Community Sport Activation Fund

Investing in local communities to build sporting habits for life
The Community Sport Activation Fund (CSAF) is a funding programme that was launched by Sport England in 2013 aiming to increase and sustain regular sport participation in England. The fund aimed to deliver flexible investment at a local level enabling funding recipients to target local sporting needs. This case study shows how the tools and resources in Sport England’s Evaluation Framework could have been used to develop and implement a measurement and evaluation approach to assess the impact of Sport England’s investment in CSAF projects.

This case study includes examples and guidance on the following resources:
Step 1 / Define intervention purpose & rationale

**Purpose and Rationale Form**

Defining the purpose of your funding stream is one of the most critical steps in the M&E process – it will act as the foundation for all of the decisions you will make about what you need to measure and how you will measure it.

Include in this section any relevant context about how and why the investment programme came about, how it links to your organisation’s strategic objectives and why particular audiences or areas are the focus of the investment.

The outcomes of your funding stream are the observable impacts or changes that you want to bring about as a result of your investment. They should enable you to answer the question “what difference has it made?”.

Outcomes need to be expressed in a way that is more specific than your overarching objectives. You can see in this example specific references to:

- Increasing regular physical activity participation
- Improving local physical activity delivery networks
- Delivering non-sport outcomes such as improved wellbeing

You don’t need to think at this stage about exactly how you will measure each outcome, but try to be as specific as possible.

**Tip:** Rather than completing this form on your own, work with other people involved in the project to define and agree what you are aiming to achieve and how you expect it to work.

### CASE STUDY: Community Sport Activation Fund (CSAF)

**PROJECT SUMMARY**

1) Define intervention purpose & rationale
   - **Rationale:** There is untapped potential in local delivery networks for tailored sport development interventions to improve physical activity levels
   - **Purpose:** To drive sustainable increases in rates of sport participation amongst 14+ population
   - **Approach:** Funding recipients will have flexibility to develop projects that target local needs

2) Identify measurement & evaluation priorities

3) Decide level of measurement & evaluation

4) Select data collection methods and tools

5) Develop and implement measurement tools

6) Reflect on learning to improve delivery
Step 1/ Define intervention purpose & rationale

Purpose and Rationale Form

Overview: The Purpose & Rationale Form is designed to help you document the key decisions you make about what your project is aiming to achieve, your intended outcomes and how you plan to deliver them.

This section should be used to summarise any relevant insight or evidence that already exists that will help you to develop an effective approach to achieving your project’s objectives.

There are many resources freely available online that can be found by searching the web. Sport England has also developed resources that contain evidence and insight on physical activity.

In the Programme Approach section you will need to outline your investment approach. Here you should summarise the decisions you have made about who is eligible for funding, how many awards are being offered and what the funding range is for each individual award.

In the Rationale section you need to explain why your chosen approach is the right one to achieve your objectives.

Using the evidence that you summarised above, you should try to explain how the investment approach that you are employing will lead to the changes you’re aiming to bring about.
**Overview: A Logic Model** is a tool for visually illustrating relationships between a funding programme’s inputs, activities, outputs and outcomes. It can be used to help clarify outcomes and select relevant activities to reach the target audience.

**INPUTS**
- Funding to 100+ local projects of £50-£250k over 3 years
- Clearly defined focus locality and target audience
- Existing local partnerships and delivery networks
- Local knowledge and insight = local needs and opportunities

**ACTIVITIES**
- Review of funding applications & selection of successful bids
- Set/agree local targets & objectives based on local needs analyses
- Engage & recruit participants from local communities
- Deliver tailored programmes of sporting activities

**OUTPUTS**
- Projects achieve participant and attendance (throughput) targets
- Successful engagement with local ‘inactive’ demographic groups
- Increase in sport participation (# of days per week) amongst project participants
- Local sport delivery networks developed or strengthened

**OUTCOMES**
- Sustained increase in local & national physical activity participation
- A positive impact on participants physical health and wellbeing
- A positive impact on community cohesion in local communities
- Effective partnerships working to improve the quantity and quality of local sport delivery

**Step 1:** Begin by listing your intended outcomes. Focus on the short- and medium-term outcomes from your purpose and rationale as these are likely to be the most measurable.

