLeve UK supports young girls and women aged 8-21+ to develop skills and gain experiences that improve their life chances and career prospects. Our main aim is to engender change and bring solutions to issues affecting young women. We offer a range of programmes to girls and young women:

- **BEAM** offers sustained engagement with 450+ girls between the ages of 8-11. Through this programme young girls build self-confidence, self-respect and leadership skills
- **Lead Her Ship** supports young women to build confidence, understand leadership concepts, and attend career insight days
- **BeLeve in Her Success** offers mentoring opportunities and skills development workshops with volunteers from across the business world
- **BeLeve in Her Side Hustle** gives young women the opportunity to explore their entrepreneurial potential, through small, supported, projects that they can turn into social and other business ideas
- **It Is That Deep (IITD)** is a thematic workshop-based programme that we use to explore issues affecting young women. Over 2021-22 IITD will focus on **sexual exploitation** and **sexual harassment**. These workshops are school-based, and open to young people of all genders.

In the following pages we present our **leadership outcomes**, research **ethics**, and the approach we take to age-appropriate **data collection** across our programme portfolio. BeLeve UK is hugely excited to talk about our evaluation work, our impact, and how we support young women to have an active role in how we shout about the impact we have!

What we've achieved...

LEADERSHIP PROGRAMMES

In 2021, we delivered

- 5 evaluations
- 1,072 girls supported
- 4 school partnerships
- 100 workshops

- **Mission:** To equip girls and young women with the skills, support and confidence to find their voice and make informed choices about their future. Amplify girls' voices through involvement in causes that directly affect them
- **Vision:** All girls and young women are empowered to become leaders of their world
- **Values:** BelEve stands for equality, social mobilisation and Girls Rights.

Since 2013 we have...

Delivered 1,925 sessions.
Engaged with 8,143 Girls & Young Women

What we do

OUR APPROACH TO EVALUATION

We base our evaluations and research on a participatory approach that puts the voice of girls and young women at the heart of all we do.

This is the promise we make to the girls and young women participating in our programmes...

- **They're participatory**
- **They're based on informed consent**
- **We're open and honest**
- **They're delivered in a Safe Space for girls**
- **Responses are anonymous**
- **We only ask something if it's relevant**
- **We're led by girls and young women themselves!**

What we do

HOW WE MEASURE LEADERSHIP

The measures below were co-created with girls and young women. They told us what leadership means to them, putting their lived experience at the heart of our reporting.

- **Resilience**
- **Communication**
- **Planning & Problem Solving skills**
- **The ability to manage feelings**
- **The ability to form relationships**
- **The ability to collaborate**
- **A creative approach**
- **The ability to self-reflect**
- **And... the confidence to make things happen**

