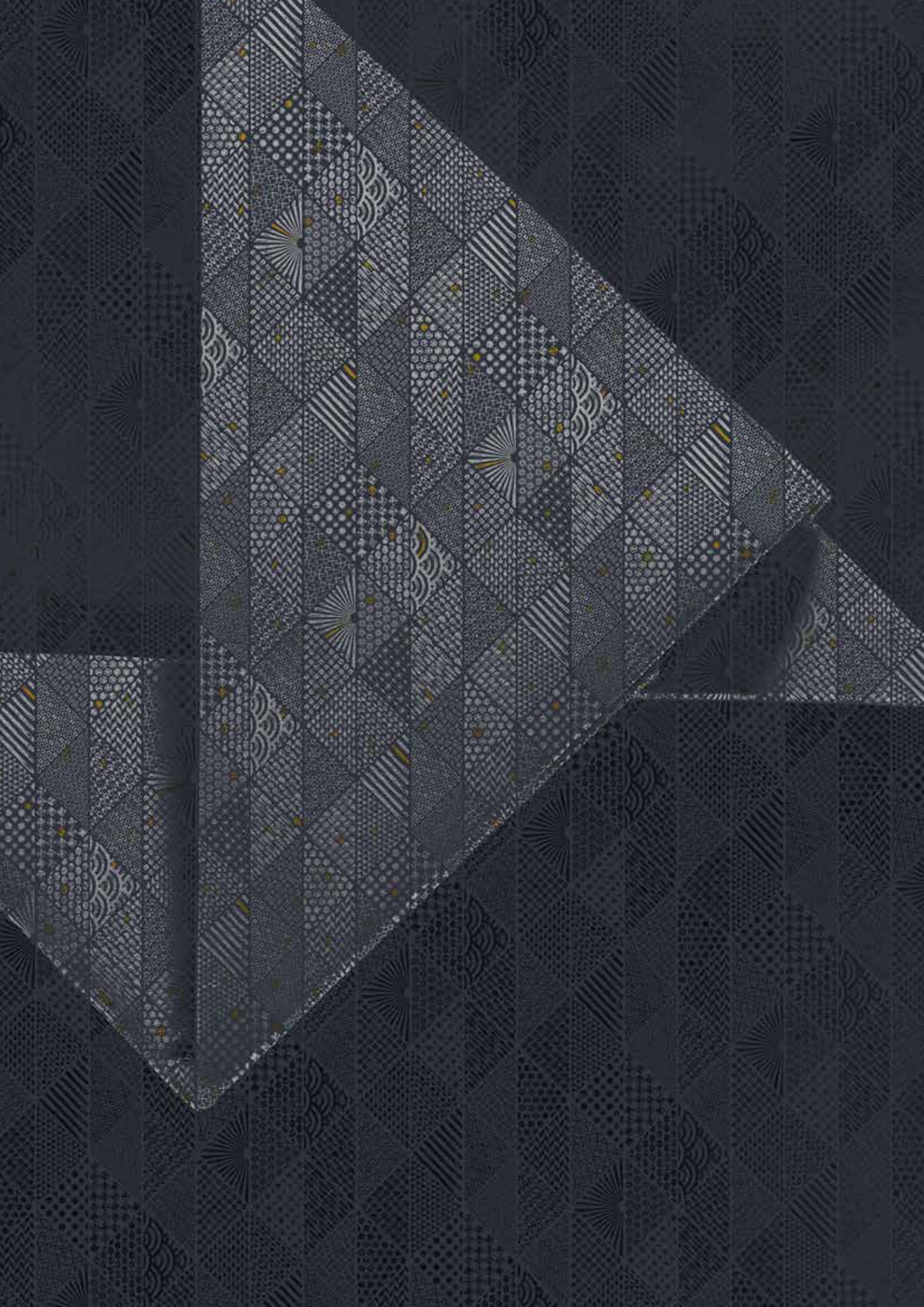




enactus.
**Australian
National Competition**

JUDGE HANDBOOK

4-6 July 2017 | Sofitel Sydney Wentworth



We live our values
of integrity, passion,
innovation and
collaboration
in all that we do.