**Step 2:** Next, identify the resources that will enable the delivery of the project – include all financial resources, human resources, and any specific knowledge or insights that will support project delivery.

**Step 3:** Next, detail all of the activities or interventions you plan to carry out to deliver the targeted outcomes. Make sure activities are realistic and achievable based on the inputs identified at step 2.

**Step 4:** Finally, specify the planned outputs from the activities (e.g. # of awards, total participants). These should be realistic based on the activities outlined in step 3 and represent a logical progression towards the intended outcomes.

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2. **Identify measurement & evaluation priorities**

3. **Decide level of measurement & evaluation**

4. **Select data collection methods and tools**

5. **Develop and implement measurement tools**

6. **Reflect on learning to improve delivery**
2/ Identify M&E priorities

**M&E Priorities Form**

Overview: The M&E Priorities Form is designed to help guide and develop your M&E approach by identifying what questions you are aiming to answer, who will use the outputs and what your key measures of success (outcome indicators) will be.

A useful way of defining your M&E priorities is to ask a series of questions that you would like to answer. These are likely to include questions about the impact of your work, such as:

- Have we delivered the changes we intended to?
- How much progress have we made against our outcomes?

You should also include questions about the things you want to learn about the effectiveness of your approach or intervention:

- Was the approach we chose the most effective?
- How could we improve the impact of our investment in future?

Identifying the audience for your M&E is critical, as it will shape the data collection and reporting requirements. If you’re unsure what is required, speak to the M&E audience (e.g. the investment committee) to find out what they want.

Don’t forget to think about yourself or your team as an audience; if done properly, you stand to benefit as much as anyone.

Outcome indicators are things that can be measured which show progress towards your planned outcomes. They are usually quantifiable i.e. expressed as a number or percentage.

Completing an ‘Outcomes Hierarchy’ (see Step 2) is a good way to define indicators for your funding stream or project.

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   - M&E audience: Local providers, Sport England
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   - Learning priorities: To evaluate the viability and effectiveness of increasing participation through local partnership working

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**STEP 2: Identify measurement and evaluation priorities**

**M&E Key Questions**: Define the key questions that you want your M&E to help you answer. Think about what you need to know to help you learn and improve, as well as what you need to know to show the impact of your project:

- What is the impact of CSAF funding on regular (1 x 30) participation in sport?
- What is the impact of CSAF funding on a range of non-sporting local outcomes?
- What approaches, activities and methods are most effective at achieving the key CSAF participation outcomes, and additional locally defined outcomes, in what context, for whom and how can these be replicated?

**M&E Users**: Identify who the main users of your M&E findings will be and how they will use findings:

- Local project delivery teams and local activity providers
- Sport England Community Sport Team
- Sport England Insight Team
- Sport England Investment Committee

Local level participant and throughput data will be used to monitor the progress of individual CSAF funded projects against their targets, so issues can be identified and addressed as early as possible and necessary action taken (e.g. change to intervention design). Local data should also be used by project co-ordinators to make improvements to their own projects.

National level M&E findings will be used by Sport England to assess the effectiveness of the CSAF fund and to develop evidence and learning that will inform future investment programmes and locally delivered sport development projects.

**Reporting Requirements**: Define any specific or mandatory outputs or reporting requirements, including details on the format of the report and when/how often it is required:

- Every 6 months, projects receiving CSAF funding must submit a standardised report on participants and throughput, reporting on progress against locally defined participant and throughput targets

**Outcome Indicators**: Define the critical things that you plan to measure to show whether the funding stream or project has successfully achieved its intended outcomes:

- A sustained increase in physical activity (1 x 30 min per week) rates in local intervention areas funded by the CSAF
- A reduction in the number of ‘inactive’ people in intervention areas
- An increase in regular participation amongst ‘target groups’ (e.g. lower social groups)
- An improvement in physical & mental wellbeing of project participants (where specified as a local outcome)
- An increase in social cohesion in local intervention areas (where specified as a local outcome)
2/ Identify M&E priorities

Outcomes Hierarchy

Overview: An outcomes hierarchy helps you to define a set of ‘indicators’ that are appropriate for measuring the impact of your project. Indicators are things we can measure to assess whether a project’s outcomes have been achieved.

STEP 1: Start with the primary aim(s) or objective(s) of the project. If you have more than one key objective, you may need to create an outcome hierarchy for each of your objectives.

