



# **ELITE OLYMPIC/PARALYMPIC FACILITIES PROGRAMME**

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## **Monitoring Guide**

**February 2007**

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## **1. INTRODUCTION**

The Sports Council for Northern Ireland (SCNI), as the lead agency for the development of sport in Northern Ireland, recognises the importance of vision, strategic leadership and focused support in delivering tangible outcomes for the sporting community and the wider society.

We value the important contribution made by the community, voluntary and statutory sectors to sport in Northern Ireland and work closely with these sectors to build capacity and sustainability in development.

The Sports Council for Northern Ireland believes that by investing in sport real progress can be made in meeting the Council's Corporate Plan outcomes of:

1. Professional, accountable and autonomous sporting organisations;
2. Increased levels of spectators attending sports events;
3. Increased participation in sport and physical activity especially among under represented groups;
4. Increased number of athletes with improved sporting performance through the design and implementation of strategies, structures and systems;
5. Contribution to broader government priorities through the advocacy of sport; and
6. Increased efficiency and effectiveness in the attainment of corporate outcomes.

## **2. THE ELITE OLYMPIC/PARALYMPIC FACILITIES PROGRAMME**

The London 2012 Olympics/Paralympic Games (The Games) will act as a catalyst for the development of sport in the UK. Government recognised the importance of the regions in securing the London bid and Northern Ireland must maximise on the opportunities presented by an Olympic/Paralympic Games 'on its doorstep' in order to host pre-Games events and holding camps, and to provide a sustainable legacy for sport in Northern Ireland. Specifically, through the Games there is an opportunity to develop Northern Ireland's sporting infrastructure, achieve parallel development and address a lack of investment which has restricted the progress of sport in the region. At the same time, Northern Ireland can capitalise on the London Games to develop the level of its sporting performers, improve coaching, increase overall participation in sport, regenerate urban and rural areas and improve the image of Northern Ireland internationally.

The development of sporting provision in Northern Ireland, as a result of the 2012 Olympic and Paralympic Games will mirror the aspirations established by London and will deliver a similar range of benefits including regional development, increased participation in sport, improved standards of excellence, a healthier population, social cohesion and sustainability.

The 2012 Olympic and Paralympic Games is the catalyst to develop sport in every region of the UK and in Northern Ireland approximately £50 million has been earmarked to address some of the infrastructure deficit which has contributed to the underdevelopment of sports in Northern Ireland.

The Department of Culture Arts and Leisure has asked the Sports Council for Northern Ireland (SCNI) to manage this programme on their behalf.

## **2.1 Priorities**

The priorities of the Elite Olympic/Paralympic Facilities Programme are:

***THEME ONE: INCREASED STANDARDS OF PERFORMANCE.***

***THEME TWO: INCREASED LEVELS OF SUSTAINED PARTICIPATION IN SPORT.***

The programme also aims to:

- (a) address the infrastructural deficit in Northern Ireland;
- (b) regenerate urban and rural areas; and
- (c) improve the image of Northern Ireland.

Whilst applicant organisations, to the Elite Olympic/Paralympic Facilities Programme, will be required to establish monitoring and evaluation frameworks and associated systems to capture quantitative data, in the form of Key Performance Indicators (KPIs), for theme one and two (as described in this guide), the three additional aims of the programme, namely: (a); (b); and (c) will require applicants to collaborate with the SCNI in the completion of specific research studies to assess their impact<sup>1</sup>.

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<sup>1</sup> Further information can be obtained from the SCNI Policy Planning Research Manager

## **2.2 Why Monitor?**

Monitoring is an ongoing process to assess the extent to which your project is performing as expected, meeting its targets and making progress towards the achievement of its objectives.

In short, regular monitoring enables the identification of the need for and nature of, any adjustments and improvements to ensure maximum progress towards your projects aims and objectives.

It is important to note that monitoring and evaluation is a requirement detailed in the NI Practical Guide to the Green Book, Office of Government Commerce's Gateway Review and Achieving Excellence Guides.

Moreover, the proposed Monitoring and Evaluation Framework must meet the satisfaction of the SCNI to satisfy one of the specific conditions of any offer of award.

## **2.3 Proportionate Effort**

This guide is intended to provide a minimum framework for projects funded under this programme. However applicant organisations should bear in mind that the sophistication of the framework and associated systems should be commensurate with the total level of funding attracted to the project and the anticipated sports development impact.