EN·ACT·US

Entrepreneurial – igniting business innovation with integrity and passion.

Action – the experience of social impact that sparks social enterprise.

Us – student, academic and business leaders collaborating to create a better world.

Social Enterprise – an economically sustainable business model that positively impacts people, planet and prosperity. A Social Enterprise can be organized as a for-profit or not-for-profit.

Entrepreneurial Action – business innovation that creates social impact.

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JUDGES' OATH

On my honour, I agree to serve today as an official judge for this competition in a completely fair and impartial manner. I personally commit to this responsibility with no previous conflicts of interest or predetermined expectations for the outcome of the competition.

I will make my evaluations based entirely on the teams' presentations and written reports using only the judging criterion provided to me. And I will make my judging decisions independently, with integrity and without regard as to the institutions, communities or countries represented by these teams.

COMPETITION PROCESS

The Individual Enactus Team

- Enactus teams are organized by individual university campus. There are intentionally very few rules or procedures established by Enactus Worldwide for how these teams are organized and structured.
- The only parameters that Enactus Worldwide places on project activity is that teams' programs should be designed to address the judging criterion:

Which Enactus team most effectively used entrepreneurial action to empower people to improve their livelihoods in an economically, socially and environmentally sustainable way?

Understanding the Enactus Judging Criterion

The process of conducting a successful Enactus project can be broken down into three steps:

Seeing Opportunity

Seeing opportunity involves conducting a thorough needs assessment with the target audience.

- Basic steps involved in conducting a needs assessment include:
 - Determining the target audience
 - Developing a plan for assessing the economic, social and environmental context of those individuals
 - Examining current livelihood assets and strategies
 - Conducting the assessment with the target audience, identifying desired outcomes
 - Analyzing and applying the results
- Conducting a needs assessment in cooperation with the target audience empowers those individuals and encourages project sustainability by giving them a voice and a stake in their own outcome.
- Through this process, the team develops their capacity to see opportunities to transform their own lives and the lives of others.

Taking Action

Taking action requires teams to use entrepreneurial action to empower individuals.

- Enactus defines "entrepreneurial action" as taking the opportunity to use sustainable business and sound economic practices to develop innovative business models based on risk, commitment and a willingness to follow through.
- Entrepreneurial action speaks to the manner in which projects are developed and delivered. The team's efforts should result in a demonstration of creativity, innovation and an entrepreneurial culture.

Enabling Progress

Enabling progress makes the connection between project outputs and improved livelihoods.

- Measuring and reporting direct and indirect outcomes determines the effectiveness of the project and evaluates how the project empowered people to improve their livelihoods in an economically, socially and environmentally sustainable way.
- Teams directly empower individuals when the target audience takes the skills and/or knowledge they learn during the initial stages of the project and implement the skills and/or knowledge in their lives.
- Livelihood strategies developed in collaboration with the people directly empowered may also indirectly empower others. For example, a team may directly empower three individuals to improve their livelihoods, and those individuals may go on to empower an additional ten people each. The team would count those additional thirty as indirectly empowered.
- Economic, social and environmental sustainability speaks not only to the project, but also the livelihoods of the people empowered. This sustainability ensures lasting, measurable, meaningful change.

Key Definitions

- Livelihood: Means and activities involved in sustaining an individual's life.
- Livelihood Assets: Financial, social, natural, physical and human capital used in obtaining desired outcomes.
 - Financial assets: Financial resources available to an individual
 - Social assets: Networks, groups and relationships
 - Natural assets: Natural resources available to an individual (e.g. air, water, land, etc.)
 - Physical assets: Basic infrastructure and goods (e.g. shelter, transportation, water supply, sanitation, energy, etc.)
 - Human assets: Skills, knowledge and ability to work and pursue livelihood strategies
- Livelihood Strategies: The methods and processes used to transform livelihood assets into outcomes.
- Livelihood Outcomes: Desired outcomes identified by the target audience.
- Outputs: The direct product of program activities, usually measured in terms of volume or work accomplished – for example, the number of classes taught, counseling sessions conducted, materials distributed and participants served.
- Outcomes: The benefits or changes for individuals or populations during or after participating in program activities. They are influenced by a program's outputs. Outcomes may relate to behavior, skills, knowledge, attitudes, values, condition, status or other attributes. They are what participants know, think or can do; or how they behave; or what their condition is, that is different following the program.