STEP 2: Next, think about what changes you would expect to be observable in the medium-term.

For this funding stream this included increasing regular sport participation, improving local provision, as well as non-sport outcomes such as improved subjective wellbeing and community cohesion.

STEP 3: Finally, you need to identify a series of measurable outcomes that will be evident during or after your programme which are good indicators of progress towards achieving the secondary and primary outcomes above.

In the example above, ‘average number of days participating per week’ has been chosen as the indicator for regular sport participation and a range of self-report measures – physical health, mental health, self-esteem and social trust – have been selected as indicators for improvements in wellbeing and community cohesion.
Overview: Sport England has developed a M&E level decision tree to help colleagues and partners to decide on what the most appropriate and proportionate level of measurement is for your project.

The decision tree is intended as a guide to help you decide what level of impact measurement is appropriate. Work from the top to the bottom, answering each question to the best of your knowledge.

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   • M&E audience: Local providers, Sport England
   • Key outcomes: Increase in regular sport participation; reduction in inactivity; improved mental and physical wellbeing of participants;
   • Learning priorities: To evaluate the viability and effectiveness of increasing participation through local partnership working

3) Decide level of measurement & evaluation
   • Level of measurement: Level 2
   • Independent supplier required?: Yes (CFE)
   • Resource requirements: Sport England will pay for an impact evaluation for the funding stream

4) Select data collection methods and tools

5) Develop and implement measurement tools

6) Reflect on learning to improve delivery

In this example, the existing evidence base supporting the approach was high and the value of the investment was high, so level 2 was deemed an appropriate level of impact measurement for the funding programme. See the 'Data Collection Requirements' to find out what this means in terms of what data you need to collect and how you measure the impact of your work.
**Data Collection Guidelines**

**Overview:** The Data Collection Guidelines have been developed to help you identify the elements of measurement and evaluation that you will need to include in your approach based on the level of measurement you have chosen.

<table>
<thead>
<tr>
<th>Type of Data Collection</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written progress reports from project / delivery teams</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Recording basic characteristics of projects and the people involved (e.g. gender, age, disability)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Recording the number of participants and attendance figures at the start of the intervention</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Recording outcome measures at the start of an intervention ('baseline') (e.g. activity level, subjective wellbeing)</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Measuring basic outputs achieved (e.g. participants, throughput / total attendances)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Measuring short-term outcomes at the end of an intervention (e.g. sustained activity level, subjective wellbeing)</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Measuring medium and long-term outcomes after the intervention (e.g. self-efficacy, social trust)</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Tracking one or more control group or setting (a similar group or setting outside of your funding stream or project)</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Using an independent evaluation supplier</td>
<td>No</td>
<td>Maybe</td>
<td>Yes</td>
</tr>
</tbody>
</table>

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**PROJECT SUMMARY**

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2) **Identify measurement & evaluation priorities**
- **M&E audience:** Local providers, Sport England
- **Key outcomes:** Increase in regular sport participation; reduction in inactivity; improved mental and physical wellbeing of participants;
- **Learning priorities:** To evaluate the viability and effectiveness of increasing participation through local partnership working

3) **Decide level of measurement & evaluation**
- **Level of measurement:** Level 2
- **Independent supplier required?:** Yes (CFE)
- **Resource requirements:** Sport England will pay for an impact evaluation for the funding stream

4) **Select data collection methods and tools**

5) **Develop and implement measurement tools**

6) **Reflect on learning to improve delivery**
**Overview:** The M&E Plan helps you to summarize your M&E approach and define how you will measure the success of your project. You will need to consider how and from where you will obtain the data you need to measure progress towards your outcomes.

It is important to select the right data collection tools or data sources that will provide you with the data that will enable you to monitor your indicator measures. We have developed a data collection guide that will help you to choose the right methods and tools—these can be found on the ‘Tools & Resources’ page of the website.