## **2.4 Compatibility**

Applicant organisations should develop the framework and associated systems to be fully compatible with:

- SCNI reporting systems;
- Governing body monitoring and reporting systems;
- Performer Development Centre monitoring and reporting systems;
- Sport in Our Community monitoring and reporting systems (as applicable);
- Building Sport Programme monitoring and reporting systems; and
- Other self regulated monitoring and reporting systems.

## **2.5 Using this Guide**

This guide is to help projects put in place an effective monitoring system. However, we anticipate that projects will seek to develop their business systems in order to most efficiently and effectively manage the collection and reporting of information. Whilst SCNI will not be procuring, developing or managing systems/databases on behalf of projects, we are keen to assist projects in developing their capacity and capability to do this.

SCNI has undertaken to do the following, to support projects in developing their capacity and capability to collect, manage and report on key performance indicator data (discussed in section 4 and 5):

- Provide a clear rationale and definition for each key performance indicator;

- Propose the roles and responsibilities for the key parties involved in the collection, management and reporting of key performance indicator data; and
- Provide an example of those questions that will provide the required performance management data (See Sample Data Collection Tools document).

The core of the guide is a set of key indicators that we have developed for you to use. These indicators enable you to track your progress towards the outcomes you want to achieve. This guide also includes some clear advice on developing effective monitoring.

It also provides information on where you can go to find more help. In addition, we have provided a wide (and increasing) range of practical tools, documents and publications which can also be downloaded from the Sports Council's website: [www.sportni.net](http://www.sportni.net).

### 3. BASIC PRINCIPLES

#### 3.1 Keep it Simple

Monitoring and evaluation is an essential tool in delivering effective services; it can also lead to a bureaucratic paper trail that adds nothing to a project. An effective approach to monitoring is a system that:

- Chooses measurable indicators;
- Needs modest time and money;
- Gathers and spreads information regularly;
- Communicates information clearly; and
- Leads to decisions.

#### 3.2 What is Monitoring?

**Monitoring** – means systematically collecting progress information while you deliver a project or service. (But it also means using the information to make decisions about what you do. It is probably better to talk about management information, because that's what it is).

**Indicators** – are the building blocks of management information or monitoring systems. You cannot track everything that happens – so you choose a few measures that *indicate* overall progress.

**Research** – goes well beyond monitoring and should try to explain why something happens. So it will need to go beyond a few Key Performance

Indicators (KPIs). But managers are not researchers – don't make the common mistake of trying to get your monitoring system to explain everything. It will just become unusable.

**Evaluation** – is research to assess the impact of a strategy, programme or project. It looks at value for money, long-term impacts and wider lessons for the future. Evaluation will always involve extra work to add to, and explain, the data in your monitoring system.

**Targets** – are specific levels of indicators achieved by a specific time. It is not always appropriate to set targets. And targets for a new project or service can only be rough guides. Even then they will only be useful if they are SMART:

**Specific Measurable Achievable Relevant Time-bound**

### **3.3 Step One – Key indicators**

Monitoring information is only useful if it can help you make decisions. So it needs to help you see links between cause and effect. We have chosen compulsory indicators for you, and these indicators will help you and others to understand the links between your project goals, what it does and how it is making progress.

You will need at least one way of tracking each of the following:

**Inputs** - These are the resources a project or programme consumes – usually money or peoples' time. Volunteers' time and donated goods and services can be inputs.

**Activities** - These are the work the project does. It might be training coaches or running events. Activities are what the input 'buys'. They do not *necessarily* produce a result.

**Outputs** - The *immediate* results of a project are outputs eg the number of 17-24 year olds participating in physical activity.

**Outcomes** - Outcomes are measures of how far the project has achieved its *real* purpose. They are the longer-term effects of the project and will often be beyond the scope of your monitoring.

**Combining Indicators** - Consider how your indicators relate to each other. The indicators may be combined to explore and explain your progress eg tracking the number of coaches and number of participants could show whether more coaches leads to more activity.

**Wider Outcomes** – Improving sporting performance, improving health and well-being of the population, improving community safety, and improved education are also longer term outcomes. Not all outcomes will be easy to measure.

## Monitoring Indicator Example

Aim Increase the number of 16 year olds participating in physical activity

Input

Revenue funding for Active Lifestyles Projects.

