enactus

TEAM HANDBOOK

ACADEMIC YEAR ENDING 2017

DR. ALVIN ROHRS
PRESIDENT & CEO ENACTUS
1982-2016

In 34 years of leadership—

- Alvin grew Enactus from 18 colleges and universities in the United States to more than 1,710 universities in 36 countries
- More than 800,000 students became action leaders
- 18 million people were empowered to live better lives in a more sustainable way

Alvin has shown us what it means to use entrepreneurial action to create a better world for us all.

Thank you for your service, Alvin.

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HOW TO USE THIS HANDBOOK

Recruitment

Use the first part of this handbook to share what Enactus is all about with potential team members and supporters. The "Welcome to Enactus" section provides a great resource to explain who we are and how we change the world. Share this section with your administration or team supporters to explain to them what "entrepreneurial action" is all about, while gaining a global perspective on the program.

Interested to know about Enactus' strategic direction and how your teams and projects can be part of this journey towards sustainability? Check out the one-pager on '2017 and beyond' to get a head start!

Training

Enactus students may wonder how Enactus teams can organize successfully, plan projects that effectively improve livelihoods and seek funding sources. The "Team Development" and "Project Management" sections of the handbook will help new and returning students think through the process of structuring their team and planning projects. Helpful tips and in-depth explanations ensure your team is able to successfully enable progress.

Ready to tell the story of how your team is transforming lives and enabling progress through entrepreneurial action at your National Competition? Be sure to check out the "Competition Readiness" section to max out your preparation.

Resources

In the last half of the Team Handbook, you will find the important forms, templates and legal details you will need throughout the Enactus year.

PART I:
WELCOME TO ENACTUS

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.

Enactus is an international nonprofit organization dedicated to inspiring students to improve the world through entrepreneurial action. We provide a platform for teams of outstanding university students to create community development projects that put people's own ingenuity and talents at the center of improving their livelihoods. Guided by educators and supported by business leaders, our students take the kind of entrepreneurial approach that empowers people to be a part of their own success. Our work transforms both the lives of people we serve, and in turn, the lives of our students as they develop into more effective, values-driven leaders.

Like in business, we believe that competition encourages creativity and rewards results. For Enactus, it means more lives impacted. An annual series of regional and national competitions provides a forum for teams to showcase the impact of their outreach efforts and to be evaluated by executives serving as judges. National champion teams advance to the prestigious Enactus World Cup to experience excellence in competition, collaboration and celebration.

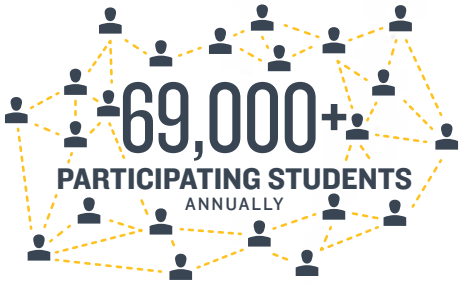
ENACTUS COUNTRY LOCATIONS

36 COUNTRY OPERATIONS*

Australia
Azerbaijan
Brazil
Canada
China
Egypt
France
Germany
Ghana
Guatemala
India
Ireland
Italy
Kazakhstan
Kenya
Korea
Kyrgyzstan
Malaysia
Mexico
Morocco
Netherlands
Nigeria
Philippines
Poland
Puerto Rico
Russia
Senegal
Singapore
South Africa
Swaziland
Tajikistan
Tunisia
Ukraine
United Kingdom
United States
Zimbabwe

*As of 31 July 2016 ; Italy country launch in progress

WORLDWIDE IMPACT BY STUDENTS LIKE YOU



Numbers based on fiscal year ending 31 August 2015

ENTREPRENEURIAL ACTION

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. The judging criterion requires teams to apply entrepreneurial action to all their projects. Entrepreneurial action is an integrated point, clarifying the broad range of activities that can be delivered as project solutions. Entrepreneurial action should result in the demonstration of creativity, innovation and an entrepreneurial culture through the team’s efforts. Examples of entrepreneurial action are (but not limited to): pioneering new approaches and designs, using innovative solutions, developing new opportunities, constantly striving to substantially enhance any existing projects, utilizing industry experts and much more.

TODAY’S PROJECT CRITERION

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. In every country around the world, and at each level of the overall competition, the judging criterion remains the same:

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

LOOKING AHEAD: ENACTUS 2017 AND BEYOND

As we look to 2017 and beyond, we are working to guide Enactus projects into innovative and sustainable business opportunities for communities throughout the world. While the following program developments will not be implemented in the upcoming academic year, you can anticipate them to take shape for the 2017 Enactus World Cup and beyond.

1. SHARED VALUES: An Enactus network survey identified the most important values we share: Integrity, Passion, Innovation and Collaboration. We encourage you and your team to communicate far and wide on how these values play an important role throughout your Enactus projects.

2. SUSTAINABLE IMPACT: Together we continue to aim for clear and concise definitions and measures of positive impact. It is important to report with the highest integrity and clarity on how you arrived at your project impact. We also encourage you to identify with which of the 17 United Nations Sustainable Development Goals (Global Goals) your project most closely aligns, focusing on the top one, two or three Global Goals. The 17 Global Goals framework allows us to further organize projects by passion and purpose and to align with measures that can help drive sustainability and scale. For more on the Global Goals visit enactus.org/globalgoals.

3. ENTREPRENEURIAL ACTION: Our name Enactus was derived from the words 'entrepreneurial', 'action' and 'us'. We incorporated a short description of all three words to include our four values and to help us communicate who we are and what we do as an organization. To refine future judging criteria, we are looking to include this same language

to describe Entrepreneurial Action. 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.

4. SOCIAL ENTERPRISE: In the goal of building economically sustainable projects and more opportunities for student success after graduation, Enactus encourages you to work on projects that show proof or promise of becoming a Social Enterprise. The Enactus definition of Social Enterprise is 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.

PROJECT EXAMPLES

Every year more than **69,000** Enactus students impact over **1.17 million** lives with projects like these. For specific examples that may be similar to challenges your target audience are facing, contact your Enactus program manager.

UNITED KINGDOM: With their Right Light project, Enactus students at the University of Southampton aim to provide lighting to communities for less, while increasing income and reducing respiratory illnesses. They created 127 new solar lamp entrepreneurs in Kenya, Uganda and Madagascar with microfinance loan funding. These entrepreneurs rent out the lamps, which are on average 66% less expensive than kerosene or paraffin, and become role models in their communities, increasing their own incomes by more than 110%.

Through entrepreneurial action, this project helps advance these key UN Sustainable Development Goals:

KOREA: The Enactus team at Seoul National University discovered that blind masseurs, despite having formal training, were being denied legitimate employment opportunities. The team saw an opportunity to take action and developed a business plan to open a cooperative that would be run and staffed by the blind masseurs, giving them the opportunity to be business owners while realizing their career dreams. The team launched a successful fundraising campaign to secure the capital needed to open the facility, and contracted the services of a cooperative consulting group to help with management. In total, 14 new jobs were created and the center has earned 340 million Korean Won with plans in the works to open a second facility.

Through entrepreneurial action, this project helps advance these key UN Sustainable Development Goals:

MOROCCO: With the goal of ensuring a healthy living environment, the Enactus team at Mohammedia School of Engineers developed two innovative technologies to provide clean and sustainable energy sources. The first is Boron, ecologically friendly briquettes made out of recycled materials; the second is Kanoun, a cooking stove that ensures total combustion and better aeration. By replacing traditional materials, the project has saved 60 tons of wood and 170 tons of carbon. Over 150 units of Kanoun have been sold, resulting in a 110% increase in monthly revenues.

Through entrepreneurial action, this project helps advance these key UN Sustainable Development Goals:

UNITED STATES: With the goal of boosting the productivity of farmers in the Ivory Coast, the Enactus team at Brigham Young University – Hawaii launched a project designed to train, empower and equip cacao farmers. After learning that commercial fertilizer was a huge cost to these small business owners, the team worked with biochemistry students from their school to develop a successful formula using discarded cacao husks. The final result boosts production by 50% and is currently being used by 11 farm co-ops. Additionally, to diversify the farmers' revenue streams, the team also researched and trained farmers on establishing beekeeping enterprises. This year, their initiatives impacted 15,000 individuals, and created 40 new businesses and 100 new jobs.

Through entrepreneurial action, this project helps advance these key UN Sustainable Development Goals:

HOW WE WORK

2. Team Development
Through sharing insights, robust training tools and leadership events, we build capacity to maximize our student and global impact.

1. Program Establishment
We support student recruitment and engagement of university staff, business advisors and team leaders on more than 1,710 campuses in 36 countries.

3. Collaborative Guidance
Teams participate in needs assessment and insight gathering for local and international community impact projects.

WE SURROUND YOUR PROGRAM WITH 360° OF SUPPORT.

4. Entrepreneurial Action
Students deploy business innovation to improve the human condition and enable sustainable human progress.

5. Competition Excellence
At national and world events, teams collaborate, drive innovation, prove impact and connect with world business leaders.

PART 2:
TEAM DEVELOPMENT

COMPONENTS OF AN EFFECTIVE TEAM

DEVELOPING A MISSION STATEMENT, GOALS AND OBJECTIVES

There are few rules governing individual team activities. This flexibility allows each team to structure itself and design projects that best fit the needs of its members, its institution's faculty and administrators, and the community that it serves. Individual teams have complete discretion to adopt policies or procedures for their own operation beyond those outlined in the Team Handbook. This freedom often leads team members to ask, "What is the best way to operate ***our*** team?"

Given the flexibility each university has to implement Enactus, developing a mission statement is an important step new teams should consider. For veteran teams, this exercise will energize and refocus efforts.

A mission statement is not a slogan! Written correctly, your mission should provide a perspective for making important decisions, such as what community outreach projects to develop, which audiences to target, what outcomes you hope to achieve through the projects you implement, and members of the community you should involve as partners in your projects.

Developing a mission statement is the first step in establishing your team identity and should be the primary means by which you communicate your team's purpose and inspire commitments from internal and external constituents.

Given the unique nature of each college or university, try to develop your team's mission statement in a manner consistent with the values reflected in your own institution's mission.

Sample Team Mission Statements

- To empower members of our community to improve their livelihoods through entrepreneurial action.
- To implement projects that will empower our community with business and entrepreneurial skills resulting in better and more sustainable sources of livelihood.
- To better the lives of people in our community by empowering them through entrepreneurial action to obtain better and more sustainable sources of livelihoods.

Key Ideas

- Look at mission statement examples from successful organizations around the world
- Work within the broad framework of Enactus and your college/university
- Keep the language simple
- Write a mission statement that clearly defines why your team exists
- Reflect on your mission statement as you make project decisions

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Enactus mission:

To inspire students to improve the world through entrepreneurial action.

STUDENT RECRUITMENT

Enactus is a community of people who have committed to making human progress our business. When more students participate on an Enactus team, more transformational experiences will be created and more lives will be changed. Participation in Enactus is not limited to students in business studies. You should make an effort to recruit members from outside the business school. These members will bring a fresh perspective and valuable skill sets to the team.

Academic institutions are dynamic environments. Every year, valuable Enactus students graduate while other students begin their journey through higher education. This constant turnover means that recruiting new members is a never-ending necessity that requires constant attention. Your strategy should entail of actions to take throughout your program year to add new students.