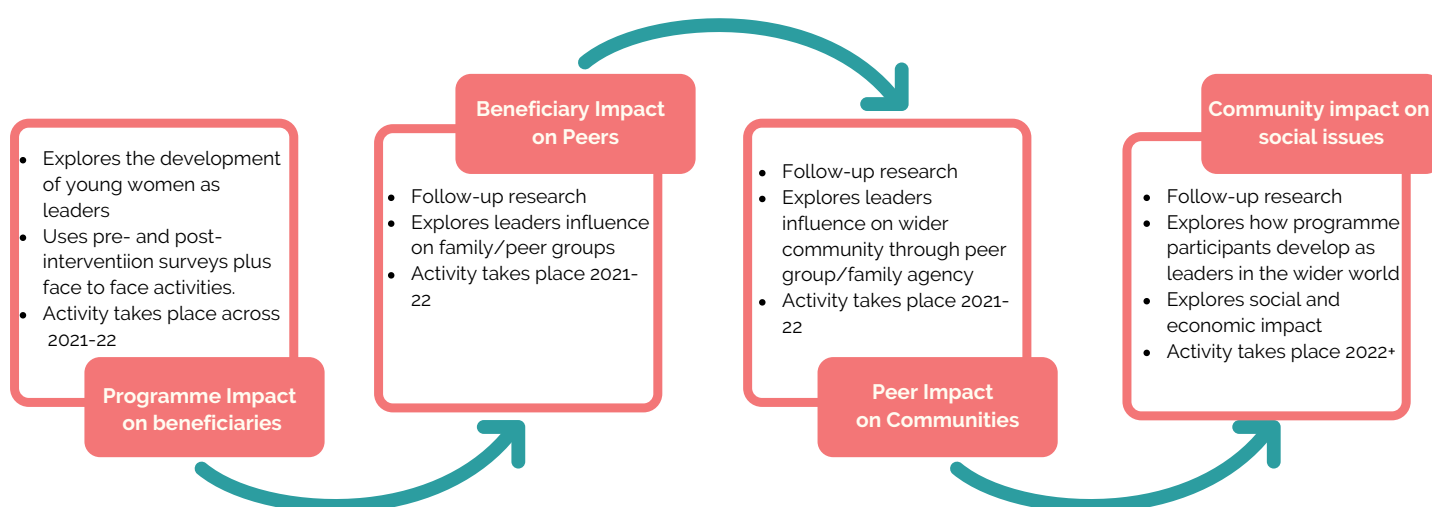


What we do

THE STRATEGY

Our evaluation strategy is to show how our programmes support girls and young women become leaders, both today, and as they continue on their leadership journey.

We do this by measuring change at four evaluation stages:



- Each stage develops the theme of leadership in practice.
- In this way we explore how young women develop as leaders as they progress through their lives.

When we'll do it ...

TIMELINE

We have a plan for 2022! To deliver this strategy, this is what happens over the year...

Spring Term 2022

- Publication of 2021 impact Report (Jan/Feb)
- Evaluation of BEAM (Pre- and Post surveys, classroom observation, and end of programme evaluation activity) [Jan-Mar]
- Follow up interviews for Success and Side Hustle (Feb)
- 1st evaluation of Lead Her Ship (pre- and post surveys, and end of programme evaluation activity) [Jan-Mar]
- Evaluation of It Is That Deep (end of workshop feedback questionnaire) [Ongoing]
- Ongoing evaluation of BelEve in Her Success, and BelEve in Her Side Hustle (pre- and post surveys, and follow up seminar) [Feb-April]

Summer Term 2022

- **IMPACT WEEK** (Follow-up leadership seminar for Success and Side Hustle participants) [May]
- **OUTCOMES REVIEW** [May-Jun]
- Publication of Mid-Year Impact report [Jun-Aug]
- Ongoing evaluation of BEAM, Lead Her Ship, IITD, Success, and Side Hustle) [May-July]

When we'll do it ...

TIMELINE

We have a plan for 2022! To deliver this strategy, this is what happens over the year...

Autumn Term 2022

- Report on Summer activity [Sep]
- Evaluation of BEAM (Pre- and Post surveys, classroom observation, and end of programme evaluation activity) [Sept-Dec]
- Follow up interviews for Success and Side Hustle (Nov)
- 2nd evaluation of Lead Her Ship (pre- and post surveys, and end of programme evaluation activity) [Sep-Dec]
- Evaluation of It Is That Deep (end of workshop feedback questionnaire) [Ongoing]
- Ongoing evaluation of BelEve in Her Success, and BelEve in Her Side Hustle (pre- and post surveys, and follow up seminar) [Sep-Dec]