Activity

No of 16 year olds attending projects

Output

Number of 16 year olds participating in physical activity

Outcome

Increase in number of physically active 16 year olds.

True outcome

Increase in numbers of physically active 16 year olds and health of young adults.

We have developed a menu of Key Performance Indicators. These all have standard definitions and advice on how to collect them.

By using these indicators you can:

- Save time;
- Save money;
- Inform your policies and operational plans to improve their effectiveness;
- Compare your results with others on the same basis; and
- Help us build a Northern Ireland progress picture.

### **3.4 Step Two – Collect Baseline Data**

Start by gathering ‘baseline’ figures, which are the starting point for each of your indicators. You can use it to show progress over time by comparing your most recent results with it.

For example: you aim to attract more 17-24 year olds to a club. You would first need to know how many 17-24 year olds were *currently* attending the sports club. This would be your baseline. Then you could track how the numbers change and compare them with your baseline. The change (*hopefully an increase*) would be the result of your work (*and perhaps other factors too*).

You need to set a baseline position before you can set a target – although for a new service some of your baseline figures, such as membership, may be zero.

Usually you should use the same method to collect the baseline data as the regular monitoring data – so you can compare the information and see the change.

### **3.5 Step Three – Collect Regular Data**

The monitoring plan depends on gathering regular and accurate data. So using the supplied collection methods is a vital part of the process. They should be easy to use, because you will gradually abandon complex approaches as other priorities take up your time.

But don't just think about paper forms. Try:

- Photographs;
- Swipe/membership profile cards;
- Video/DVDs;
- Tape recording; and
- Computer-based surveys.

... or other approaches that suit the indicators for your project.

### **3.6 Step Four – Use the Monitoring Data**

Collecting monitoring data is only one part of the process. If you simply use it to report to SCNI or other funders, you are wasting the effort you put into collecting it. You should use monitoring data to help **you** plan and make decisions for the future.

#### **Arrange Management Review Meetings**

Set up regular management meetings to review what your monitoring data is telling you. This is particularly relevant for projects that involve a number of key stakeholders. These are best as part of existing regular management meetings, but you could set up separate meetings. Meet as often as your data changes – this is unlikely to be more often than once a month and may be once a quarter. For some projects often once every six months is all that is possible. SCNI may require access to these meetings/minutes of these meetings.

#### **Analyse Trends**

Sometimes one set of monitoring data will give you useful information. For example if the numbers of people using a service are well short of your target you may want to act. But often it is only when you look at changes over time that you will learn anything.

To do this you will need to present your data in a table or graph showing the results for each indicator for several time periods. Once you have gathered information several times, draw up a graph for each indicator to show trends. This helps people make sense of numbers.

Use other information and opinion to work out the reasons for any trends and identify any action you need to take as a result. Ask, “So what is the information telling us?”

### **Compare Data Sets**

The most useful information usually comes from comparing the progress and trends of different indicators. For example:

- Did spending more on each person lead to better results?
- Do more events result in more participants, or do the total numbers of people involved stay constant?

Sometimes you will need to look at information that you do not collect directly to explain your data. For example:

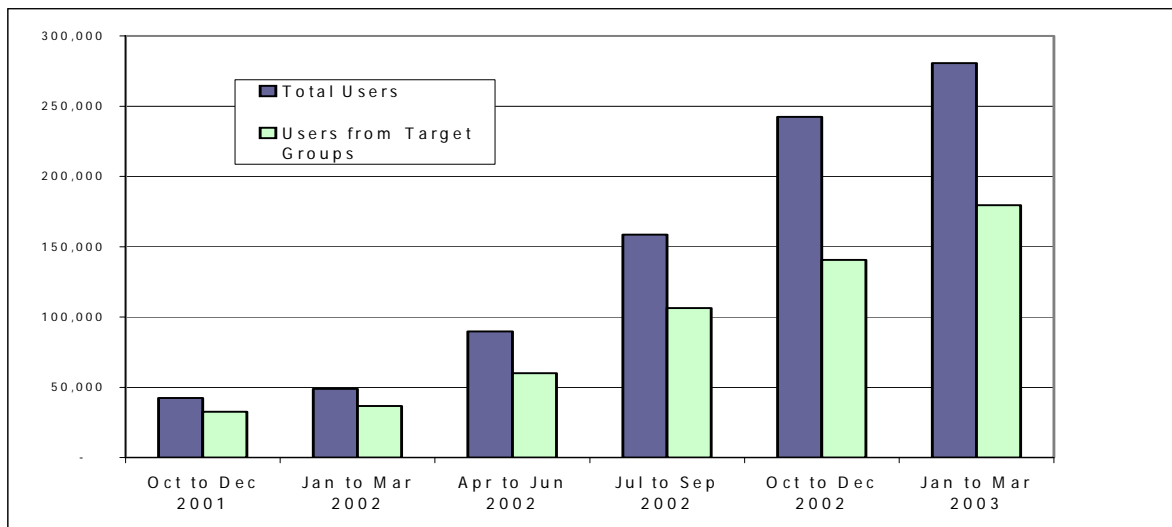
- Is an increase in the number of 17-24 year olds participating in physical activity because of your publicity? Or is it because lots of people have been attracted to an external event and have then been passed on to you?
- Is a decrease in crime locally a result of young people at risk taking part in your project, or is it in line with regional trends?