To help with your student recruitment, Enactus World Headquarters launched a global campaign that you can implement on your campus. Visit enactus.org/seeopportunity/take-action/on-your-campus to learn more about the campaign and download recruitment materials and resources.

TEAM ORGANIZATION

Roles

Faculty Advisor

Much more than a teacher, the Faculty Advisor wears the titles of coach, mentor, career advisor and friend, with duties ranging from motivating their teams to helping students write résumés. Faculty Advisors serve as trusted sources of advice as their students sort through various project challenges, team building and career opportunities and make the transition to the work force. Most students will tell you that the friendships they've developed with their advisors last well beyond their university years, and they count their advisors among the most impactful people in their lives.

Business Advisory Board

A Business Advisory Board is a great resource for guidance for your team. They can provide advice on projects, an introduction of your team to other leaders in the community, access to needed resources and critiques of your presentation before the actual competition.

Each team can decide who to invite to their Business Advisory Board, but here are a few suggestions: team alumni; employees of Enactus partner companies with a presence in your community; leading business, educational and civic group members; members of the mass media.

Alumni

As you continue to develop your team, involving alumni is an area with huge potential that is often over looked. Enactus Alumni can be a tremendous asset to any team.

Consider inviting alumni to be a guest speaker, recruiting them to serve on your Business Advisory Board or inviting them to participate in your community outreach projects. Alumni can also provide valuable feedback on your plans for the next year and your team's presentation for competition. Alumni who have been out of school for several years are also potential mentors for current team members, so be sure to keep them informed and engaged.

Roles, Cont.

Students

New

Welcome to Enactus! You are about to start what will likely be an exciting and fun new chapter of your student life.

1. Starting Off

- Familiarize yourself with the basic concepts of Enactus.
- Get to know your teammates – who will you be working with this year?
- Find out what your role in the team will be. How can you contribute?
- Find a mentor/experienced student in your team who can help you get acquainted with the basics of running a project and the overall team dynamics.

2. Taking on an Existing Project?

- Make sure to work with your predecessor(s) on a smooth succession.
- Review how your project will meet the judging criterion.
- Get to know your project beneficiaries and project partners – send out an introduction email.
- Set clear goals for what you aim to achieve with the project this year.
- Create an action plan.

Experienced

The word 'experienced' is synonymous with being knowledgeable, skilled, qualified and proficient. As experienced Enactus students, you make up the vital majority of the Enactus student community and play a crucial role, both as mentors and role-models for new Enactus students and future potential team leaders.

1. Your Role

- Assist in recruiting and orienting new students. Having been part of Enactus in your university for a year or more, lessons from your personal experiences will serve as valuable examples for new students.
- You are the brains and hands behind your projects! With sufficient knowledge of the judging criterion, your projects and competition, your inputs help strengthen the program in your university.

2. Think About

- Being the battery pack: Motivate your team, especially the new students and assist the team leaders in engaging all members. Remember Enactus is a lot about having fun!
- Contributing with creativity: Keep a keen eye for opportunities to display your special skills – remember, you are a future potential team leader/project manager. Build on your leadership skills by efficiently assisting your leadership team and strengthening your Enactus knowledge.
- Attending training events: Get in touch with your Country Program Manager often and be informed about training events. Be proactive and make most of these trainings. Grab any opportunities to present, discuss or clarify questions.
- Participating in Competition: Think about sharing your past experiences of competition with your presentation team members. As experienced students, actively engage in designing the annual report and presentation script. Use this opportunity to build your network and participate in professional forums.

Team Leaders

As team leader you will be responsible for the overall success of your team, including leading different project groups as well as ensuring that your team is properly structured and is functioning smoothly. As team leader you are not advised to serve on a project team, as you will have your hands full with the general management of your team. The team leader serves as the liaison between the Faculty Advisor, the university administration, the BAB and the rest of the team. A team leader also serves as a contact person for the Enactus Country Office.

1. First Steps

- Familiarize yourself with the existing team structure.
- Develop a meeting schedule for the team and the board of your team.
- Organize a social event for your team to make sure everyone gets to know each other and to develop team spirit amongst the members.

2. Think About

- Finding a Mentor: Make sure you look out for a mentor who can help you in your leadership role. A mentor is someone who serves as an advisor, sharing experience and helping you develop your leadership skills.
- Sharing best practices: Maximize the network in your country and beyond. Connect with other Team Leaders locally, nationally and internationally to share ideas and successes. Go to the Enactus Facebook page to connect with fellow team leaders around the globe.
- Learn how to delegate! This year will be busy and you will have a lot on your plate. Build trust with your teammates by giving them responsibilities for the success of the team.
- Develop an action plan for yourself and for your team as a whole.
- Make sure you think about your own succession planning a few months before the end of your academic year to ensure a smooth transition to your successor.

Prepr ssor

INSTITUTIONAL SUPPORT

Having the support of your institution and administration is crucial to the success of your team. Administrators control university resources and determine how they are specifically allocated. Obtaining institutional and administration support can increase your team's likelihood of receiving resources. Remember that funding is not the only support your institution and administration can provide. There are many opportunities for your institution and administration to support your team by allocating resources such as:

- Personal time
- Printing and material resources
- Access to university and community networks
- Funding for projects, travel and/or team activities
- Office space for the team
- Course releases for faculty to serve as advisors
- Course credit

Keep in mind that resources are limited for every university. Never assume the above resources are available for your team. The only way to truly know is to ask.

Obtaining Support

Institutional support is most easily obtained by building personal relationships with administrators. It is important to identify the influential individuals at your institution who have the ability to allocate resources to your team.

Developing a pitch specifically for administrators is vital to gaining their support. First, find out what your team can do for the institution and administration. Pitch your team as a solution to a problem they are facing and clearly state what is in it for them. Identify current or future activities that parallel the administration's objectives. Be proactive in developing a relationship by getting them actively engaged. For example, ask your administrators to:

- Serve on your Business Advisory Board
- Attend team meetings
- Participate in projects
- Critique your team's presentation prior to competition
- Attend official Enactus events, such as team training conferences and competitions

Administrators who are actively engaged with your team are much more likely to see the benefits your team brings to the institution.

Reminder: It is a requirement that all competing teams have their Annual Reports reviewed by an institutional administrator and obtain his/her signature on the Project Verification Form as acknowledgement and endorsement of the institution's Enactus program.

Key Ideas

- Determine how your team can benefit your institution and administration
- Create a pitch that clearly explains what's in it for them
- Keep administrators informed about what's important to them
- Engage administrators in team meetings, projects and events
- Remember an administrator must sign your team's Project Verification Form

FUNDING

One of the traits that sets Enactus apart from many other organizations is that Enactus does not charge students or teams for their involvement in the organization. It is very likely, however, that your team will have a need to seek funding sources throughout the year to accomplish your goals and objectives. Since most teams are self-supporting, the necessity for fundraising often falls upon the shoulders of the team members. The decision to conduct entrepreneurial activities or solicit donations should be driven by the need to finance your team's outreach efforts and operational expenses.

To help you with your fundraising goals, we have identified several approaches that have been successful for you to consider pursuing:

Institution

- Most student government associations save a block of funds to allocate to student groups for travel or team projects. Pursue this avenue when you register your team as an official organization at your institution. Keep in mind that it is better to have these requests filed early in the academic year as funds are limited.
- Discuss with your dean, department chair or president the opportunity for your team to receive seed money at the beginning of each year. This approach is often bolstered by effectively utilizing media (the next section of this book) as it strengthens your standing to be able to say that your team is providing a positive reflection within the community.

Civic Organizations/Foundations

- To access these groups you might start by asking around your institution to find out which staff members, professors and/or administrators are members of different civic groups. They can take you as a guest to their meetings and help you navigate the funding options.
- There are countless foundations that offer funding options. Almost every corporation has its own foundation that makes charitable contributions. Although it may be difficult to secure funding from a large corporation, companies or organizations within your own community, such as a local bank, may be realistic sources for securing grants.
- Should you decide to pursue grants as a source of funding, it is important for your team to realize that this is often a slow process and you should be diligent in your approach. Seeking funding at multiple dollar amounts from different foundations often makes it more likely that you will obtain one or more grants. It is often most effective for your team to develop a project concept with specific measurable outcomes that you plan to present for grant funding. Don't be afraid to use an idea as a template that you submit to multiple foundations in hopes that one will respond.
- Foundation funding is often a one-time source of support – many foundations do not give annual gifts. Therefore, if you wish to receive a multi-year gift it is important to submit a project opportunity which spans over the course of multiple years with annually measurable outcomes that culminate to a net positive effect over time. (i.e., working with one group of younger students starting when they are first year and seeing them through to graduation; or working with a group of government support recipients to see them through a process of attaining financial independence by attaining a job, utilizing a budget and eventually planning for their future.)

Entrepreneurial Operations

- Your institution provides an immediate customer base for small entrepreneurial operations, such as leasing vending machines, setting up a small coffee stand/shop, or selling concessions at athletic or other social events. Make sure you gain approval from your institutional administration before setting up shop.
- Many times an institution, depending on size, will sign an exclusive operations contract with a particular company (such as the one who runs your cafeteria). If this is the case, you might consider approaching the facility manager about a partnership whereby if they will let you operate such enterprises you agree to purchase merchandise through them.

Project Partnerships/Special Competitions

- Check with your Enactus country office to see what exclusive opportunities may be available to Enactus teams. Sponsored by Enactus partner companies, these opportunities may provide project grants, prize money and/or special recognition to selected teams.

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WORLD CUP

MEDIA

Every year, Enactus teams make headlines in thousands of local, regional and national media outlets. Working with your local media is an excellent way to receive recognition and increase support for your team's activities. Here are some tips for publicizing your efforts to the mass media:

- Study your local media market. Identify what specific stations, papers, etc. serve your local community. Pay particular attention to the reporters most likely to cover stories about your team's activity.
- It is important to use an up-to-date contact list. Take the time to contact your local media outlets, introduce your team and collect their contact information. For each outlet, make sure you collect the contact information for any specific reporters you identified in the previous step as well as the assignment manager.
- As in any other industry, working with the media has a lot to do with relationships. Personally introduce yourself to local reporters and contact them throughout the year with story ideas.
- Whenever applicable, use the custom press release templates provided by Enactus.
- Solicit advice and assistance with your media efforts from your college or university's public relations office.
- Before sending a press release to your local media, contact the assignment manager at each outlet to determine how they prefer to receive the information, e.g., mail, fax, e-mail, etc.
- Your first press release for a project should be sent approximately two weeks in advance of the actual event.
- Send a brief media alert approximately two days before the date of the project or event. This should simply be a brief reminder with a few key sentences summarizing the activity.
- Make a final phone call to the assignment manager early on the day of the project or event.
- Most newspapers and radio stations have calendar information sections. Send a brief paragraph about an upcoming event to be included in these sections.
- Check with the specific media outlet to determine the leadtime required. It might need to be several weeks in advance.
- Most network television affiliates produce a local daily morning news show. These programs usually contain a significant block of time reserved for community guests. Try to arrange for a representative to fill one of these guest spots. Identify and contact the producers of these shows to schedule an appearance.
- Post videos of your projects online for use in web-based reporting.
- Provide the media with links to your team's website and social media pages for more information.