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   - **Data collection methods:** Online surveys, interviews, and case studies.
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### EVALUATION OF... | PROJECT OBJECTIVES | INDICATOR MEASURES | DATA COLLECTION TOOLS & SOURCES | ASSUMPTIONS & RISKS
---|---|---|---|---
**Inputs** (Process Evaluation) | Selection of appropriate local projects for Sport England funding | - Funding distributed to date, by project and region | GMS Web Reporting (6 monthly) | Risk: 6 month reporting may restrict early identification of issues
**Activities** (Process Evaluation) | - Recruitment of participants from local area - Delivery of local sport programmes | - # of participant registrations (vs. projected) | GMS Web Reporting (6 monthly) | 
**Outputs** (Process Evaluation) | - Participation and throughput targets as defined by funding recipients - Engagement with inactive and under-represented groups | - Participant and throughput figures: actual vs. target - % of participants from target groups (females, BMI, disability) | - Participant surveys (registration + annual follow-up) - GMS Web Reporting (every 6 months) | 
**Outcomes** (Impact/Outcome Evaluation) | - Increase in average number of days participating per week - Increase in local physical activity opportunities - Improvement in ‘quality of experience’ - Positive change in self-reported physical & mental health & self-esteem - Positive change in levels of ‘social trust’ | - # of days in the previous week participated in physical activity (Physical Activity SIM) - Satisfaction (% satisfied / very satisfied) with local sport and activity provision - % of participants reporting positive impact on physical health / mental well-being - % of participants reporting impact on social/community development | - Participant surveys (registration + annual follow-up) - Project lead surveys - Case studies - In-depth participant interviews | Risk: Outcomes rely on voluntary self-completion of follow-up forms by participants. If not enough forms are completed, outcomes will be difficult to measure.
**Economic** (Economic Impact Evaluation) | N/A | N/A | N/A | N/A
Overview: Sport England has developed this Question Bank in an attempt to develop consistency in how data is collected on participant demographics and for the measurement of some common physical activity-related outcomes.

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5) Develop and implement measurement tools

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If any of the outcomes you are trying to achieve match the strategic outcomes that have been set out in the government's sport strategy (physical wellbeing; mental wellbeing; individual development; community development; economic development), Sport England recommend using the measurement tools defined here to monitor the impact of your project.
5/ Develop & implement measurement tools

### Process, Roles & Responsibilities

Some funding programmes and projects do not spend enough time planning out the logistics of their data collection and analysis processes. While it may seem a laborious task, it is a really critical step that will ensure your data collection runs smoothly. It may also help you identify potential challenges – such as a lack of resources or timing conflicts – that are better dealt with as early as possible so they do not affect the quality of your data collection.

**Overview:** The Process, Roles & Responsibilities template is designed to help you decide and document how and when data collection will be conducted – and who is responsible for managing the process at each stage.

Don't underestimate the time it can take to enter, collate and analyse your data. Interviews, for example, may need to be transcribed, which can take a lot of time. Thinking ahead about who will do these activities and when can help to raise issues allowing you to make any necessary changes to how you collate and analyse data so they don’t become big problems later on.

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### DEVELOP DATA COLLECTION TOOLS

- **Who:** CFE (independent evaluation supplier) to develop online registration survey and provide links to projects
- **When:** Prior to Round 1 of CSAF funding awards

### COLLECT M&E DATA

- **Who:** Projects to coordinate sending e-mails to participants with survey links
- **When:** Within one month of a participant signing up for an activity

### COLLECT / ENTER M&E DATA

- **Who:** Online registration survey results automatically sent to CFE. Paper-based surveys: project must enter data and send results electronically to CFE
- **When:** N/A

### ANALYSE & REPORT M&E DATA

- **Who:** CFE to analyse results and report periodically to Sport England
- **When:** Quarterly