- **Entrepreneurial Action:** Enactus defines Entrepreneurial Action as business innovation that creates social impact. Taking the opportunity to use sustainable business and sound economic practices to develop innovative business models based on risk, commitment and a willingness to follow through.
- **Direct Impact:** Direct impact is the number of individuals the team directly worked with. Direct impact can be claimed when the project target audience takes the skills and/or knowledge they learn during the initial stages of the project and implement those skills and/or knowledge in their lives.
- **Indirect Impact:** Indirect impact is the number of individuals who interact with the project but the team did not work directly with them.

The Competition

- Our program year ends with the overall competition. This process provides teams with the opportunity to present their projects to a panel of judges who assess and evaluate those projects and determine which teams most effectively empowered individuals to improve their livelihoods.
- This competitive process creates a “best-practice” sharing environment and fosters a healthy spirit of competition, which encourages and rewards excellence.
- Every country that operates an Enactus program, at minimum, organizes a national competition from which one institution is named national champion and advances to compete at the Enactus World Cup. Countries that operate large programs may host a series of regional competitions to narrow down the number of teams eligible to compete at their national competition.
- In every country around the world, and at each level of the overall competition, the format, rules and judging criterion remain the same.

Annual Report

This mandatory report must be typed in a legible font and size and should provide an overview of the team’s efforts, results and achievements. It may also include information on future plans for growth and expansion. Annual Reports are limited to the dimensions noted below, but can be bound or folded in any manner:

1. Four single sheets of 8 ½” X 11” or A4 size paper with print only on one side of each sheet.
2. Two single sheets of 8 ½” X 11” or A4 size paper with print on both sides of each sheet.
3. One sheet of 11” X 17” or A3 size paper with print on both sides.

Teams should not use folders, report covers, etc. in conjunction with their Annual Reports. If a team uses a cover or back page, it will count as one of their pages.

Annual Reports are distributed to all of the judges during the set-up period as outlined in the “Live Presentation” section.

Important – What Enactus is not about:

- This is not a competition about which team recruited the most students, raised the most money, received the most media coverage, etc. These activities are only relevant to the degree that they enhanced the team’s ability to fulfill their primary objective to empower people to improve their livelihoods.
- We do not require teams to conduct projects abroad. Although it may be impressive to see that teams are able to impact those outside of their home countries, this mere international activity should not automatically warrant the team additional points. Your focus should always be on the need, relevance, depth and meaningful impact of the project – regardless of it being abroad or in the teams’ own countries.
- We are not necessarily focused on the input or output from teams. Rather, competitions allow them to illustrate their focus on the high-quality and meaningful outcomes of their projects.
- This is not a speech or presentation contest. Our competitions are not focused on who gave the best speech or which team had the best group of presenters. It is also not a contest on the best audiovisual effects or most creative annual report.

Team Biography

No documentation, materials, gifts or other handouts may be given to any judges with the exceptions of the team’s Annual Report and a list of team members, with a brief biography of each team member for possible recruiting purposes. These Team Bios may not exceed five pages (front and back) and are subject to the same dimensions as the Annual Report. Team Bios may not be placed inside the Annual Reports and must be distributed to the judges as a separate document.

Live Presentation

Each competing team will have a 25-minute time block to deliver a live audiovisual presentation to the judges. After the team is formally introduced, the structure of this time block will be:

- Equipment set-up and Annual Report distribution – 3 minutes
- Live audiovisual presentation – 17 minutes
- Question and Answer session – 5 minutes

Note: Time remaining from the 17-minute live presentation will not be added to the mandatory Question and Answer session.