TEAM SUCCESSION PLANNING

Each year team membership numbers tend to fluctuate because of member graduation and recruitment efforts. To ensure a quick and efficient start to the academic year, teams should create a team succession plan. The purpose of the plan is to ensure that the students who will be returning next year understand the team's goals, objectives and methods well enough to continue the team's momentum. Some of the key ideas of the plan include:

- Determining next year's leaders early enough that they may be properly trained by the current leaders.
- Creating a shadowing or mentorship program for members who would like to be in a leadership role.
- Recruiting younger members (first-year and second-year students). This strategy can add stability to team membership.
- Creating a yearly transition notebook.

Yearly Transition Notebook

One of the most important tools your team can create for sustainability is the yearly transition notebook. Think of this document as a blueprint for your team.If someone who knew nothing about your team picked up this document, they should be able to immediately understand what your team is about.

Below are some of the items the notebook should contain:

- Team organizational chart
- Tentative calendar of events
- Full summaries of ongoing projects
- Copy of most recent annual report and competition presentation
- Tentative dates and deadlines for items due to your Enactus Country Office
- Contact information for the entire team and all groups associated with the team (BAB members, important institutional contacts, funding contacts, Enactus Program staff contact information, etc.
- All team financial documents
- Team guidelines and bylaws, if applicable

This notebook should be updated at the end of each academic year, preferably at the year-end meeting of the team leaders. It should remain in the team office, with the Faculty Advisor or with the incoming team leader or president. Teams may also opt to utilize an online file sharing platform to share documents, contact information and other essential team data in a digital format.

TEAM AUDIT

Enactus employs a global auditing initiative for national champion teams competing at the Enactus World Cup. This initiative is viewed as an integral part of the program and is implemented by the Enactus Country Office. There are three key elements of this mandatory audit process: Team Engagement, Team Operational Review and Project Audit/Site Visits. Audit Preparation Tips can be found in this section of the Team Handbook.

Above and beyond the audit employed by Enactus and its local offices, all teams are encouraged to conduct self-audits either through internal evaluation or third-party review. Internal evaluation can be completed by team members in order to assess the team's operational and programmatic activities. This type of evaluation can match the team's performance against its mission, vision, goals and capacity versus achievements. The internal audit is an effective avenue for evaluating team functionality and increasing program impact.

A self-audit completed by a third party means the team has appointed an external auditing firm to conduct an audit. If a third party is appointed, then the team should be sure to share the results of the audit with the Enactus Country Office, especially if the team is selected as the National Champion. Again, the self-audit is not currently mandated by Enactus; rather, it simply provides the opportunity for a team to complete self-evaluation and increase credibility with future team recruits, institutional administrators, faculty and staff and community members.

In the event that your team is elected for an audit by the Enactus Country Office, you will be notified in advance and a timeline will be set on how/when the audit will take place. Although we have no doubt in the ethical practices of our teams, please note that we take this process very seriously and will take action accordingly if/when a team fails the audit. More information on penalties can be made available by your Country Leader or Program Manager.

Key Ideas

- Self-Auditing is an on-going process! As an Enactus team, this should be a natural phase of all your programmatic and operational activities.
- Do not wait until the end of the program year to audit yourself or prepare for the audit by your Enactus Country Office! Create an actual Audit Strategy.
- Take proactive measures in documenting your processes, systems, outcomes, etc. Consider appointing a member of your team with the task of managing all auditing procedures or request that a faculty person at your institution (preferably with auditing/accounting background) review your processes and lend advice on how to best prepare. You may also reach out to an external source in advance and ask for their expertise on how to best manage your self-audit.
- Inform your project beneficiaries (well in advance) that they may be subject to interview by the audit committee. This will avoid any challenges later when the audit is being implemented.

Auditing International Projects

In an effort to further enhance the global audit initiative, Enactus is looking to develop processes and methodologies to audit international projects. Embracing the Enactus value of collaboration, international project audits will be conducted in collaboration with your team, project partners and other Enactus country operations.

Reach out to your Enactus Country Office proactively and engage them in any international projects your team is implementing.

PART 3:
PROJECT MANAGEMENT

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COMPONENTS OF A SUCCESSFUL TEAM

THE ENACTUS JUDGING CRITERION IN DEPTH

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. In every country around the world, and at each level of the overall competition, the judging criterion remains the same:

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

The following ideas serve as a guide to help teams and judges better understand the framework and content of the criterion.

What is "entrepreneurial action"

- 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, not necessarily a call to create entrepreneurial ventures.
- Entrepreneurial action should result in the demonstration of creativity, innovation and an entrepreneurial culture through the team's efforts.
- Enactus teams should demonstrate the 'positive power of business' throughout their projects, applying a business mindset to the project process, content and delivery.

How are people "empowered?"

- Teams directly empower individuals when the project beneficiaries take the skills and/or knowledge they learn during the initial stages of the project and implement the skills and/or knowledge in their lives.
- Direct empowerment requires communication, understanding and challenging long-standing assumptions about what outcomes people need.
- A collaborative approach is key when working with the target audiences – Project beneficiaries should be an active part of all the stages of project design and execution.
- Teams should always consider incorporating solutions for long-term empowerment in their project design.

What are livelihoods?

- A livelihood is the means and activities involved in sustaining an individual's life – Livelihoods are fueled by what are known as livelihood assets.
- Five categories of livelihood assets:
  - 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 are the methods and processes used to transform livelihood assets into outcomes.
  - Successful Enactus projects investigate the current livelihood strategies employed. Teams should work with the target audience to take an entrepreneurial approach to current strategiesor develop new sustainable strategies instead
- Livelihood outcomes are the benefits or changes for individuals during or after participating in Enactus projects.
  - Livelihood outcomes are not always income-based.
  - Other positive livelihood outcomes may be better health, less vulnerability, environmentally sustainable use of natural resources or food security.

What makes an Enactus project "economically, socially and environmentally sustainable?"

- These three areas of focus are in reference to the triple bottom line concept, (i.e. profit, people, planet) and are meant to illustrate that for a project or initiative to be truly effective and sustainable it must make sense economically as well as socially and environmentally.
- Due consideration must be given to the three areas, although one or more may have greater relevance in particular circumstances.
- To the degree that any of the three areas of sustainability are relevant to the situation, they should be addressed in an integrated manner as part of the project rather than as separate activities.

IMPLEMENTING PROJECTS EFFECTIVELY

Below are some additional steps to take in identifying the right project for your team:

- Learn your team members' individual interests and talents
  - Understanding the unique composition of your team will help in project selection. Some teams gather information on individual members through an informational form completed upon joining the team. Additional knowledge on whether or not they are engaged in volunteer networks, other associations, and/or simply know where there may be a need that Enactus can fulfill are all valuable pieces of information. Based on individual skills and talents, you can then carefully coordinate project teams and ensure that talents of all team members are effectively employed.
- Analyze the needs of your community
  - Teams are located across a diverse range of communities, from large urban areas to small rural towns. Each of these communities offers access to a variety of populations and problems. Do some research into your community and perform a needs assessment.
  - Do remember that Enactus does 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, the focus should always be on the need, relevance, depth and meaningful impact of improved livelihoods.
- Get involved in your community and volunteer your assistance
  - There are likely many organizations and business or civic groups in your community interested in addressing the same topics as your team or interested in serving the needs of the same population groups as those targeted by your team. These groups are often looking for partners to develop new initiatives or volunteers to execute existing programs. Identify these groups in your community, introduce your team and volunteer your assistance. Remember to clearly define what your team's role would be versus that of your project partner.
- Create an action plan

Once the projects have been selected, the next step is for teams to create a detailed plan of action. A comprehensive Project Planning Template is available in the appendix of this handbook and it will prove very useful as teams embark upon a new project or wish to extend an existing one. In the meantime, teams may use the questions outlined below to create a framework of action and to identify the resources needed to complete a successful project:

Who is the target audience?

Any potential group so long as they are clearly lacking in the particular focus area of the team's project, which is deemed to be significant and relevant to the Enactus purpose. Audiences are not limited to the poor, disadvantaged, marginalized in society, underprivileged, and/or economically-challenged. Remember that a key evaluation is the team's ability to empower their target audience.

Which organizations are potential project partners?

Identify partners that can add real value and can provide the type of commitment you need. Be sure to clearly articulate what your role will be versus theirs and have a good understanding of which segments of the outcomes your team can justly take credit for (as a result of your direct work and impact). Partnerships may not be applicable for all projects.

What are the economic, social and environmental factors affecting your target audience? How will the project address these factors?

People are often affected by trends, shocks and seasonality – things over which they have limited or no control. For example: population trends, economic trends, governance, disease, climate, pollution, natural disasters, conflict, and/or the seasonality of prices, production and employment opportunities.

Economic, social and environmental factors refer to the triple bottom line concept (i.e. profits, people, planet) and are meant to illustrate that for a project/initiative to truly be effective and sustainable, it must make sense economically as well as socially and environmentally. Due consideration must be given to the three factors although one or more may have greater relevance in particular circumstances. Identify which factors are most relevant to the project and how your project will address them. To the degree that any of the three factors are relevant to a situation, they should be addressed in an integrated manner as part of the project rather than as separate activities.

What are the desired outcomes of the project's target audience? How is the target audience trying to achieve these outcomes currently? What is and isn't working?

The team should investigate, observe and listen to the priorities, needs, wants and goals of the target audience. Desired outcomes of a particular group are not always monetary, instead it may be food security, access to clean water or education. The team should put aside their pre-existing beliefs about the target audience and listen to what it is the people want and need.

Examine the target audience's current strategies for obtaining their desired outcomes, looking for opportunities to expand, improve or replace current strategies with more effective, efficient approaches.

How will your team empower the target audience to achieve the desired project outcome(s)?

The main idea here is how teams will empower their project beneficiaries. The project should equip the target audience with the knowledge, skills, and/or confidence to move from dependency to self-determination and independence. Much of this would be achieved through collaboration and with a strong focus on long-term capacity building.

How will your team use entrepreneurial action in carrying out the project?

The judging criterion requires teams to apply entrepreneurial action to all their projects. Entrepreneurial action is an integrated point, clarifying the broad range of activities that can be delivered as project solutions.

Entrepreneurial action should result in the demonstration of creativity, innovation and an entrepreneurial culture through the team's efforts. Examples of entrepreneurial action are (but not limited to): pioneering new approaches and designs, using innovative solutions, developing new opportunities, constantly striving to substantially enhance any existing projects, utilizing industry experts and much more.

How will achieving the desired project outcomes improve livelihoods?

Teams should consider livelihood assets during the project development and needs assessment stages and when reporting outcomes. Which livelihood asset categories will be impacted by the project? Not every Enactus project will develop or address every category of livelihood assets; instead projects should focus on the needs the people identify in collaboration with the team. Likewise teams do not need to do separate projects to address each individual livelihood asset.

How are you going to measure the direct impact of your project?

- The team must clearly identify the tools that will be used to measure direct impacts.
- What are the potential indirect outputs and outcomes your project?
- Consider the ripple effect of your project. What will obtaining the desired outcomes of a project mean for other resources, assets and surrounding communities? What is the reach of the project impact?

What type(s) of media coverage do you anticipate for your project? How will you measure the media impressions?

Media coverage includes print, electronic and social media. What connections will you utilize? Which media outlets will you contact? How will you measure the reach of the stories about your projects?

What resources are needed to complete the project?

Do not underestimate the importance of this step. Create a listing as detailed as possible.

What is the project's budget?

Be sure to account for any necessary travel, resources and materials you will need to complete the project.

What specific tasks and corresponding deadlines are required to complete the project?

Once the planning phase is complete and timelines are set, teams can move forward with the implementation phase. At this point, teams should revisit the Judging Elements section of this handbook.