### PROCESS STEPS

<table>
<thead>
<tr>
<th>Data Collection Method</th>
<th>Develop Data Collection Tools</th>
<th>Collect M&amp;E Data</th>
<th>Collate / Enter M&amp;E Data</th>
<th>Analyse &amp; Report M&amp;E Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant registration survey (online)</td>
<td>Who: CFE (independent evaluation supplier) to develop online registration survey and provide links to projects</td>
<td>Who: Projects to coordinate sending e-mails to participants with survey links</td>
<td>Who: Online registration survey results automatically sent to CFE. Paper-based surveys: project must enter data and send results electronically to CFE</td>
<td>Who: CFE to analyse results and report periodically to Sport England</td>
</tr>
<tr>
<td>Activity participation &amp; throughput tracking</td>
<td>Who: Projects to develop their own tools to record session participation</td>
<td>Who: Projects to coordinate</td>
<td>Who: Projects to coordinate</td>
<td>Who: Projects to report via GMS</td>
</tr>
<tr>
<td>Annual participant survey (online)</td>
<td>Who: CFE to develop online survey and provide links to projects</td>
<td>Who: Projects to send e-mails to participants with survey links</td>
<td>Who: Completed online survey results automatically sent to CFE.</td>
<td>Who: CFE to analyse results and report periodically to Sport England</td>
</tr>
<tr>
<td>Project load surveys (online)</td>
<td>Who: CFE to develop online survey when 3-4 months after award of funding</td>
<td>Who: CFE responsible for sending out e-mail links when initial collection (3-4 months after award) + annual follow up</td>
<td>Who: Completed online survey results automatically sent to CFE</td>
<td>Who: CFE to analyse results and report results in final evaluation report</td>
</tr>
<tr>
<td>In-depth participant interviews (case studies)</td>
<td>Who: CFE to develop interview guide and arrange interviews when Prior to Round 1 of CSAF funding awards</td>
<td>Who: CFE to conduct telephone interviews when Ongoing – interviews to be conducted for rounds 1, 2 and 3</td>
<td>Who: CFE to complete transcriptions of interviews when For final evaluation report</td>
<td>Who: CFE to analyse interviews and report results in final evaluation report</td>
</tr>
</tbody>
</table>

### PROCESS

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5) Develop and implement measurement tools
   - **Process Accountability:** Sport England & CFE, Funding recipients & CFE

6) Reflect on learning to improve delivery
### Overview:
The Reflection Meeting Learning Log is a guide to help you structure the reflection meetings that you conduct during and after the project to discuss and share learning. The template can be used to document discussion points from your meetings.

It is worth conducting regular reflection and learning meetings or workshops while your funding stream is underway. A final meeting at the end of the programme can then be used to pull together and document all of the learnings you have identified over the course of the investment programme.

Asking the questions outlined below in your reflection workshops for each of the topics in the rows will help you to tease out learnings on a range of topics – and ensure you don’t miss anything important.

### CASE STUDY: Community Sport Activation Fund (CSAF)

<table>
<thead>
<tr>
<th>Purpose, Rationale &amp; Scope</th>
<th>What went well? And why?</th>
<th>What didn’t go well?</th>
<th>What could have been improved? How?</th>
<th>How can this learning be applied?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationale for local partnership focus was insight driven and clearly defined in funding guidelines for applicants</td>
<td>Strict requirement for partner funding may have restricted access to fund for some organisations – particularly in more deprived areas</td>
<td>Exception to partner funding rule for projects in most deprived areas could have been applied (from the start)</td>
<td>Implications of partner funding requirements and potential impact on fund’s key goals should be considered in planning stage</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gathering Insight</th>
<th>Did we gather the insight required to successfully design &amp; deliver the project?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encouraging collection of local insight worked well for many projects that engaged with local communities</td>
<td>Some local partners collected little or no local insight due to lack of knowledge/expertise</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Planning &amp; Design</th>
<th>Did we select the right approach? Was enough time &amp; resources dedicated to planning?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach of targeting organisations with knowledge of local communities and the needs of target audiences proved a successful approach</td>
<td>Conflicting objectives between local partners in some areas caused challenges in developing effective interventions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Delivery</th>
<th>Did interventions go to plan? What challenges were encountered?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data shows projects are successfully working in partnership to develop and deliver services that are meeting needs of participants in local areas</td>
<td>Nothing identified</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Outcomes</th>
<th>Did we achieve the intended outcomes? What challenges were encountered?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome indicators suggested good progress, with over half of all participants increasing the number of days they took part in sport</td>
<td>Diversity of ‘non-sport’ outcomes that projects sought to achieve made it difficult to assess overall impact on wellbeing &amp; social outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement &amp; Evaluation</th>
<th>Was the M&amp;E approach fit for purpose? Did the data collection methods provide the data required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combination of surveys and in-depth interviews provided rich mix of quantitative and qualitative data</td>
<td>Measurement of well-being and social outcomes was not clearly defined at the start of the programme</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
<th>Was communication between delivery and stakeholders effective?</th>
</tr>
</thead>
<tbody>
<tr>
<td>While communication was reported as a key challenge to working this way, sharing of resources and expertise show this was a success</td>
<td>Nothing identified</td>
</tr>
</tbody>
</table>