Question and Answer Session

The Question and Answer session allows you the opportunity to seek additional insight or clarification on the full scope, depth and impact of the teams' projects.

Key Factors to Consider

The following list represents some key factors to consider when engaging the team during the Question and Answer session. This list is in no way all-inclusive, and you are encouraged to explore all aspects of the team's program and activities.

- New versus continuing projects – consider only impact achieved during this program year
- Extent to which target audience was empowered
- In cases of joint ventures, assess the extent of the team's activities and impact versus those of other project partners
- Distinction between fully completed versus partially completed projects
- Degree of sustainability for projects conducted over long distance
- Type and relevance of measurement tool(s) utilized
- Direct versus indirect impact
- Project outcomes versus outputs
- Distinction between outcomes per project phase versus overall results
- Historical impact versus current impact versus projected impact

MAKING YOUR DECISION

- The most important activity that Enactus teams engage in is developing projects that address the Judging Criterion.
- Teams receive very specific training and instruction to focus their efforts toward this Criterion, which has been determined by the Enactus Worldwide Board of Directors.
- Although you may personally believe there are other worthwhile activities that teams should engage in, or actually hear about other activities from the teams that present to you, please base your judging decisions on how well each team's projects fulfilled the criterion.
- Remember that within the framework of the criterion, teams have complete discretion to choose the audiences they work with. You may hear examples of many different groups that the teams have targeted their programs toward, such as young people in an affluent suburb, small business owners, villagers in a rural area, low-income individuals, other university students, etc. Although some of the audiences that teams target may appear to have more need than others, you should not automatically give preference to these teams; rather, base your judging decisions on which teams were able to demonstrate impact on the audiences they chose to work with.

Assessment Definitions

INSUFFICIENT (equivalent to no impact): No evidence of activity, no connection to sustainable change

FAIR (equivalent to low impact): Some evidence of activity, but little connection to sustainable change

GOOD (equivalent to medium impact): Evidence of activity, with some connection to sustainable change

VERY GOOD (equivalent to high impact): Evidence of activity, empowering the target audience to improve their livelihoods

EXCELLENT (equivalent to exceptional impact): Clear evidence of activity, leading to systematic/habitual change that has significantly empowered the target audience

- Enactus teams put a tremendous amount of time and energy into the creation of their Annual Report and audiovisual presentation. You will likely see very talented students who are dynamic speakers and who have employed the use of sophisticated technology in their presentation. Teams are certainly encouraged to be as creative as possible with their presentation and we would ask that you not penalize any teams for being too “flashy”. However, please do your best to look past the quality of the presentations and base your evaluation on a serious review of the content of the teams’ projects.
- Although teams will be assessed and evaluated on their programs and not presentations, Enactus does permit judges to offer feedback on Annual Reports and audio visual presentations. However, the feedback does not influence the competition results.

Voting Process

After all the teams in your league have concluded their presentations, the voting process will occur as follows:

1. Start by taking a few minutes to review and make any additional comments on the Individual Team Evaluation Forms. Please remember, your comments will be the only formal review that the team receives of their activities so please do your best to complete these forms thoroughly and try to offer feedback that is constructive in nature and provides suggestions for how the team can improve.
2. Once you have completed the Individual Team Evaluation Forms for all the teams, you will transfer the Assessments (E, VG, G, F or I) from the Individual Team Evaluation Form to the Cumulative Evaluation Form.
3. You will then use these marks for guidance to rank each team, with #1 being the team you think did the best overall job of fulfilling the judging criterion, #2 being the second, and so on. You must give every team a different ranking as no ties are allowed.

Note: Although the Assessment marks should influence your final decisions, there are no mandated formulas that must equal a ranking of first place, second place, etc. In fact, you may likely have multiple teams that receive the exact Assessments. Regardless, your primary focus during final ranking should be on each team’s overall program and how effectively they fulfilled the judging criterion, given the parameters described in the judge orientation video. The Assessment marks are meant only as a guide in helping to offer a framework and inform what is ultimately your decision on final rankings.