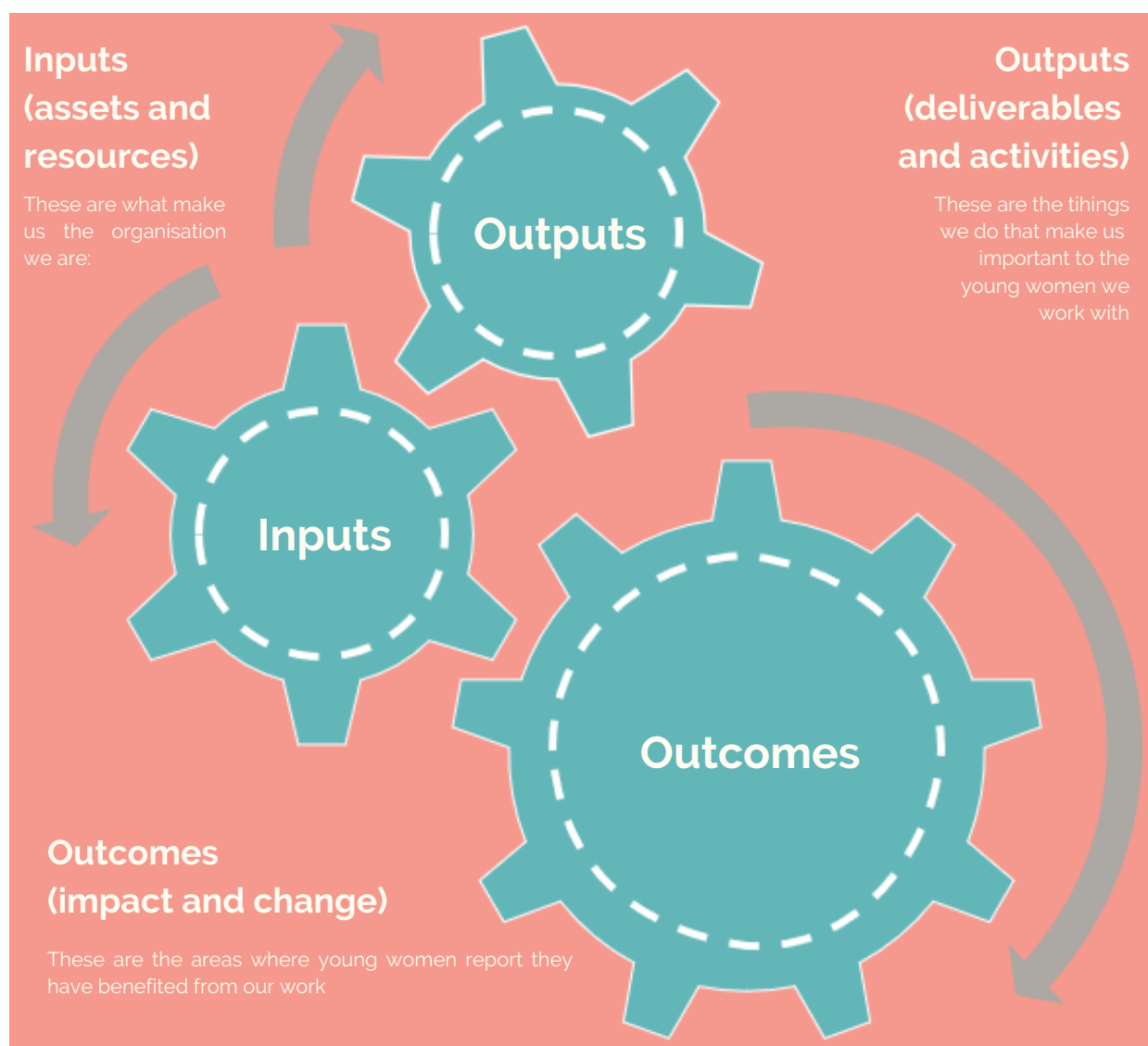
Other exciting projects

- Evaluation Training (recruitment and training of BelEve UK programme participants into a panel of youth evaluators) [Summer 2022]
- Leadership Seminar (What Leadership Means To Me) [Summer 2022]
- Publication of End-of-Year Impact report [Dec-Jan]

How we'll do it ...

OUR THEORY OF CHANGE

A Theory of Change shows how everything we do fits together to make change happen!



How we do it

OUR PROGRAMMES

It's through our programmes that we support girls and young women to be the leaders they can be:

BEAM - A school based leadership programme, offering a range of development activities through which girls' can discuss their experiences; feelings; and ambitions during the transition into, and through, secondary school.

Lead Her Ship - An 8-week workshop based leadership programme. LHS offers access to a range of leadership activities through which girls' can discuss their experiences; feelings; and ambitions during the transition into, and through, secondary school.

BelEve in Her Side Hustle - A business development programme designed to support BelEve start-ups develop sustainable, profit generating businesses throughout the course of the 3-month youth accelerator programme.