How will project activity be documented?

Proper documentation will allow teams to archive their accomplishments and will help them create more complete annual reports and competition presentations. For each project, collect the following:

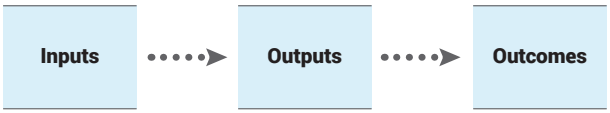
- Photographs and/or videos
- Names of team members involved and hours contributed
- Names of Business Advisory Board members involved
- Names of any other important project partners
- Number and demographics of project beneficiaries
- Names of project beneficiaries
- Copies of any materials used in the project
- Press clippings and media reach numbers

EVALUATING PROJECT IMPACT & OUTCOMES

Proper project evaluation is one of the most significant aspects of delivering a quality program. The use of the right measurement tools, coupled with an understanding of the varying degrees of outcome-assessment, will prove to be an integral part of your team's success.

Focus on Outcomes

Sometimes, teams present only inputs and outputs as the basis for a successful project. While this type of information is helpful and noteworthy, Enactus is not necessarily focused on the inputs or outputs. Rather, you should focus on the high-quality and meaningful outcomes of your projects. You will find here definitions of these three terms:



Inputs include resources dedicated to or consumed by the program. Examples include: money, students, time, volunteers, facilities, equipment and supplies.

Outputs are the direct product of program activities and are usually measured in terms of volume of work accomplished – for example, the number of classes taught, counseling sessions conducted, materials distributed and participants served.

Outcomes are 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. There are three levels of outcomes: initial, intermediate and long-term.

- Initial outcomes are the first benefits or changes participants experience; often these are related to changes in participants' knowledge, attitudes or skills.
- Intermediate outcomes are often changes in behavior that result from the participants' new knowledge, attitudes or skills.
- Long-term outcomes are the meaningful changes for participants, often in their condition or status.

[1]United Way of America. Measuring Program Outcomes: A Practical Approach. 1996. Print.

Rationales/Needs:
Why will project activities produce results?

Assumptions: What factors are necessary for project success?
Remember to consider the relevant economic, social, and environmental factors!

Inputs:
People, time, materials, funds dedicated to or consumed by the project

Activities:
The actions the project takes to achieve desired results

Outputs:
The tangible direct products of project activities

Outcomes:
The changes expected to result from the project

Initial Outcomes – Intermediate Outcomes – Long-term Outcomes

enactus
Leader

Understanding Livelihoods

A livelihood is the means and activities involved in sustaining an individual's life. Livelihoods are fueled by what are known as livelihood assets. These assets represent the wide variety of capital used in obtaining desired outcomes.

Financial Assets

Financial assets are the financial resources available to an individual. Financial assets can be built through access to jobs or creation of income generating activities, but also through individuals gaining access to financial services such as banks or micro-lending. They include (but are not limited to):

- Cash, savings or liquid assets • Stocks and other financial accounts
- Earned income • Job creation • Micro-lending • Business creation

Social Assets

Social assets are the networks, groups and relationships people develop. Developing social assets lowers the opportunity cost of other livelihood assets, as trust and respect make working together easier. Social networks facilitate innovation, improved management of public goods and economic relations.
Examples include:

- Community building • Networking • Relationships

Natural Assets

Natural assets are the natural resources used and consumed in creating livelihood. Projects supporting natural asset development should focus not only on building up natural resources, but take a broader view of how those resources are used, and the transforming structures in place.
Examples include:

- Natural resources • Waste management • Biodiversity (land, air, water, etc.)

Physical Assets

Physical assets comprise the basic infrastructure and goods necessary to support a livelihood. The opportunity cost of not having access to physical assets often affects other areas of livelihood assets such as education and financial assets.
Examples include:

- Shelter • Transportation • Water supply and sanitation
- Clean energy • Access to consumer needs

Human Assets:

Human assets are the skills, knowledge and ability to work and pursue different livelihood strategies. This asset is required for the individual to make use of any of the other assets. Supporting the development of human assets will only work with buy-in from the people affected – if people are willing to invest in themselves through training sessions, schooling, and professional/personal development.
Examples include:

- Job skills • Education • Leadership development

Measurement Tools

When actually measuring project impact, you can choose to design methods that provide a qualitative or a quantitative evaluation. The evaluation methods you use for each project should be decided during the planning process, before the project has actually started.

- **Qualitative measurements** are rooted in direct contact with individuals involved in the program. They might include items such as interviews or testimonials from project participants, Business Advisory Board members or other community partners involved.
- **Quantitative measurements** translate experience into units that can be counted, compared, measured and expressed statistically. They might include items such as pre- and post-exams, goal achievement and documentation, or observation guides/ratings.
- Using a mix of qualitative and quantitative measurements, each team should be able to answer the question, "Was this project successful?" and prove it. It is critical that you prove how you have empowered people in need to improve their livelihoods.If for example, the results of a survey prove positive change in the target audience's knowledge or skill set, then the question you should ask is... what then? How did these people apply that knowledge to improve their own lives, and how can it be measured effectively?
- Keep in mind that longer-term outcomes are the more meaningful changes for participants. Therefore, it is important for teams to continue to measure the impact of a project even after it is completed.

Submit Your Project Photos and Videos to Enactus Worldwide

Nothing tells the story of Enactus better than seeing the entrepreneurial spirit in action! Share your project photos with Enactus World Headquarters, and you may see your photo on the cover of the next Team Handbook, on enactus.org, or in a video at World Cup. Here's the type of photo that works best:

- Show action! Rather than posed photographs, capture the essence of your project through the action it creates.
- Include team members and beneficiaries. It's powerful to see Enactus students interacting with the communities we serve.
- The higher the resolution the better. Today's smartphones are capable of 8 megapixel photos or more. If you have access to a digital SLR camera, these will yield the best project photos.
- To get even better project photos, consider partnering with your University's photography department. Have a photography student accompany your team on your next project outing.
- To submit your photos, email them to trowett@enactus.org. If you have video, send it our way as well! Be sure to include a brief description of the project and a contact name and email address in the event we have questions.
- By submitting your photo, you are granting permission to Enactus and its agents, employees and affiliated organizations to use the photograph in Enactus publications such as recruiting brochures, newsletters, and magazines, and to use electronic versions on web sites or other electronic form or media, and to offer them for use or distribution in other non-Enactus publications, electronic or otherwise, without notifying you. You waive any right to inspect or approve the finished photographs or printed or electronic matter that may be used in conjunction with them now or in the future, whether that use is known or unknown, and you waive any right to royalties or other compensation arising from or related to the use of the photographs.

PART 4:
COMPETITION READINESS

TOOLS FOR TEAM COMPETITION

Competition Overview

The Enactus program year ends with an annual competitive event. This process provides teams with the opportunity to present their outreach efforts to a panel of judges who evaluate those efforts and determine which teams had the most impact improving the livelihood of members of their community. 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 Enactus 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.

Competition Expenses

All expenses, with the exception of any meals provided to the competing teams, are the responsibility of the individual team. Teams should contact their Country Leader or Program Manager for more information.

Registration

Any student who attends an Enactus competition at any level must be a registered student through the online registration process available at www.enactus.org or through the Active Team Sheet (applies to all teams outside of the USA). Please also note that some countries have an application and registration process for their competitive events. It is the team's responsibility to contact their Country Leader or Program Manager for clarification on this additional process if it is applicable in the country.To register for the Enactus World Cup, please also contact your Country Leader or Program Manager.

Dates & Locations

Please contact your Enactus Country Office for information regarding your local competitive events. For information on the Enactus World Cup visit www.enactus.org/worldcup.

enactus WORLD CUP 2016 | PRESENTED BY: KPMG

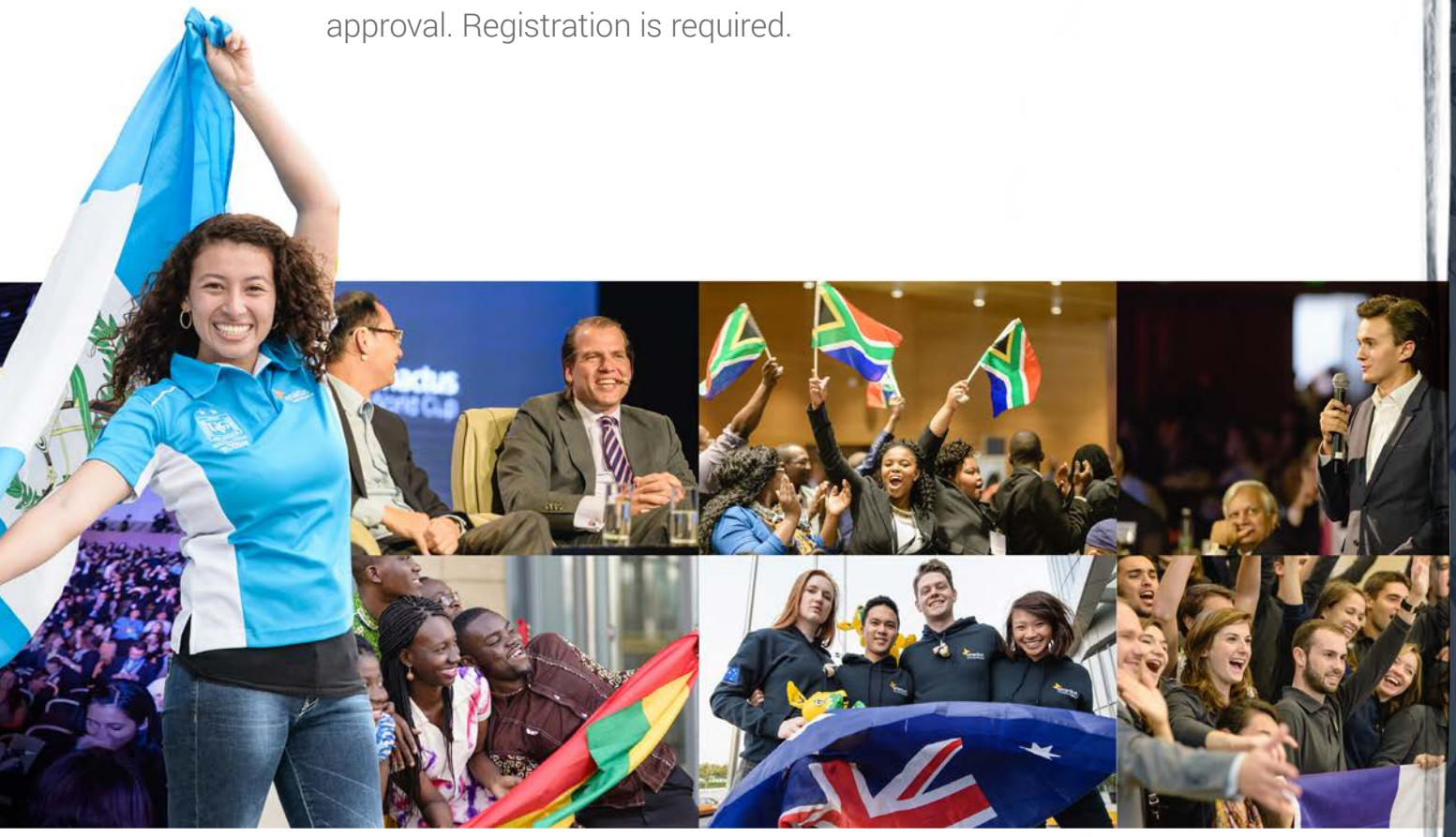
Toronto, Canada | 28-30 September

enactus WORLD CUP 2017 | PRESENTED BY: KPMG

London, England | 26-28 September

The National Champion Team from each country will be invited to compete at the **Enactus World Cup**. This competition allows teams to showcase their achievements in the most recent Program Year and enables an opportunity for best practice sharing. Similar to other competitions, the judges will determine which team(s) did the best job in fulfilling the criterion. The winning team will be named the Enactus World Cup Champion.