You cannot always explain every change. You may not have the capacity, the data or the money available to collect this.

## Decide on Action then Do It

Once you have reviewed the data, you can decide if you need to change anything you are doing. Often the monitoring data itself will not be enough to show exactly what is happening – but if it helps highlight key questions it will be worthwhile.

## Example of Analysing Monitoring Data



This graph shows the number of users of centres for each quarter for eighteen months. The second bars for each quarter shows how many were in the target groups. This points out that, although the number of users increased, the proportion of those in the target groups decreased. This is at least reason to consider if any action is needed.

#### 4. INDICATOR SUMMARY

As previously mentioned in Section 3.3, we have chosen KPIs that will help you and others to understand the links between your project goals, what it does and how it is making progress. These KPIs are deemed capable of being applicable across all projects funded through the Elite Olympic/Paralympic Facilities Programme. The targets to be set by each project against these KPIs should vary and reflect the circumstances and priorities of each sport(s) involved in its development. In addition, it is anticipated that there will be different output indicators that projects will establish to reflect the particular activities that must happen to achieve the KPI targets.

**Table 1** summarises the 13 KPIs selected for the Elite Olympic/Paralympic Facilities Programme. It also shows activities, outputs and outcomes, which are suitable to track.

**TABLE 1: Elite Olympic/Paralympic Facilities Programme KPIs**

No	Name	Type	Theme 1	Theme 2
<b>PARTICIPATION</b>				
1	Participants	Activity	✓	
2	Coaches	Output	✓	
3	Sports Qualifications	Output	✓	
4	Volunteers	Output	✓	
5	Health Referrals	Activity	✓	
6	Young people 'at risk'	Activity	✓	
7	Sports Jobs	Output	✓	
8	Funding	Output	✓	

PERFORMANCE				
9	Performance Athletes	Output		✓
10	Selection for GB/Ireland and	Output		✓
11	Competition	Output		✓
12	Specialist Training Camps	Output		✓
13	Medals	Output		✓

## 5. KEY PERFORMANCE INDICATORS IN DETAIL

The following section outlines all of the Key Performance Indicators, their definitions, breakdowns, and possible collection methods within contained individual tables.

### 5.1 How to Use these Tables

We have provided clear definitions of each of the indicators on the following pages. To make this guide readable, we have not provided detailed guidance for every possible circumstance.

The '**Definition**' tells you exactly what the indicator is.

The '**Analysis**' tells you what breakdown of the information you should gather. A summary of this appears in the tables for each indicator below. The analysis categories are very important to collect as part of the Elite Olympic/Paralympic Facilities Programme. They are needed to identify any gaps in access to and opportunities in sport and physical activity amongst specific target groups. They are also needed to identify any gaps for elite development programmes to address.

The '**Collection**' suggests some ways you could collect the data.

We have also assigned themes to each of the KPIs, which show you how they fit into the Elite Olympic/Paralympic Facilities Programme themes as well as your project.

