

Evaluation Strategy

Campus Sustainability Programme (CaSPr)

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1 INTRODUCTION

This document sets out proposals for the evaluation of the Scottish Executive (SE) Sustainable Action Grant (SAG) funded project 'Campus Sustainability Programme' (known as CaSPr). CaSPr is being delivered by the Environmental Association for Universities and Colleges (EAUC) for Scottish colleges and universities through the EAUC-Scotland Branch.

2 CASPR OBJECTIVES AND TARGETS

The objectives for the Campus Sustainability Programme that were set out in the original bid document to the Scottish Executive are given in Appendix 1. A revised statement of objectives that accords with the present thinking about the project is as follows:

Ref	Objective	Target
1	Identify sustainability patterns associated with consumption/production, policies and practice in Scottish universities, colleges and student organisations	Engage with 50% of Scottish universities and 30% of Scottish colleges in the initial information gathering to develop suitable metrics in Year 1
2	Develop and roll out a training and workshop programme	Deliver six workshops in each of Years 1 & 2 and at least three workshops in Year 3
3	Publish research findings and training materials	Design and launch of a web-based service which captures the lessons learnt from the project and provides an on-going set of case studies and a body of guidance by Year 3
4	To identify achievements relating to sustainable development made by universities and colleges and student organisations in Scotland and opportunities for further improvement.	To engage with 60% Scottish Universities and 40% Scottish Colleges in establishing sector improvements in sustainability in Year 3
5	Undertake a final evaluation to review and report on achievements against project objectives.	Write evaluation report at the end of Year 3

In addition to the above the original proposal to the Scottish Executive identified key outputs from each of the three years. These are shown in Appendix 2.

3 PURPOSE

The purpose of the evaluation is to:

1. Determine the extent to which the overall objectives of the programme have been achieved; and
2. To assess the effectiveness of the different processes used to achieve the objectives.

The objectives of the evaluation are to:

- Establish whether the programme has met its objectives;
- Establish whether the programme has been value for money;
- Determine how successful the programme management has been;
- Determine whether participants have found the programme worthwhile; and
- Identify ways the programme could have been improved.

4 OUTCOMES

Outcomes of the evaluation will be:

- Progress reports on the achievements of the programme on an annual and three year basis for the Scottish Executive and EAUC
- A review of the programme's objectives and changes made to them and to the original programme;
- Feedback forms and reports documenting outcomes of workshops and events;
- Final evaluation report (year 2 and year 3) summarising project, evaluation process, achievements and opportunities for improvement.

5 SCOPE

To identify whether the programme has been successful the evaluation will seek to provide answers to the following questions:

1. How far has the programme achieved its objectives?
2. Has the programme been delivered within the agreed budget?
3. What improvements can be made to the way in which the programme is delivered?
4. How useful have participants judged their attendance at events

6 STAKEHOLDERS

The principal stakeholders whose views need to be taken into account in the evaluation are:

- Members of the programme steering group;
- Representatives from colleges and universities
- A few of the key strategic partners who have participated in the project (e.g. Carbon Trust, Envirowise);
- Students involved in the project (e.g. representatives from NUS, People and Planet and those attending events) ;
- The EAUC-S and EAUC national team; and
- CaSPr consultants.

7 INDICATORS AND INSTRUMENTS

The table below sets out the broad indicators, target groups whose views will be sought, frequency of data gathering and the method of gathering data

Table 1 Indicator and data gathering proposals for evaluation objectives

Ref	Evaluation question	Area of application	Indicator	Target group	Frequency of data gathering	Method of gathering data
1	How far has the programme achieved its objectives?	Whole programme	Achievement against programme objectives and targets (refer to table 2)	EAUC CaSPr Consultants	2 progress reports per annum	Progress reports against objectives to Scottish Executive
2	Has the programme been delivered within the agreed budget?	Finance	Cost of project in comparison with budget accepted by Scottish Executive	EAUC CaSPr Consultants	Quarterly and annual	Expenditure profile and work plan Submission of claims by CaSPr Consultants and additional costs
3	What improvements can be made to the way in which the programme is delivered?	High level administration and management	Feedback on performance of programme management and administration as conducted by EAUC and CaSPr Consultants and feedback on content of programme as a whole	EAUC Steering group CaSPr Consultants	Annual 2008	Questionnaire/Discussion/interviews
		Individual development events	Feedback from attendees at events on content and administration	Attendees at events	Each event	Questionnaire
		Baseline work	Feedback from those taking part in work on baseline	Those to whom baseline mailed etc	Annually	Questionnaire
4	How useful have the activities been?	Baseline work	Feedback from representatives involved in the project on any changes made as a result of baseline	Representatives from Colleges and Universities Selected Strategic partners	Annual (2007/2008)	Questionnaire/Discussion
		Individual events	Feedback on usefulness of event and any points learnt by participants	Attendees at events	Each event	Questionnaire