BelEve in Her Success - A mentoring programme that aims to give young women experience of working with people in the corporate world, government, and the creative industries.

It Is That Deep - A sexual harassment campaign that raises awareness of peer to peer sexual harassment, and of the impact it has on girls and young women.



Delivering the Strategy: Our Programme Evaluation

BEAM (8-11)

The Numbers:

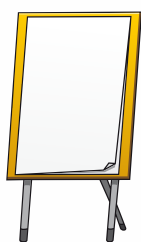
- Multiple school sites
- 450+ girls (aged 8-11)
- Delivered Sept 2021 onwards (term based)

A qualitative method for working with very young girls

The BEAM evaluation avoids asking too much of girls in this young age group. Long surveys are not appropriate here, so we employ:



Story circles - girls use a storytelling activity to articulate what leadership means to them. BEAM adopts a learning by doing approach and stories are an effective way of telling us if girls 'get' the concepts of leadership, and have the confidence to take the lead.



Activities - girls are asked to think about the different ways in which they can take the lead. This can involve reflecting on what a good leader looks like, and expressing this through art, or simply by writing it down and populating graffiti boards.



Report - We report qualitative data collected through activities and stories. This shows the extent to which girls 'get' the core leadership concepts they work with through the programme. These are written into a series of thematic case studies.

LEAD HER SHIP (12-15)

The Numbers:

- Multiple school sites
- 700+ girls (aged 12-15)
- Delivered Sept 2021 onwards

Surveys and discussion groups to explore leadership development

Lead Her Ship asks young women about their ability to use our Leadership concepts in practice. We do this through:



Surveys – An age-appropriate survey explores how young women build their confidence to apply core leadership skills over time by interacting with the programme. Data is collected at baseline, programme conclusion, and through periodic follow-up.



Activities – Workshop activities are delivered throughout the programme to explore how effective the programme is in developing core leadership competencies in young women. These are non-formal, exploring young women's confidence to apply leadership principles in practice.



Report – Quantitative survey data reports how far young women's leadership abilities have developed as a result of their engagement with the programme. Qualitative data from evaluation activities adds 'depth' to the survey data by exploring the experiences of young women in relation to their leadership journey.

BELEVE IN HER SUCCESS (16-21)

The Numbers:

- 50+ mentoring pairs
- 100+ girls (aged 16-21)
- Delivered Oct 2021- Oct 2022 (16-26 weeks per cohort)

Working with mentors and mentees on leadership projects

BelEve in Her Success uses baseline and follow up surveys to understand how mentoring supports leadership growth.



Pre- and post-mentoring surveys - We measure mentees 'grasp' of the principles of leadership, and what this entails in practice. Taking data at different points in a mentees' leadership journey allows us to assess how well the mentoring experience supports leadership development. This is supported by a mentors survey.



Seminars - A leadership seminar allows us to explore in depth what young leaders understand by leadership, the 'challenges and barriers' to becoming a leader in the real world, and the innovative ways they have overcome these through their mentorship.



Report - Programme impact is reported as the distance young women have progressed along their leadership journey, and how effective the mentorship was in supporting this. We report the activities mentors undertook and what they learnt about themselves as leaders.

BELEVE IN HER SIDE HUSTLE (16+)

The Numbers:

- 36 Workshops (delivered in schools)
- 90+ girls (aged 16+)
- Delivered Sept 2021 onwards

Evaluating innovation and entrepreneurship

BeEve in Her Side Hustle encourages young women to apply their skills to issues they can build a business around. Evaluation captures the relationship between leadership and innovation. We do this though:



Surveys – A pre- and post-programme survey exploring the progress young women make along their leadership journey, and how leadership concepts have supported their ability to develop their innovative side hustle.



Seminars – An end of programme leadership seminar explores the experiences of young women as leaders, what this means to them in the context of their Side Hustle projects, the challenges and barriers they encountered, and how they overcame these in practice.



Reports – We report how leaders used their mentoring projects to develop their leadership skills, and look in depth at what this means in practice in the context of commercial projects.