Themes are:

***THEME ONE: INCREASED STANDARDS OF PERFORMANCE***

***THEME TWO: INCREASED LEVELS OF SUSTAINED PARTICIPATION IN SPORT.***

## 5.2 Key Performance Indicator Tables

Number	Name	Type	Programme Objectives
KPI 1	Participation	Output	Theme one
Definition	The total number of participants taking part in your proposed project.		
Analysis	<p>This is a count of all members who regularly participate in your project – excluding coaches and volunteers. <b>Only count participants once</b> no matter how many times they attend.</p> <p>This figure is cumulative – it will keep growing as long as you attract new people. If you already had participants before your project began your baseline figure should be the number of participants you have had in the last year.</p>		
Collection	Registration forms, Swipe Cards, User Surveys, Photographs		
Important Notes	<i>Please <b>do not include throughput</b> figures where individual participants can not be accounted for e.g. Casual User).</i>		

Number	Name	Type	Programme objectives
KPI 2	Coaches	Output	Theme one
Definition	This is the number of coaches, leaders, instructors or teachers involved in your project who have coached at least once in the past year.		
Analysis	<p>It includes all <b>qualified coaches</b> – but you should analyse the coaches by type including:</p> <ul style="list-style-type: none"> <li>• Full-time;</li> <li>• Part-time; and</li> <li>• Volunteer.</li> </ul>		
Collection	Coach Attendance Records, Coach Timesheets, Team lists.		

Number	Name	Type	Programme objectives
<b>KPI 3</b>	<b>Sports Qualifications</b>	<b>Output</b>	<b>Theme one</b>
Definition	The number of people gaining sports related qualifications through your proposed project.		
Analysis	<p>If an individual gains more than one qualification, count each time they do this. Qualifications include both sport specific and/or generic qualifications, such as:</p> <ul style="list-style-type: none"> <li>• NGB Recognised Qualifications (Level 1,2,3..)</li> <li>• Sport for All Leaders Award;</li> <li>• Running Sport Courses;</li> <li>• Child Protection in Sport ;</li> <li>• First Aid; and</li> <li>• Sports Academic Qualifications.</li> </ul>		
Collection	Qualification Records.		

Number	Name	Type	Programme objectives
KPI 4	Volunteers	Output	Theme one
Definition	The number of volunteers involved in your project who have been active in your proposed project at least once in the past year.		
Analysis	Volunteers are the people who have a <b>role beyond playing or coaching</b> . They include committee members, team managers, caterers, marshals, and people who help any type of support role.		
Collection	Registration Forms, Volunteer Surveys.		
Notes	<i>Do not include volunteer coaches – use KPI 2 instead</i>		

Number	Name	Type	Programme objectives
KPI 5	Health Referrals	Activity	Theme one
Definition	The number of individual referrals from a health professional to your proposed project who take part until the end of the prescribed course.		
Analysis	GPs, Health Workers, Primary Care Trusts and other recognised health agencies may refer people to you for a course of exercise for specific health problems. To count, the individual <b>must attend 80% of the sessions prescribed</b> including one of the last two sessions.		
Collection	Attendance records, referral forms.		
Notes	<i>Do not include self-referrals.</i>		

Number	Name	Type	Programme objectives
KPI 6	Young People at Risk	Activity	Theme one
Definition	The number of young people aged under 25 who are 'at risk', who take part in structured physical activity sessions lasting over 6 weeks or more.		
Analysis	These are young people who are referred <b>formally or informally by another agency</b> such as the local Youth Justice Board, Youth Offending Team (Social Work) or other suitable agency.		
Collection	Referral and Attendance Records, User Surveys, Swipe Cards.		

Number	Name	Type	Programme objectives
<b>KPI 7</b>	<b>Sports Jobs</b>	<b>Activity</b>	<b>Theme one</b>
Definition	The number of full-time equivalent permanent (12 months or more) jobs created or safeguarded in your project or organisation by your project.		
Analysis	<p>A full-time job is one that involves a standard working week and the position is filled. Convert part-time jobs to “full-time equivalents (FTE)” by adding together the total hours all relevant employees work in a week and dividing the total by 30.</p> <p>A safeguarded job is one that existed before the project but would have been lost if it were not for the project.</p>		
Collection	Management records.		
Notes	<i>Do not include construction jobs.</i>		

Number	Name	Type	Programme objectives
KPI 8	Funding	Output	Theme one
Definition	The additional investment that your project has secured for sport and physical activity <i>after</i> it started.		
Analysis	<p>It measures the additional funding brought into the project but does not include the original funding sources. The extra funding may come from other public agencies, private sector, fee income and in kind contributions (cash value).</p> <p>It is a measure of the further investment generated for the previous year. It is not a cumulative measure.</p>		
Collection	Management records, Accounting information, Letter of Offer(s).		