The event is a spectacular exhibit that highlights the rich diversity of languages, cultures and ethnicities represented within Enactus and gives all in attendance a unique opportunity for cultural exchange and understanding. Only Enactus National Champion teams will be invited to compete, but all teams may observe with prior approval. Registration is required.



COMPETITION GUIDELINES

Mandatory Reports

It is important for teams to understand the rules and prerequisites for participating at a competitive event. Each competing team is required to submit the following reports in order to compete:

1. Annual Report
2. Project Verification Form
3. Project Report
4. Active Team Sheet (This report is applicable to ALL teams except Enactus United States teams.)

Only Active Team Sheets and Project Reports are mandatory online submissions (exceptions to submit in another format must be preapproved by the Enactus Country Office). Samples of the Project Verification Form and Active Team Sheet are made available in this handbook. The Project Report is being revised and will be made available online by October 2016.
Please contact your Country Leader or Program Manager for more information on the revised Project Report.

Annual Report

This mandatory report must be typed in a legible font-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:

- Four single sheets of 8 ½" X 11" or A4 size paper with print only on one side of each sheet.
- Two single sheets of 8 ½" X 11" or A4 size paper with print on both sides of each sheet.
- One sheet of 11" X 17" or A3 size paper with print on both sides.
- Please note: Using one of the dimensions above but cutting the paper in a manner which causes a change in the size is NOT permitted.

Important points regarding the annual report –

- If a team uses a cover or back page, it will count as one of those pages.
- Teams should not use folders, report covers, etc. in conjunction with their Annual Reports.
- If a team wishes to include a team bio along with the Annual Report (see 'Team Bio' section for more details), the bio must be a completely independent document (not embedded within Annual Report) and may NOT include any info/photos related to projects.

Although Enactus encourages creativity with the formatting of the annual reports, we ask that teams give careful consideration prior to fully employing new ideas (inclusive of changing the shapes, sizes, etc. of the report). Please contact your Country Leader or Program Manager to ensure that any new ideas are within the guidelines of Enactus.

Annual Reports are distributed to the judges during the set-up period as outlined in the Live Presentation section of this handbook. Teams will be notified in advance of the number of Annual Reports they are required to bring to regional, national and Enactus World Cup competitions. All judges must receive a copy of the Annual Report. For samples of Annual Reports please visit www.enactus.org/worldcup.

Project Verification Form

Every team must request that their Faculty Advisor, one student and one administrator (e.g. dean, department chair or institution president) review their Annual Report and sign the Project Verification Form. If a team's Faculty Advisor is also an administrator, the form must be signed by another administrator. The Project Verification Form is to be submitted only once per year and serves as just one part of an internal audit of projects and activities at all levels of competition: regional, national, and at the Enactus World Cup.

Project Report

This report provides key information on the team's projects in the program year. Although the information submitted is used by Enactus and will not be shared with judges as part of the evaluation at any competitive event, it must be completed and submitted online by each active team prior to competing at a regional/national competition.

Note: The Project Report is being revised and will be made available online by October 2016.
Please contact your Country Leader or Program Manager for more information on the revised Project Report.

Active Team Sheet

Every active team (with the exception of Enactus United States teams) must submit this form prior to the regional/national competition. This report must be filled out thoroughly and must contain the names of all Faculty Advisors and active students.

Violations

If a team does not accurately submit any of its mandatory reports, it will be subject to the following process and penalty: the team will have an opportunity to compete so long as it rectifies the problem prior to its scheduled presentation time (i.e., secure appropriate signatures on the Project Verification Form, complete the Active Team Sheet, etc.).

If the issue is not rectified, the team will be permitted to participate in the event and deliver its presentation to the judges; however, it will not be scored nor will the team qualify for any awards. If a team presents or displays any inappropriate or offensive material, it will be subject to automatic disqualification.

Additional Materials

No documentation, materials, gifts or other handouts may be given to any judges before the champion team is officially announced with the exceptions of the team's Annual Report and a Team Bio, which provides a brief biography of each team member for possible recruiting purposes. The Team Bio should be five single sheets of 8½" X 11" or A4 size paper with print on both sides of each sheet OR ten single sheets of 8½" X 11" or A4 size paper with print on only one side of each sheet. The Team Bio may not be placed inside the Annual Report, and it must be distributed to judges as a separate document.

Teams are permitted to showcase, from the stage, project-related materials to judges so long as they are not considered offensive or would cause any sort of controversy.

Pre-Screening Process

Some countries may require teams to pass through a pre-screening process before being cleared for registration. The pre-screening may include a review of their Annual Report, Team Bio and any project-related materials the team wishes to showcase, as well as confirming that all mandatory reports have been submitted accurately.

Live Presentation

Each competing team will have a 25-minute time block for its live presentation. The League Coordinator will keep the official time. After the League Coordinator has formally introduced the team, the time will be precisely divided as outlined below.

Live Presentation Time-Block

- 3 minutes (set-up period)
- 17 minutes (live presentation)
- 5 minutes (question & answer session)

Set-up: 3 Minutes

The team will have a maximum of three minutes to distribute the Annual Reports for judges to review prior to its presentation and to set up presentation equipment (start computers, power-up projectors, check lighting and sound, etc.). Remember: once the team has tested the equipment, projector lenses must be covered, no images or text are allowed to be projected and no music or sound effects are allowed to be generated for the remainder of the set-up period. Anyone, including faculty, may assist with the set-up or operation of audio-visual equipment; however, only student members may participate in the presentation and take questions from the judges.

Live Presentation: 17 Minutes

The team will have a maximum of 17 minutes to give its actual presentation.

Judges' Question and Answer Period: 5 Minutes

There will be a mandatory five-minute question and answer session for the judges. During this time, projector lenses should be covered, no images or text should be displayed and no music or sound effects should be generated. Please note that any time remaining from the 17-minute live presentation will not be added to the mandatory question and answer session.

Special Note:

Presentation time blocks are uniform globally; however, the only exception applies to the Final Round of competition at the Enactus World Cup and at any Enactus National Competition that has a Final Round level. For these segments, there will be no timed set-up period. Final Round competing teams will be given a reasonable amount of time to set-up and test their audiovisual equipment and will receive assistance from Enactus' technical/production crew, especially where some of the equipment being used is provided by Enactus. After these have been successfully tested, the team will be introduced and then given 3 minutes to distribute its Annual Reports to the judges. The remaining segments of the Live Presentation for the Final Round will align with the time block outlined. Teams are strongly encouraged to have their presentation on a jump drive, CD or DVD as back-up in case data transfer becomes necessary.

Room Set-Up and Equipment

No team may set up any equipment in the presentation room before being formally introduced. All equipment must be self-powered or use electrical outlets inside the competition room. Enactus will provide the following equipment in each presentation room:

- One eight-foot/2.5m or larger screen
- One extension cord

Enactus is not required to provide other equipment of any kind, such as computers, slide projectors, monitors, TVs, DVD players, carts, tables, etc. It is the sole responsibility of each team to secure the use of any other equipment. In the event that the Enactus organization provides equipment (e.g. projector, laptop, sound amplifier, etc.) for teams to use during their presentations, the use of such equipment is strictly optional. Should there be any technical issues/failures, the Enactus organization will not be responsible for its effect on the presentation, competition outcome, or any costs that may be incurred as a result of damaged equipment. The team bears full responsibility and is therefore encouraged to provide and use its own equipment. Details about the specific room set-up, plus any event-specific guidelines or restrictions related to your country's regional/national competition as well as the Enactus World Cup will be provided in advance of the event.

Equipment Failure

If a team's presentation equipment ceases to operate because of a power failure in the competition facility, the competition will be halted until the problem is corrected. If the electronic equipment the team brings into the competition room fails, the time will continue to count down from the presentation time block.

Competition Room Access

Competition rooms are open to all registered attendees. Teams and visitors are invited to watch other teams present, but they are asked to enter and leave rooms only during the set-up period and breaks. No one (except members of media and Enactus staff) may exit the room during the presentations or Question and Answer period. The area behind the judges is considered public domain. Doors to the competition room must remain unlocked and clear at all times to provide access to Enactus staff.

Video/Copying Policy

By participating in any Enactus-sponsored event, each team grants Enactus the right and permission to document and publicize or otherwise utilize its Annual Report, audio-visual presentation and outreach projects for illustration, advertising, training or any other lawful purpose. Teams may record the presentations of other teams at competitions under the following conditions:

- No lights are to interfere with or inhibit the presenting team.
- The team videotaping should be courteous and cause the least amount of distraction possible to the presenting team.
- Set-up must be behind judge and audience seating.
- No video footages and photos taken at Enactus events should be used inappropriately. Teams may treat these as resources so long as they are used with respect for the people being videotaped and photographed.

Media Policy

The official Enactus photographer and videographer and members of the mass media approved by Enactus have full access to all presentation rooms at any time. This includes the use of lights and necessary equipment. All teams should be prepared for the possibility of members of the media taping or taking pictures of their presentations.

Misbehavior

Behavior that is inconsistent with the Enactus Code of Conduct and defames the profile of an Enactus student and as a result, the organization, is unacceptable. Each national Enactus organization reserves the right to determine what unacceptable behavior is, but it should be noted that this includes, but is not limited to: use of foul language, physical battery, intoxication, harassment, defaming other network members (teams/judges/attendees/hotel staff), tampering with and/or destruction of venue or Enactus property, etc. The student and/or team involved in such negative activities may be disqualified/suspended/expelled from participation at that particular event and/or the overall program. The Enactus Country Office will determine the specific penalty for each action on a case-by-case basis, and an official letter may be sent to the institutional administrator(s), notifying them of the incident and requesting their assistance in ensuring that it does not reoccur.

Competition Grievance Policy

At Regional and National Competitions, students should direct any complaints or concerns about competitions proceedings to their Faculty Advisor. The Faculty advisor should assess the matter, and then decide whether or not to file a formal complaint.

At the Enactus World Cup, teams should direct any complaints or concerns to their Country Leader. The Country Leader should assess the matter, and then decide whether or not to address the matter with their respective Enactus Worldwide representative.

At any level of competition, judges may direct concerns to the League Coordinator(s) and/or Enactus staff members assigned to their league and may only file complaints for the league in which they judged.

Whenever an issue is unable to be resolved at the event, complainants will be required to submit their concern in writing (full name, position, affiliated institution, detailed summary of the issue including specific room/location of the incident being reported, and contact information) to the respective Enactus national organization (at regional or national competitions) or Enactus Worldwide (at World Cup). All formal complaints will be reviewed by the respective Enactus Rules Committee (body of executives empowered by the organization's Board of Directors or National Advisory Board). Written findings will be submitted to the filing individual(s) within 30 days of the receipt of the appeal. Decisions by an Enactus Rules Committee are final. For all levels of competition:

- Complaints must be submitted within 30 days of the suspected violation.
- Anonymous complaints will be disregarded.
- Teams cannot request a copy of the complaint against them.