4. After all judges have completed their Cumulative Evaluation Forms, the League Coordinator will instruct you on the remainder of the voting process.

Tie-Breaking Process

Enactus utilizes a standardized tie-breaking process.

1. Judges vote between the tied teams only. No conversation or debate should take place among the judges. If the tie is broken, no additional actions are needed. Scoring is complete.
2. League Coordinator(s) and/or Enactus staff members review the total number of 1st, 2nd, 3rd, 4th, etc. votes until one of the tied teams has a higher number of votes in the higher ranking slot. If the tie is broken, no additional actions are needed. Scoring is complete.
3. League Coordinator(s) and/or Enactus staff members explain to the judges that they will be permitted to discuss and deliberate for up to 10 minutes on which of the tied teams should be higher ranked. After 10 minutes (or sooner if the discussion has concluded) the Enactus staff member and League Coordinator will lead a re-vote between the tied teams. Scoring is complete when no ties remain.

Important Notes

- The voting and scoring process is a closed session – open only to judges and led by the trained League Coordinator(s) and/or Enactus staff members.
- Judges must be present for all presentations in order for their votes to be counted during the scoring process.
- Judges are not permitted to consult with one another or influence the votes of others. Neither are they permitted to hold discussions or consult with Enactus staff. Please see tie-breaking process for exceptions to this policy.
- All voting results are reviewed and verified by Enactus staff who use an official scoring process and Score Verification Grid provided by Enactus Worldwide.
- As a judge of our event, Enactus trusts that you will maintain the confidentiality of the competition results and will not share the results of your league. Final results will be announced at an awards ceremony, which you are invited to attend.

INDIVIDUAL TEAM EVALUATION FORM



Institution Name: *Name Here*

Date: *2017*

Enactus Judging Criterion:

Which Enactus team most effectively used entrepreneurial action to empower people to improve their livelihoods in an economically, socially and environmentally sustainable way?

Assess the team's effectiveness in:

	Insufficient	Fair	Good	Very Good	Excellent
Seeing Opportunity					
Conducting a thorough needs assessment with the target audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Taking Action					
Using entrepreneurial action	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enabling Progress					
Measuring and reporting direct and indirect outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Empowering people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Improving livelihoods in an economically, socially and environmentally sustainable way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Valuable insights or suggestions related to the team's projects and activities:

Super work applying a collaborative approach! Your team did an excellent job completing a needs assessment and taking the target audience through comprehensive and interactive learning experiences. However, your team did not successfully prove if/how capacity was built and there was no mention of the next step in several of the projects. The projects seem to illustrate potential, but it can only be proven by making strong strides toward empowering the beneficiaries.

Constructive feedback on the team's ability to communicate results:

Great visual presentation! Presenters seemed very natural and poised. Nice job connecting the dots for the judges. Your Annual Report is well organized but hard to read. Try to summarize your projects in a concise manner.

CUMULATIVE EVALUATION FORM



Judge Name: *Name Here*

Organization: *Organization Name Here*

Date: *2017*

Assessment Legend:

- I** Insufficient
- F** Fair
- G** Good
- VG** Very Good
- E** Excellent

Transfer your assessments from the Individual Team Evaluation Forms. Please use the codes I, F, G, VG and E to note level of performance. Using your assessments as a reference, rank the teams (with 1 being your top choice). No ties allowed.

Please list team names in order of presentation.			
Team Names:	Team A	Team B	Team C
Seeing Opportunity	E	VG	E
Taking Action	G	G	E
Enabling Progress	E	I	I
Empowering people	VG	I	VG
Improving livelihoods in an economically, socially and environmentally sustainable way	VG	I	VG
Ranking: Please rank the teams (with 1 being your top choice). No ties allowed.	1	3	2



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as Global Project Partners. Their generous support has been essential to the continued success and development of our program around the world.



WE BELIEVE INVESTING IN STUDENTS WHO TAKE
ENTREPRENEURIAL
ACTION FOR OTHERS
CREATES A BETTER WORLD FOR
US ALL.