<b>Number</b>	<b>Name</b>	<b>Type</b>	<b>Programme objectives</b>
<b>KPI 9</b>	<b>Performance Athletes</b>	<b>Output</b>	<b>Theme two</b>
Definition	The number of high performance athletes utilising your proposed facilities in preparation for Commonwealth Games, World, European Championships and Olympics/Paralympic Games.		
Analysis	The emphasis is not on domestic (Northern Ireland/Ireland) level of competition, but on closing the existing gap in competition standards between Northern Ireland's best athletes and their international competitors.		
Collection	Governing Body Plans, Athletes Performance Plan, SINI Performance Management Reports		

Number	Name	Type	Programme objectives
KPI 10	Selection for GB/Ireland and International Events	Output	Theme two
Definition	The number of NI athletes representing GB/Ireland either as individuals or part of British/Irish Teams, at the key events (see KPI 9) and reflects the progress of NI athletes competing at the highest level.		
Analysis	It demonstrates the extent to which Northern Ireland has proportional representation on the UK/Irish high performance system relative (in terms of population and available resources) to the other Home Countries and the rest of Ireland.		
Collection	Selection Lists, Squad lists, SCNI End of Year Reports, Event Results		
Notes	<i>This should be agreed on a sport-by-sport basis with SCNI to reflect the varied circumstances of different sports and to include selection of disabled athletes. Normally this information will only be gathered for competition at the Train to Train phase of LTAD and upwards. (Minimum age 16), however it is appreciated that individual sports will vary.</i>		

<b>Number</b>	<b>Name</b>	<b>Type</b>	<b>Programme objectives</b>
<b>KPI 11</b>	<b>Competition</b>	<b>Output</b>	<b>Theme two</b>
Definition	The number of high performance competitions hosted by your proposed (included within GB Plans 2006-09 and beyond) project.		
Analysis	<p>At a minimum, the level of competition should be All-Ireland/British Championships (open/closed). Given the nature of the proposed development, the competition should be planned at a level which will attract world class athletes.</p> <p>This figure is cumulative – it will keep growing as long as you plan and deliver high performance competitions.</p>		
Collection	Governing Body Plans		

Number	Name	Type	Programme objectives
KPI 12	Specialist Training Camps	Output	Theme two
Definition	The number of high performance specialist training camps hosted by your proposed (included within GB Plans 2006-09 and beyond) project.		
Analysis	<p>At a minimum, the specialist training camp should be:</p> <ul style="list-style-type: none"> <li>• Included with Governing Body Plans and Athlete Plans;</li> <li>• Attended by a National Coach;</li> <li>• Targeting athletes identified as having the potential to compete at level outlined in KPI 9; and</li> <li>• A minimum of two days in duration and planned to address a range of areas, including Sport Science, Sports Medicine etc</li> </ul> <p>This figure is cumulative – it will keep growing as long as you plan and deliver high performance specialist training camps.</p>		
Collection	Governing Body Plans, Athletes Performance Plans, SCNI End of Year Reports		

<b>Number</b>	<b>Name</b>	<b>Type</b>	<b>Programme objectives</b>
<b>KPI 13</b>	<b>Medals</b>	<b>Output</b>	<b>Theme two</b>
Definition	The number of medals won at Commonwealth Games, World, European Championships and Olympics/Paralympics Games.		
Analysis	SCNI will take into account the current performance of Northern Ireland athletes relative to their international competitors in each sport.		
Collection	Event Records, SCNI End of Year Reports		

## 6. WEBSITES

Useful websites relating to this programme:

- [www.sportni.net](http://www.sportni.net)
- [www.bcsi.com](http://www.bcsi.com)

You can use these websites as a practical resource for all projects. It has:

- details of forthcoming events;
- background information about this programme
- downloadable documents;
- downloadable examples of practical ideas for monitoring;
- downloadable examples of tools you can use and customise for your project; and
- links to the latest research and policies for sport and physical activity.

## 7. CONTACTS

Your point of contacts at the Sports Council for Northern Ireland relating to Monitoring and Evaluation are:

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