### Project Summary

1) Define intervention purpose & rationale
   - **Rationale:** There is un-tapped potential in local delivery networks for tailored sport development interventions to improve physical activity levels
   - **Purpose:** To drive sustainable increases in rates of sport participation amongst 14+ population
   - **Approach:** Funding recipients will have flexibility to develop projects that target local needs

2) Identify measurement & evaluation priorities
   - **M&E audience:** Local providers, Sport England
   - **Key outcomes:** Increase in regular sport participation; reduction in inactivity; improved mental and physical wellbeing of participants
   - **Learning priorities:** To evaluate the viability and effectiveness of increasing participation through local partnership working

3) Decide level of measurement & evaluation
   - **Level of measurement:** Level 2
   - **Independent supplier required?** Yes (CFE)
   - **Resource requirements:** Sport England will pay for an impact evaluation for the funding stream

4) Select data collection methods and tools
   - **Data collection methods:** Online surveys, interviews and case studies.
   - **Data collection tools:** Participant registration forms, attendance registers, baseline/endline online survey, interview guide

5) Develop and implement measurement tools

   - **Process:** Accountability
   - **Develop tools:** Sport England & CFE
   - **Collect data:** Funding recipients & CFE
   - **Collate data:** Sport England & CFE
   - **Analyse & report:** Funding recipients & CFE

6) Reflect on learning to improve delivery
### CASE STUDY: Community Sport Activation Fund (CSAF)

#### Overview: The Learning Dissemination Plan

The Learning Dissemination Plan is a template to help you identify any organisations, partners and internal colleagues who will benefit from the project’s findings/learnings, so you can create a plan for how you will share relevant information.

If you don’t document and share your learnings, no-one will be able to benefit from the things you have learnt. Think about which of your colleagues and partners will benefit the most from the things you have found out. Ensure you put time aside to consider who M&E findings and learnings need to be shared with and how best to do this. This may include workshops, training activities or writing and distributing reports or presentations.

### Key Learning 1

Local partnership approach helps to un-tap local potential through sharing of information, resource & expertise

### Key Learning 2

Working with less common delivery organisations (e.g. charities) helps in reaching ‘hard to reach’ groups

### Key Learning 3

Word of mouth proved to be the most effective method for recruiting inactive people to engage in local activities

### Key Learning 4

Continuing engagement with participants to understand evolving needs is key to retaining engagement

### Key Learning 5

Non-sport org’s with specialist skills proved an effective way of engaging hard to reach groups

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<table>
<thead>
<tr>
<th>NATIONAL FUNDING AND COMMISSIONING BODIES</th>
<th>LOCAL COMMISSIONING AND DELIVERY NETWORKS</th>
<th>PROJECT DELIVERY TEAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who could benefit from these learnings?</td>
<td>Sport England; Public Health England</td>
<td>CSAF delivery teams (e.g. local charities, sports clubs, community groups)</td>
</tr>
<tr>
<td>Which key learnings are relevant?</td>
<td>Learnings 1-4</td>
<td>Learnings 1-4</td>
</tr>
<tr>
<td>How will they be communicated?</td>
<td>Publish summary of CSAF Evaluation Report on SE website. Relevant learning and insight will be utilised in future funding guides and insight packs</td>
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</tr>
<tr>
<td>Who is responsible for communicating?</td>
<td>CSAF programme lead and insight team are responsible for documenting and sharing relevant learning with internal (SE) colleagues</td>
<td>SE insight team to work with programme leads &amp; fund managers to ensure learning from CSAF is utilised in relevant online guides and insight</td>
</tr>
<tr>
<td>When should you deliver communication?</td>
<td>Adding insight to ‘What Works’ resource and sharing of relevant information should be completed within 3 months of report publication</td>
<td>To be incorporated into learning and development phase of future programmes / investment portfolios</td>
</tr>
</tbody>
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   - **Analyze & report:** Funding recipients & CFE

6) Reflect on learning to improve delivery
   - **Key learnings:**
     - Local partnership approach was effective way of unlocking potential of local resource / expertise
     - Non-sport org’s with specialist skills proved an effective way of engaging hard to reach groups