IS IT THAT DEEP (ALL AGES)

The Numbers:

- Multiple sites
- 600 girls (aged 14-21)
- Delivered Sept 2021-December 2021 (9 weeks)

Thematic campaign evaluation and advocacy impact

Workshops and a campaign to support young people to understand what sexual harassment looks like, and build the confidence to call out and challenge unwanted sexual behaviours.



Surveys - A baseline and end of programme survey measures how far understanding of basic concepts has developed, and young women's confidence and ability to challenge behaviours has grown.



Activities and Seminars - Workshop activities explore young women's ability to recognise sexual harassment in practice, and demonstrate the tools they can use to challenge this. Seminars for Ambassadors explore how the workshops have raised awareness and how they will take action through advocacy and further campaigning in the future.



Reports - We report how the workshops have supported young women to recognise sexual harassment, and the tools and tactics they can use to call this out. We show the range of activities that young women undertake to raise awareness, and how this makes a difference to them and their peers.

Future plans

WHAT'S NEXT FOR US?

BelEve UK is an organisation continuously learning from the girls and young women we work with through our programmes. This informs our future research plans...

Impact reporting

- Two impact reports (December 2021 and April 2022)

Events

- Young leader events in 2021-2022
- Young leader seminars in 2022
- Leadership Impact week in 2022

Scaling up

- Development of a young leader toolkit (Jan 2022)
- Leadership training evaluation (March 2022)
- Development of a pool of young leader Peer researchers and evaluators (2022 onwards)

Research

- Community impact - (1) exploring young leaders impact on their peer networks and, (2) exploring how young leaders influence their wider communities
- Advocacy and 'take action' - exploring how young leaders apply their skills to address real-life issues
- Follow-up research with young leaders exploring how they have applied leadership in practice over time.



Appendices

Appendix 1

DELIVERING OUR EVALUATIONS

- **Sampling across large numbers of sites**
- **Working with large numbers of girls and young women**



- All girls and young women complete a pre- and post-programme survey
- 1,950 girls and young women in total
- Surveys explore leadership across 4 competency levels (450+ Level 1; 800+ level 2; 700+ levels 3/4)



- 3x in workshop evaluations per programme
- 1x evaluation per programme per school term OR year quarter (programme depending)
- Qualitative data from approx. 400 girl and young women over 2021-22



- 4x end of programme leadership seminars/Round table
- 'What leadership means to me'
- One per programme (excluding BEAM)
- Reach to approx 100 girls and young women (c.25 per seminar)

Appendix 2

SURVEYS FOR DIFFERENT AGES AND COMPETENCY LEVELS

BelEve UK operates on a 'competency' model that measures girls and young women's leadership journey as they progress through BelEve UK programmes

Level 1

- Describes the basic leadership competencies girls and young women should have
- Evaluation measures girls confidence BelEve's core leadership components

Level 2

- Describes the intermediate leadership competencies girls and young women should have
- Evaluation measures girls understanding of themselves as young leaders and of others around them

Level 3 & 4

- Describes the advanced leadership competencies girls and young women should have
- Evaluation measures girls ability to apply leadership concepts in practice and shape their world

Appendix 3

OUR THEORY OF CHANGE MODEL

Inputs



- Funding partnerships
- Trustee expertise
- Research
- Staff expertise
- Volunteer expertise
- Strong networks

... staff,
Volunteers,
Trustees' deliver...

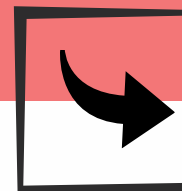
Outputs



- Leadership training
- Confidence building activities
- Information
- Mentoring
- Guidance
- Signposting
- Agency referral
- Safe-guarding
- Pastoral support

... through
this we
achieve... .

Outcomes



Short term

- Improved leadership confidence
- Understanding of Leadership
- Basic leadership skills

Medium Term

- Confidence in using skills practically

Longer Term

- Community impact through advocacy and leadership

About Community Impact

Community Impact supports charities to move beyond simply collecting and reporting data to using this to build organisational and community capacity. We do this by:

- Showing charities how to use evaluation data operationally to support service/programme delivery
- Supporting performance and programme improvement
- Using data to support business development and fundraising
- Identifying how service users go on to play active roles in their communities.

www.communityimpactcic.org