Changes to the above practices will be communicated in writing prior to the start of any competitive event. Check with your Country Leader and/or Program Manager for additional details.

Special Disclaimer

By attending Enactus events, attendees consent and grant Enactus the right to film, video, record, or photograph him/her during the course of the event. Attendees grant permission to Enactus and its agents, employees and affiliated organizations, to use the media for use in Enactus publications such as recruiting brochures, newsletters, and magazines, and to use such media in electronic versions on web sites or other electronic form or media, and to offer them for use or distribution in other non-Enactus publications, electronic or otherwise, without notifying attendees. Attendees hereby waive any right to inspect or approve the finished photographs or printed or electronic matter that may be used in conjunction with them now or in the future, whether that use is known to attendees or unknown, and attendees waive any right to royalties or other compensation arising from or related to the use of the media. Membership in Enactus means that you are giving permission for your information to be used and communicated (registered on www.enactus.org or through the online Active Team Sheet & Team Portfolio).

UNDERSTANDING THE JUDGING PROCESS

Enactus believes that the more knowledge teams have of their assessment process, the better-prepared and successful they can be. In an effort to provide insight on this, the following illustrates an outline of the judging process at all competitions.

Judges are taken through an in-depth orientation process, during which they are introduced to the overall program and trained on how to best evaluate the competing teams in-line with the judging criterion. Faculty Advisors are welcome to attend the judge orientation as observers.

Each judge agrees to the Judges' Oath, committing to providing fair and quality assessments of the teams' overall programs.

During each presentation, judges will assess the quality and sustainability of the team's initiatives and its impact in relation to the judging criterion, using the Individual Team Evaluation Form (ITEF) to take notes and select assessment ratings. The ITEF is used as the key assessment tool during presentations and also serves as the primary form of feedback to teams on their performance.

Judges use the Cumulative Evaluation Form (CEF) to actually assess teams. This form serves as the guide and key deciding factor in making their final decisions on rankings.

One or more veteran judges serves as the League Coordinator. Their role is to facilitate the competition process in the league, ensuring that the team presentations begin on time and that all judges are present for all the presentations. Judges must be present for all presentations in order for their votes to be counted during the scoring process.

1. Judge Orientation
2. Team Presentation
3. Judge Evaluation & Scoring
4. Judge Voting
5. Official Tabulation
6. Winning Team Chosen

At the conclusion of the last presentation, judges cast their votes based on their rankings on the CEF. Individual votes per team and per placement are then counted and mathematically tabulated to arrive at the winning teams. This tabulation process is annually audited and monitored by KPMG. No ties are allowed. Enactus utilizes a uniform tiebreaking process globally should a tie occur.

1. First, 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. Second, 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. Third, 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 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 the tie-breaking process for exceptions to this policy.
- 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.
- All voting results are reviewed and verified by Enactus staff using an official scoring process and score verification grid provided by Enactus.

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 to improve their livelihoods in an economic, social and environmentally sustainable way

PREPARATION TIPS

Understand the Judging Criterion

This sounds so simple, but before you start working on your presentation make sure that you fully understand what you will be evaluated on during the competition! Review the relevant resources provided by your country office. Remember that we only have ONE holistic judging criterion and your goal is to show how your team has best met that overall criterion.

Know the Expectations of the Judges

Study the Judge Reference Materials (including the Judge Orientation Video). Numerous tools and resources are available to help you understand competition from the perspective of a judge.

Use the Language & Structure of the Individual Team Evaluation Form (ITEF)

Consider integrating some of the language used on the ITEF into your presentation script. Also consider using a presentation structure which is linked to the judging elements on the ITEF. This may create a better and more fluid presentation, making it easier for the judges to follow your story in a logical and organized manner.

Focus on Outcomes!

Enactus competitions are about results achieved in the field. Make sure you show how your projects have really empowered people to improve their livelihoods.

But…Explain Your Method

However, you do need to spend time explaining how you arrived at those outcomes. The judging criterion encompasses several essential elements that should be featured in any successful project. Judges want to hear what strategy (and/or tactics) you employed and which evaluation tools you used to successfully conduct your projects and track impact.

Simplify Things

Keep the structure of your presentation as simple as possible. Imagine you had only one minute to explain your project to

someone; what would you tell them? Starting from this basic premise will help to ensure that you explain the core of what your project is about.

Streamline the Number of Projects Presented

Although your team may have a large portfolio of projects, you are not obliged to talk about all of those projects in your presentation. In most cases, it is probably better to cover fewer projects so you can allocate sufficient time explain them fully and in detail than to try to explain too many but to fail to get your point across.

Tell the Story of One Individual

Personalize your project stories. Judges would like to know what the individuals in your projects experienced. How has your project changed the lives of your participants? What was their situation before and after your project? Try to show in your presentation how the people you impacted are now enjoying improved livelihoods because of your project. Include testimonials.

Be Clear about Your Partnerships

If your team has worked in partnership with other organizations or other Enactus teams, it is important that you clearly indicate exactly what your role has been during the different stages of this project. Judges need to understand what your added value has been, versus what your project partners have contributed.

Practice Makes Permanent

Practice your presentation as much as possible. Use your BAB members, fellow team members, Faculty Advisor(s) and/or your institutional administrators as 'judges' in mock presentations. This will help your presentation team build confidence and their feedback will help to inform changes you will need to make to the presentation. Practicing instills more 'permanent' (not necessarily 'perfect') behaviors and approaches.

Important – What Enactus is not about:

- Enactus 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 enhance your team's ability to fulfill your primary mission of creating economic opportunity for others.
- Enactus does 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 does not automatically warrant the team additional focus. The judge's focus is on the need, relevance, depth and meaningful impact of your project – regardless of it being abroad or in your home country.
- Enactus is not necessarily focused on the input or output from teams. Rather, competitions allow you to illustrate your focus on the high-quality and meaningful outcomes of your projects.
- Enactus is not focused on inflated results or numbers – quality and depth of impact, outcomes and reach are more valuable.
- Enactus 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.

CAPITALIZING ON YOUR SUCCESS

This segment, while not prescriptive, attempts to provide a range of ideas and suggestions of what steps can be taken to celebrate the success of your team by placing in the semi-final round or final round of competition at the your regional/national competition or at the Enactus World Cup. We hope this guide proves to be a useful tool in your efforts to capitalize on your achievements and in the marketing of your program.

This content should assist you in building upon the momentum of your success at your institution, in your community and beyond. Its mission is to empower you to adopt the viewpoint that you should now oversell your achievement or you may miss out on the opportunity for your program to grow into an even more successful team. Your achievements can influence several positive changes for the organization including:

- Rebranding or improving the profile of the organization at your institution and in your city.
- Increasing the number of institutions participating in the program in your city.
- Taking the organization from where it is now to where it wants to be.
- Helping identify a patron for the organization.
- Increasing the number of team partners and sponsors.
- Providing an opportunity for your institution to focus on developing a long-term strategic plan. This will enable the institution and your Enactus Country Staff to identify key strategic areas that will ensure growth and success of the organization at your institution.

Communicate your success to your various stakeholders It is important to recognize all who contributed to your Enactus team's success. This should be done within the first week of your return to your institution. It is important to capitalize on the excitement while it's still high! Consider the following:

Share on Social Media

Publicize your success via social media posts. Post videos and photos of your team's experience on social media sites to share with stakeholders, members of the media and other interested parties.

Send out an email notification

Send out an email notification of your win to all stakeholders (Board Members, Sponsors and Partners, University Officials). There is a sample press release at www.enactus.org. Indicate the name of your institution; the teams that competed along with you, the date of the competition, and a brief summary on the overall number of teams who participated at the event. You could also acknowledge the sponsors and partners who supported the team, business leaders who traveled to the competition, and the main sponsors of the regional/national competition or the Enactus World Cup. Be sure to share links to event photos and videos with your stakeholders.

Convene a Board meeting with your team's Business Advisory Board members

It is at this meeting where a presentation is made to all board members, giving highlights of the competition you attended and to present the various awards received. Use this meeting to brainstorm with your board about what opportunities exist for your team. Questions to consider:

- What is the impact of your success at the competition?
- How can you catapult your organization to the next level?
- How will this achievement enable us to become more visible and recognized in the community?
- How can we capitalize on this success?
- How can we use this success as an opportunity to grow our student members?

Schedule a meeting with University officials

Invite your team's Business Advisory Board members to the University meeting. Present the awards and national championship trophy to the officials, provide highlights of the competition and thank the Institution's administration for their support. Discuss with the administration ways in which you can capitalize upon the success (i.e. could the Institution possibly organize an event and invite their stakeholders?).

Organize a media blitz

Determine the medium you will use to communicate your message. Your media blitz should begin immediately after the competition and be staggered over the months following the event. This will ensure that the message of your success will remain at the forefront of the community's antennae.

Host an event post-competition in your local community

Aim to host the event within 3 to 4 months upon your return from the competition. Incorporate a goal into the event agenda, taking into consideration what the objective of the event is or what you are trying to achieve as a result of the event. The event can seek to thank all participating sponsors and partners. It can seek to increase funding for the organization, where a call for pledges is made during the event.

Showcase the presentation of your team

Introduce the organization to prospective sponsors and partners and showcase opportunities in which their participation could benefit both parties. It can introduce the program to potential new academic institutions/officials with an aim to increase student numbers and to motivate institutions in your area to become involved in Enactus.

The suggestions highlighted above are to be used as guidelines to enable you to capitalize on your success and to ensure that the actions you take will elevate your team to the next level, as you move from being GREAT to becoming EXCEPTIONAL.

PART 5:
OPERATIONAL DETAILS

PARTICIPATING IN ENACTUS

The following guidelines govern the activity and communication by Enactus teams, Faculty Advisors, students and any other representatives of a team, while representing themselves as official members of the Enactus network and while operating under and with the use of the Enactus trademark.

The Board of Directors or National Advisory Board Members of each Enactus country, working within parameters defined by the global organization, determines eligibility rules for individual institutions as well as student and faculty participation.

The Enactus 501c (3) status as a non-profit organization in the United States does not extend to individual Enactus teams in the United States or any other operating country. Nor are the teams allowed to use the Enactus tax identification number when receiving contributions.

Teams

Each individual institution may have only one Enactus team. Additionally, branches of a college or university may each have their own teams as long as they are located on different campuses. In these instances, each team must have a different Faculty Advisor. It must be noted that individual country operations may have additional membership criteria, which would be communicated to teams where applicable.

Some countries may require new teams to apply for membership prior to being accepted as a member of the Enactus network. Please contact your Country Leader or Program Manager to see if this process is applicable in your region.

Once new teams are added to the network, there are intentionally very few rules or procedures established at a global level for how these teams should be organized and structured. This flexibility allows each institution to structure its team in a manner that best fits its faculty, student and community needs. Each team has complete freedom to adopt rules and procedures to govern its own activities, beyond those outlined in this handbook, as long as they are consistent with the Enactus Membership Guidelines.

This same flexibility applies to each team's programmatic/outreach efforts. The only parameter Enactus places on a team's projects is that they should be designed to meet the judging criterion. Other aspects of the projects are left to the discretion of the team. These aspects include but are not limited to: the number of team members engaged in project implementation, the utilization of experts, the beneficiary type, media outreach, whether the curricula/training resources used are pre-designed or original content, and much more. The program staff members in each country are also available to meet teams individually and can provide personal consultation to teams as they organize and develop their outreach projects.