Table 2 Proposed indicators for programme objectives and targets

Ref	Objective	Target	Indicator
1	Identify consumption and production patterns of universities and colleges and student organisations in Scotland	Engage with 50% of Scottish universities and 30% of Scottish colleges in the initial information gathering to develop suitable metrics in year 1	<p>% of universities and colleges participating in CaSPr.</p> <p>% of universities and colleges completing the baseline questionnaire in year 1 and year 3.</p> <p>% of colleges and universities represented at at least one event.</p> <p>% of colleges and universities represented by student body at student events.</p> <p>% of colleges and universities represented by students in submitting baseline information.</p>
2	Develop and roll out a training and workshop programme	Deliver 6 workshops in each of Years 1 & 2 and at least three workshops in Year 3	Number of workshops delivered in year 1, year 2 and year 3
3	Publish research findings and training materials	Design and launch of a web-based service which captures the lessons learnt from the project and provides an on-going set of case studies and a body of guidance by year 3	The availability of a web site with outcomes from the programme
4	To identify achievements relating to sustainable development made by universities and colleges and student organisations in Scotland and opportunities for further improvement.	To engage with 60% Scottish Universities and 40% Scottish Colleges in establishing sector improvements in sustainability in Year 3	Availability of reports providing information on the extent that sustainability is integrated within colleges and universities and the level at which
5	Undertake a final evaluation to review and report on achievements against project objectives.	Develop evaluation report at the end of year 3	Availability of evaluation report by the end of year 2 and end of year 3

Table 3 Indicators associated with annual outputs

YEAR 1

Ref	Output	Indicator
1	Establish Steering Group for the project and hold 3 meetings	Steering group minutes and list of representatives for at least 3 meetings
2	Identify partner universities and colleges for the project. The existing membership of the EAUC-Scotland – comprising the Universities of Aberdeen, Edinburgh, Glasgow, St Andrews, Stirling, Strathclyde, Napier University and six colleges of FE have already enthusiastically endorsed this project	Evidence of engagement process and involvement of partner universities and colleges including existing membership
3	Research consumption patterns of selected institutions and establish a set of baseline metrics to enable implementation of project to be accurately monitored	Evidence of research process having been undertaken Evidence of baseline data for institutions Evidence of baseline metrics to monitor the project
4	Design the training and workshop programme and design and develop materials	Evidence of a training and workshop programme being designed Evidence of the design and development of materials associated with programme
5	Roll out training and workshop programme comprising two HE, two FE and two student service events in year 1	Evidence of 6 workshops in year 1
6	Evaluate year 1 and report on progress to Annual conference of EAUC and other sector specific bodies	Evidence of evaluation Evidence of reporting at EAUC conference and other events

YEAR 2

Ref	Output	Indicator
1	Three steering group meetings	Minutes of three steering group meetings
2	Begin development of web-based resource materials and guidance	Evidence of time spent on website and availability of materials and guidance
3	Refine the training and workshop programme and roll out a further training and workshop programme comprising two HE, two FE and a further two student services events	Evidence of the delivery of training and workshop programme with 6 workshops being held
4	Evaluate year two, report on progress and showcase initial work on web-based materials to Annual Conference of EAUC and other sector specific bodies	Evidence of evaluation Evidence of attendance at EAUC conference and other events

YEAR 3

Ref	Output	Indicator
1	Three steering group meetings	Minutes from three steering group meetings
2	Finalise and launch web-based resource materials and guidance at a series of final round seminars for those who have not yet been exposed to the good practice guidance and support services	Evidence of final website and associated materials and guidance Evidence of dissemination event for institutions not attending previous events
3	Evaluate year three and commission and independent final evaluation report on lessons learnt and future pointers for improvements in FHE sector performance	Evidence of independent evaluation Evidence of recommendations for future improvements in FHE sector

8 APPENDIX 1 OBJECTIVES FROM ORIGINAL BID TO SE

Original framing of Performance Assessment statement in EAUC bid to Scottish Executive of 2005

1. To identify consumption patterns of universities, colleges and student organisations in Scotland (Engage with 50% of Scottish Universities and 30% of Scottish Colleges in the initial information gathering to develop suitable metrics);
2. To develop and roll out a training and workshop programme (Deliver six workshops in year one, and in year two and at least three workshops in year three);
3. To publish research findings and training materials (Design and launch of a web-based service which captures the lessons learnt from the project and provides an on-going set of case studies and a body of guidance)
4. To determine changes in consumption and production at FHEIs (Measured improvement in performance of monitored institutions in respect of reduced Energy Consumption, increased diversion of waste from landfill and a reduction in the proportion of single occupancy vehicle journeys)

Plus independent final evaluation to review and report on achievements against project objectives.

9 APPENDIX 2 OUPUTS FROM ORIGINAL BID TO SE

YEAR 1

Ref	Ouput
1	Establish Steering Group for the project and hold 3 meetings
2	Identify partner universities and colleges for the project. The existing membership of the EAUC-Scotland – comprising the Universities of Aberdeen, Edinburgh, Glasgow, St Andrews, Stirling, Strathclyde, Napier University and six colleges of FE have already enthusiastically endorsed this project
3	Research consumption patterns of selected institutions and establish a set of baseline metrics to enable implementation of project to be accurately monitored
4	Design the training and workshop programme and design and develop materials
5	Roll out training and workshop programme comprising two HE, two FE and two student service events in year 1
6	Evaluate year 1 and report on progress ro Annual conference of EAUC and other sector specific bodies

YEAR 2

Ref	Output
1	Three steering group meetings
2	Begin development of web-based resource materials and guidance
3	Refine the training and workshop programme and roll out a further training and workshop programme comprising two HE, two FE and a further two student services events
4	Evaluate year two, report on progress and showcase initial work on web-based materials to Annual Conference of EAUC and other sector specific bodies

YEAR 3

Ref	Output
1	Three steering group meetings
2	Finalise and launch web-based resource materials and guidance at a series of final round seminars for those who have not yet been exposed to the good practice guidance and support services
3	Evaluate year three and commission and independent final evaluation report on lessons learnt and future pointers for improvements in FHE sector performance