Enactus utilizes a global auditing initiative for all teams competing at the Enactus World Cup. This audit is required and is conducted by the local country office. We have taken proactive measures to ensure that our country offices are fully-prepared for the process. We also encourage teams to prepare accordingly in the event that they are selected for an audit at any point in the year. Enactus and its country offices reserve the right to perform an audit of any team.

Faculty Advisors

In order to be recognized by Enactus, each team must have a Faculty Advisor. To qualify as a Faculty Advisor, candidates must be employed by the college or university they represent. No restrictions are made as to the specific nature of the applicant's role at the institution they represent. Each team may have more than one Faculty Advisor. All Faculty Advisors should be registered at www.enactus.org or through the Active Team Sheet (registration though the Active Team Sheet is a mandate for all Faculty Advisors outside of the USA).

Student

Any person officially enrolled as a graduate or undergraduate student at a college or university, whether full or part-time, is eligible to participate in Enactus. Students may only serve on the team of the university at which they are enrolled. Students who attend classes on more than one campus, or students enrolled in both a two-year and four-year program (or other) at the same time, may participate on more than one team, but are only permitted to represent one team at competition. Each individual team has complete authority to establish restrictions or qualifications for membership beyond those outlined above.

To be recognized as an official and active student participant by Enactus, students must have invested a minimum of 10 hours and registered online at www.enactus.org or through the **Active Team Sheet** (registration though the Active Team Sheet is a mandate for all students outside of the USA).

Alumni

To be a member of the alumni network, an individual must have been actively involved in Enactus while enrolled in a college or university. Upon graduation, registered team members can join the alumni network by changing status in their online accounts from "student" to "alumnus" or "alumna."

Special Partnerships and Opportunities

Enactus teams that are engaged in special partnerships and/or granted opportunities to be involved in certain activities through the efforts of the organization must adhere to the guidelines set forth in the Enactus Team Special Partnership/ Opportunity Agreement. Note that special partnerships and opportunities include, but are not limited to: featuring teams and/or their projects in marketing campaigns (including www.enactus.org), internships, exchange programs, scholarships, speaking engagements/presentations at Enactus (or Enactus-affiliated) functions/events, projects with or without funding opportunities.

Liability Disclaimer

By participating in the Enactus program or events, the participating academic institutions, Faculty Advisors and team participants acknowledge that Enactus is not responsible for team projects, activities or events. Faculty Advisors and team participants will follow the guidelines set forth in the Enactus Team Handbook and their own institutional policies and regulations. Travel to Enactus events is strictly at each participant's own risk and expense. Enactus shall not be liable for injury or loss of property traveling to or during an event. Participating academic institutions, Faculty Advisors and team participants agree to release, fully discharge, indemnify and hold harmless Enactus, its affiliates, officers, directors or representatives, from any and all liabilities, losses, claims, judgments, damages (whether direct or indirect, consequential, incidental or special), expenses and costs (including reasonable fees and expenses of counsel) that they may suffer or incur by reason of participating in any way in the Enactus program or at an Enactus event.

Code of Conduct

In the Enactus organization, where borders between countries are becoming increasingly transparent, principles adhered to by network participants are becoming the necessary criteria for building a good reputation in the international business community. The following principles are the basis on which ongoing quality relationships are formed and maintained. This Code of Conduct should be applied in good faith, with reasonable business judgment, to enable Enactus to achieve its mission within the framework of the laws of each participating country. It applies to all individuals participating in the network in any capacity (including, but not limited to: employees, student team members, Faculty Advisors, judges at Enactus competitions, alumni and members of the Enactus Board and Business Advisory Boards). These individuals will be referred to as network participants within this Code of Conduct.

Enactus expects all network participants to treat one another and all people with dignity and constant respect. We will value the differences between diverse individuals from around the world. Abusive, harassing or offensive conduct is unacceptable, whether verbal, physical or visual. This consideration would prohibit any network participant at any time from physically or verbally abusing another person; from speaking negatively about other network members while representing themselves as an official member of the network; from using profane language or vulgar gestures; from demeaning or belittling another person or making derogatory comments about his or her race, sex, religion, age, disability, national origin or sexual orientation; and from engaging in conduct intended, or so reckless as to be likely to cause harm to another.

Enactus expects all participants to demonstrate honesty and integrity in their statements and actions. All participants shall adhere to the ideals of honesty, fairness and "doing the right thing" without compromise, even when circumstances make it difficult.

When speaking to the news media and in other public statements and settings, participants should conduct themselves with respect and dignity, and they should not demean the organization or other network participants. If, in the context of public statements and settings, participants wish to speak as private individuals, they shall make clear their intention to do so.

Network participants should display and use the Enactus logo only in accordance with the Trademark Guidelines and in a manner appropriate to the organization's purpose.

It is the personal responsibility of each individual working within and through the network to observe high standards of business and personal ethics in all dealings, whether inside or outside the activities of the network.

Enactus seeks to be highly regarded around the world. We wish to earn and preserve a good reputation by striving for excellence in everything we do. As a participant in the network, your actions are a reflection of the Enactus worldwide organization at all times. Any member of the network who believes another member has acted in violation of this code should report the violation in writing to the President and CEO. Any complaint not filed in this manner will be disregarded.

CONTACTING OTHER MEMBERS OF THE NETWORK

Enactus Board Members

Members of the Enactus Worldwide Board of Directors, Enactus Country Board of Directors and National Advisory Boards are enthusiastic advocates for Enactus and contribute a great deal of their personal time and energy on behalf of the worldwide organization. Based on their own schedules and resources, all Board Members have communicated to Enactus the manner in which they believe they can best serve the organization as well as protocols for how and/or if members of the network should direct unsolicited communications to them. Please contact Enactus for these protocols.

Any team wishing to make contact with any Enactus Board Member on behalf of its team or members must adhere to these protocols, unless that Board Member communicates other instructions to the team individually. This restriction includes solicitations for employment, requests for the board member to participate in a community outreach project or team activity and sponsorship opportunities.

Enactus Board Members serve as official representatives of their organizations. In addition to protocols for communication to individual Board Members, each Board Member has identified similar protocols for contact by members of the network to any individual or department of their organization. Teams are expected to review and adhere to these protocols when making contact with any of these companies.

These same rules apply for contacting members of each national organization's Board of Directors and their respective organizations unless otherwise communicated to the network members within that country. Contact the appropriate national organization for each communication protocol.

Enactus Staff

Members of the Enactus staff and each individual country organization's staff are dedicated to serving the needs and interests of the network's members. In all countries, there is a staff member assigned as the primary contact person for each individual team and its members. This could be the Country Leader or Program Manager. Teams are strongly encouraged to direct all communications to this person. If contact with other staff members of that country or Enactus is necessary, the contact person will facilitate that communication.

Enactus Teams

One of the benefits of our global presence is the opportunity for networking and collaboration among members of the network. Teams are strongly encouraged to engage in sharing and exchanges with other teams. Enactus and the leadership of each country organization treat the privacy of their advisors and student members very seriously. Information about the privacy policy can be found at www.enactus.org. This contact information is the property of each respective national organization and Enactus and will not be provided to other Faculty Advisors or team members without permission.

Teams who wish to make contact with other teams have the opportunity for networking and introduction at competitions and training events. See your Country Leader or Program Manager for help in contacting other teams.

OPERATING UNDER THE ENACTUS TRADEMARK

The Enactus name is a trademark of Enactus and legally registered in each of the countries that operate an Enactus national organization.

All officially enrolled teams are authorized to use the Enactus name and logo in association with their team's operational activities and outreach projects so long as:

- Those activities are consistent with the Enactus purpose and official code of conduct.
- They never alter, in any way, the official Enactus name and logo and adhere to all other rules explained in the official Enactus brand usage guidelines document.

Creating a Team Logo

Enactus has developed a team logo lockup to help teams easily create a logo that is consistent with the official Enactus brand guidelines. The University template, customizing instructions, and logo guidelines can be found at the logged-in section of enactus.org.

Brand Guidelines

The Enactus Brand Usage Guidelines will contain the complete terms and conditions for use of the Enactus name and logo by individual teams and countries. They define the visual and verbal elements that make up the Enactus brand including explanations, guidelines and examples of how to produce professional and correct Enactus branded communications and marketing materials.

The Enactus Brand Usage Guidelines will be housed at the logged-in portion of enactus.org. If you have questions about brand usage, please contact Tona Rowett, Vice President of Worldwide Marketing Communications (trowett@enactus.org).

Reference to Enactus

Please refer to Enactus as a "team." Enactus is not a "club" or "chapter."

Representation as Members of the Enactus Network

Teams should be aware that unless they receive expressed permission to do so, they are not authorized to speak on behalf of or otherwise represent Enactus Worldwide or any Enactus country operation. In communication within the Enactus network or to outside interested constituencies, teams are expected to make absolutely clear that they represent only the team of their particular institution.

Operating Outside Your Home Country

Enactus teams are authorized to conduct community outreach projects using the Enactus trademark in their home countries. They are also extended authorization to use the Enactus name and logo while conducting community outreach projects in countries outside their home countries, so long as they:

- Follow the same trademark guidelines outlined in this section.
- Inform their Country Leader or Program Manager via email of their intent to go abroad.
- If the team is going abroad to a country with an official Enactus national organization the Country Leader/Program Manager must inform the respective Enactus country staff of the team's intent before the team arrives in that country.
- Report their international activities at the end of the year on their Project Report.

Any team found to be in violation may be banned from presenting the international project at the regional, national or international levels of competition.

Because of legal and organizational considerations, there may be occasions when teams are asked to suspend the use of the Enactus trademark while operating in other countries. In those cases, the team would still be able to continue their outreach projects but would simply not be able to represent those activities as being conducted by an official member of the network or to use the trademark.

The license herein granted to Enactus Faculty Advisors and student team members shall not be exclusive, and Faculty Advisors and student team members hereby recognize that Enactus may license the marks to other persons or individuals now and in the future. This license may be terminated at any time and for any reason, including the violation of the terms and conditions of participating in the Enactus organization. Any person known to be using our trademarks while not affiliated with the organization or who is using these marks in violation of this document should be reported to Enactus Worldwide immediately.

Soliciting Network Memberships from Institutions

Much of our growth in membership within colleges and universities is directly attributed to the work of members of veteran Enactus teams in recruiting and then mentoring teams at new institutions. Enactus thanks these teams and challenges all members of the network to continue to identify and help recruit potential new members. As teams serve in this capacity within their home countries, they should be aware of the following guidelines:

- Teams are encouraged to coordinate their activities with the staff of their national organization.
- Teams are not authorized to actually extend membership to any other institution. Prospective colleges and universities must register/apply with their country's national organization, which based on that country's specific eligibility rules, will then make a decision as to whether or not to accept that application.

When attempting to discuss membership opportunities or assist with the organization of a team at institutions outside its home country, an Enactus team must first receive approval to do so from the staff of that country's national organization.

Unfortunately, for many legal reasons, we cannot extend membership in the Enactus network to institutions in countries that do not currently have a national Enactus organization in place. It is perfectly appropriate for teams to conduct community outreach projects in such countries and to collaborate with college/university students from that country.

Furthermore, if partnering with another college/university, they may not in any manner promote Enactus network membership opportunities, distribute official material or initiate organizational activities at the institution. Any Faculty Advisor or student team member who believes they have identified prospective network member institutions in such a country should contact the Enactus International Affiliate Division at international@enactus.org.

Participation at Enactus Events

Official events, including all regional/national competitions and the Enactus World Cup, are not open to the public. An invitation is required, even for members of the network, to attend any official event. Invitations may only be extended by staff members of Enactus or an individual national organization. Any guest registered by a team is subject to approval by the country organization or Enactus.

Teams that wish to organize events in the same metropolitan statistical area (MSA) at any time during or three days prior to and after an official event organized by Enactus or any national organization must adhere to the following guidelines:

- The team may not offer invitations for its meeting to any official event attendee or group of attendees, other than their own team members, during a time that the attendee(s) has been invited to or is scheduled to participate in any part of the official Enactus event.
- Members or constituents of the team may not solicit financial support from any individual that is an official guest of Enactus or any national organization.
- The team will notify Enactus or national organization in advance of their meeting plans and invitation list.
- The team will not promote or respond to inquiries from any member of the media in the MSA (see above).
- The team will not report any details of its meeting, activity, project, etc., during any official competitive event.

Working with Members of the Media

Teams are strongly encouraged to seek coverage of their outreach projects and team activities by local, regional and national media outlets. They are further encouraged to refer to and to use the media tools and templates available in team training materials, to include their institution's administration in their efforts, and whenever needed, to seek the advice and support of the Enactus staff.

Enactus and each national organization are also aggressively pursuing media opportunities. As Enactus and national organizations build relationships with the media to advance the mission of all teams around the world, it is important that a consistent message is being relayed.

To avoid conflict, dilution or over-saturation of that message, there will be occasions when Enactus or the staff of a specific national organization will need to limit and/or control communication to a particular media outlet.
In accordance with the Enactus Trademark Guidelines, please be sure to attach your team's name to any occurrence of the word "Enactus" in all press releases and other documentation when referring to initiatives that are specific to your team and not to the overall organization.

Violations

Any team found in violation of these Membership Guidelines may be denied the opportunity to participate in competitive events for a defined period of time, have its authorization to use the Enactus trademark in any manner temporarily suspended, have membership within the network permanently terminated, or be subject to some other action as deemed appropriate by the Enactus Board of Directors or the board of its individual national organization.

PART 6:
APPENDIX

ENACTUS ACTIVE TEAM SHEET

	Faculty Advisor First Name (Please list all FAs)	Faculty Advisor Last Name	Primary FA or Co-Advisor? (Enter P or C)	Title	Gender (Enter F or M)	Phone Number	Email	
	John	Doe	P	Professor, Marketing	M		JohnDoe@school.edu	
	Jane	Smith	C	Associate Professor	F			
1								
2								
3								
4								
5								
6								
7								
8								

	Student First Name	Student Last Name	Academic year (e.g. 1st Year, 2nd Year, etc.)	Degree	Field of Study	Gender (F or M)	Graduation Year	Email	Hours of Enactus Involvement
	Ann	Peterson	2nd Year	Bachelor's Degree	Business-Related Economics	F	2016	JaneSmith@school.edu	100
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Enactus Project Needs Assessment

One crucial aspect of the project planning process is a needs assessment. By meeting with the people you want to empower with your Enactus project, your team will obtain a better understanding of the economic, social and environmental factors at play in their livelihoods. This understanding leads to sustainable, successful projects that more effectively improve livelihoods. Additionally, conducting the needs assessment in cooperation with the people you will be working with empowers those individuals by giving them a voice and a stake in their own outcome. Your team develops their capacity to see opportunities to transform their own lives and the lives of others.

The basic steps involved in conducting a needs assessment are as follows:

- Determine the people you want to empower with your project
- Develop a plan for assessing the needs and desired outcomes of those individuals
- Conduct the assessment in conjunction with the people your project will empower
- Analyze the results

It is important to include key individuals in the needs assessment project. These key individuals will vary from project to project and from community to community, but some examples include: those experiencing the needs your project addresses, community leaders and activists, people whose jobs or lives could be affected by the project, businesses involved in the project, health and human service providers who may be knowledgeable about the community.

Project Title:
Start Date:
Projected End Date:

Person or people you are working with:

People involved in filling out the needs assessment:

Economic, Social and Environmental Factors
Consider the economic factors affecting the people you are working with:

- What sort of economic trends are occurring? Consider seasonality of prices, production and employment opportunities.
- What are the industries or major sources of employment in the area?
- What is the average income of the people you are working with? How does this compare to others in the area?
- What is the unemployment rate of the target audience? What is the major cause of this unemployment?
- What other economic factors are applicable?

☐ Unemployment	☐ Seasonal Employment	☐Poverty
☐ Lack of job opportunities	☐ Poor business growth	☐ Other (Specify below)

Notes:

Consider the social factors affecting the people you are working with:

- What are the demographics of the community? Example: gender, age, life expectancy, etc.
- What are the population trends affecting the community (birth rates, family-size, etc.)?
- Do the people you are working with have access to affordable education?
- What health-related issues and trends are present in the community?
- What role does the government play in the lives of the community?
- Is there a history of conflict or discrimination in the community?
- What cultural norms and practices are present in the community?
- What other groups or organizations are doing development work within the community?
- What other social factors are applicable to your beneficiary community?

☐ Population growth ☐ Health-related issues ☐ Social isolation
☐ Discrimination ☐ Education ☐ Other (Specify below)

Notes:

Consider the environmental factors affe cting the people you are working with:

- Describe the physical location of the community – What are the climate and topography like?
- What sort of disease, pollution or natural di sasters affect or might affect the community?
- Describe the infrastructure available to the community.
- What sort of industrial facilities and commercial areas are present?
- What other environmental factors are applicable to your beneficiary community?

☐ Climate change ☐ Pollution ☐Waste management issues
☐ Other (Specify below)

Notes:

Livelihoods Assets & Strategies

The goal of livelihood development is to increase access to and/or protection of financial, social, natural, physical, and human livelihood assets. The assets are relational, and often developing one means development of others. It is also necessary to look beyond the categories into the structures, processes and strategies that transform the assets into livelihood outcomes. The purpose of the section below is to identify what assets the people you are working with have currently, and how they are using them (or not using them) to achieve their desired livelihood outcomes.

Livelihoods Assets

1. What financial assets do the people you are working with have currently? How stable are these assets?

2. What social assets do the people you are working with have currently? How stable are these assets?

3. What natural assets do the people you are working with have currently? How stable are these assets?

4. What physical assets do the people you are working with have currently? How stable are these assets?

5. What human assets do the people you are working with have currently? How stable are these assets?

6. What are the desired livelihoods outcomes of the people you are working with? Which outcome(s) will be the focus of your project?

7. What strategies are being used by the community currently to achieve these outcomes? What is and isn't working?

8. Given the economic, social and environmental factors and livelihood assets of the people you are working with, what are potential internal or external challenges for your Enactus project? Are there possible negative consequences?

Project Planning Template

☐ **New Project** ☐ **Continuing Project**

Project Start Date: _____ **Project End Date:** _____

Project Title: _____

Target Audience: _____

Potential Project Partners (if applicable): _____

Project Description/Overview of activities:

_____

_____

1. What are the economic, social and environmental factors affecting your target audience? How will the project address these factors?
People are often affected by trends, shocks and seasonality – things over which they have limited or no control. For example: population trends, economic trends, governance, disease, climate, pollution, natural disasters, conflict, and/or the seasonality of prices, production and employment opportunities.

	Factors	How will you address it?
Economic		
Social		
Environmental		

2. What are the desired outcomes of the project's target audience?
The team should investigate, observe and listen to the priorities, needs, wants and goals of the target audience.

_____

_____

3. How is the target audience trying to achieve these outcomes currently? What is and isn't working?

_____

_____

4. How will your team empower the target audience to achieve the desired project outcome(s)?

_____

_____

5. How will your team utilize entrepreneurial action in carrying out the project?

_____

_____

6. How will achieving the desired project outcomes empower the target audience to improve their livelihoods?

_____

_____

7. How are you going to measure the direct impact of your project?

Quantitative Measurement Tools	Qualitative Measurement Tools

Project Planning Template

8. What are the potential indirect outputs and outcomes your project?

9. What type(s) of media coverage do you anticipate for your project? How will you measure the media impressions?

10. What resources are needed to complete the project?

People resources needed:

Physical resources needed:

Total students involved:

11. What is the project's budget?

Costs Item	Price
Total Budget Needed:	

12. What specific tasks and corresponding deadlines are required to complete the project?

Task	Deadline	Person Responsible

13. What steps will you take to ensure the long-term sustainability of your project?

PROJECT VERIFICATION FORM

Enactus_____, hereby confirms that all projects presented are legitimate and were
[Clearly print full name of Institution]

implemented as stated in the Annual Report and audio/visual presentation.

By appending our signatures to this form we acknowledge and agree that:

- Falsely, consciously, and deliberately over-stating the reach, impact and/or qualitative and quantitative results of any project is an offence.
- It is an offence to plagiarize, claim or present a project that our team did not implement or did not contribute to.
- With regards to continuing projects, we will indicate in our audio/visual presentation and annual report the specific activities undertaken within the current program year, thereby clearly differentiating actions taken this year from those of previous years. We will also ensure that the presentation of anticipated/future outcomes are clearly identified as 'projections' and not as results already achieved.
- We will provide any additional information and support documentation about our projects upon request by the Enactus office.
- Annual Reports have been reviewed by the Team President, Faculty Advisor and an Institutional Administrator.
- We will make available the stipulated number of copies of our annual report to the Enactus office and comply with the submission of all mandatory reports by the competition date.
- This form applies to Annual Reports presented this year at all levels of Enactus competitions, including regional, national, and the Enactus World Cup.

We recognize that appropriate disciplinary action(s) may be taken by the Enactus office should we not honor any of the above points.

Team Leader	Faculty Advisor	Institutional Administrator
(Print Name Clearly)	(Print Name Clearly)	(Print Name Clearly)

Submitted by: _____ Date: _____
(Print Name Clearly)

Submission of this form is mandatory to compete.

INDIVIDUAL TEAM EVALUATION FORM

Institution Name: _____ Date:_____

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 assesment with the target audience	○	○	○	○	○
Taking Action Using entrepreneurial action	○	○	○	○	○
Enabling Progress Measuring and reporting direct and indirect outcomes	○	○	○	○	○
Empowering people	○	○	○	○	○
Improving livelihoods in an economically, socially and environmentally sustainable way	○	○	○	○	○

SAMPLE

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

_____

_____

_____

_____

_____

_____

_____

_____

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

_____

_____

_____

Additional comments may be provided on the back of this form.

CUMULATIVE EVALUATION FORM

Judge Name: _____ Organization: _____ Date: _____

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:					
Seeing Opportunity					
Conducting a thorough needs assessment with the target audience					
Taking Action					
Using entrepreneurial action					
Enabling Progress					
Measuring and reporting direct and indirect outcomes					
Empowering people					
Improving livelihoods in an economically, socially and environmentally sustainable way					
Ranking: Please rank the teams (with 1 being your top choice). No ties allowed.					

SAMPLE

JUDGES' OATH

On my honor, 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.

SPECIAL THANKS TO OUR

GLOBAL PROJECT PARTNERS

AB InBev

AIG

Ford Motor Company Fund

Unilever

Walmart

We are proud to recognize

AB InBev, AIG, Ford Motor Company Fund, Unilever and Walmart

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

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