**A Memorandum of Understanding**

**between**

**The Lancashire Cricket Board (LCB)**

**and**

**The Liverpool and District Cricket Competition an ECB Premier Cricket League**

**("the L&DCC")**

**(1st October 2013 - 30th September 2017)**

This is a non-binding memorandum of understanding (**MoU**) which sets out the framework for the development of recreational cricket in the Liverpool and District Cricket Competition ECB Premier Cricket Leaguein the period 1 October 2013 to 30 September 2017. No party intends to create legal relationships by entering into this non-binding Memorandum of Understanding. Accordingly, no party shall be liable to any other for any delay or default in performing any provision set out in this non-binding Memorandum of Understanding.

**ECB Appendix 1** P 4-6 sets out the development priorities agreed between LCB & L&DCC.

**ECB Appendix 2** P 30-31 gives the appropriate elements of the Memorandum of Understanding between ECB, EWCT and the Recreational Assembly on behalf of County Cricket Boards and ECB Accredited Premier Leagues agreed on 8th May 2013

1. Timeframe

The MoU shall relate to the funding period from 1 October 2013 to 30 September 2017

2. Common Purpose for County Network

The L&DCC will work with partners in the County Network to implement the ECB/Sport England Memorandum of Understanding ("MoU") as published by ECB in 2013. L&DCC will work with the Lancashire County Board ("LCB") to implement LCB Service Outcomes ("SO"s) 1 to 5.

**S0 1** A quality and enjoyable cricket experience in educational settings

**S0 2**  Sustain a vibrant and successful club and league network

**S0 3** Providing opportunities to participate that meet the needs of the customer

**S0 4**  To identify and develop talent at all levels

**S0 5** Lancashire Cricket Board provides effective business and financial support

3. Impact Measurement

Further the L&DCC will work with LCB to develop impact measures in the form of key performance indicators to assess the impact of the activity.

4. Self Assessment

L&DCC will contribute to and support the annual self-assessment led by LCB.

5. Partnership

Nothing in this MoU is intended to, nor shall it create, any partnership, joint venture or other legal contract between LCB and L&DCC

Please sign and return to us the attached copy of this document to confirm your agreement to this.

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For and on behalf of LCB

**Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Role \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_**

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For and on behalf of L&DCC ECB Premier Cricket League

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Role \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Role \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_

ECB Appendix 1

1 County Network

1.1 The County Network shall comprise of all:

* County Cricket Boards
* Minor County Cricket Clubs
* First Class County Cricket Clubs (subject to a separate MoU)
* ECB Accredited Premier Leagues

1.2 The County Network shall work in partnership to provide a:

* Coherent offer to players and clubs
* Coherent player pathway

1.3 The County Network will be held jointly accountable for:

* Developing a robust, supportive and constructive working relationship
* Planning, resourcing and delivering joint programmes and initiatives
* Driving economies of scale in back-end business functions
* Working to common core policies

1.4 The County Network will strive for organisational excellence through shared ways of working:

* Adopting a clear joint purpose
* Agreeing and working towards achieving clear common outcomes
* Delivering joint action plans that are clearly led by local insight
* High performing organisational characteristics
* Continual improvement based on robust self-assessment
* Common lines of accountability for investment
* Developing and/or recruiting people with specific and appropriate skills

**2. Strategic Priorities**

2.1 The County Network will focus on common strategic priorities that contribute to a single outcome measure to achieve ‘more people playing more regularly in teams’:

2.2 The County Network will focus on three strategic themes to achieve this:

* Recruiting new players
* Retention of existing players
* Development of the most talented players

2.3 Specifically the County Network will focus on common impact measures:

* Retention of existing frequent players
* Increased frequency of existing infrequent players
* New players from specific groups with proven latent demand:
  + 14 - 16 year olds
  + South Asian Communities
  + People with a Disability
* Increased retention of players at key transition points:
  + School to Further Education
  + Further Education to Higher Education
  + Education to Club and broader community opportunities
* Bringing recently lapsed players back
* Identifying and developing the most talented players

3 Ready to Invest

3.1 A County Cricket Board is deemed ‘Ready to Invest’ where it has satisfactorily:

* Agreed a joint Outcomes Framework with its County Cricket Club and/or ECB Accredited Premier League
* Demonstrated commitment to insight-led action planning that informs 2013/2014 investment
* Undertaken a robust self-assessment against High Performing CCB characteristics

3.2 A Minor County Cricket Club and ECB Accredited Premier League is deemed ‘Ready to Invest’ where it has satisfactorily engaged with, and supported, their respective CCB(s) in carrying out the actions set down in Section 3.1 in addition to the specific requirements as detailed in Annex 5 respectively.

Prior to each release of funding the NYSD ECB Accredited Premier League will need to provide evidence of satisfactory progress against each of the Core Roles and Responsibilities as detailed in Appendix 2

# L&DCC/LCB/ECB

**The L&DCC is an ECB Premier League**

**October 2015: MoU continuation into 2016**

**Core Cricket Program and Engagement with the County Network:**

**Memorandum of Understanding and Action Plan:**

**23rd October 2015 for 2016**

Post-MoU meeting 22 10 2015

**A key aim of our work in 2015/2016 and ongoing is further to** **implement the ECB/Sport England** **Memorandum of Understanding** ("MoU") as published

by ECB in 2013 and to work with the **Lancashire County Board** ("LCB") to implement **LCB** **Service** **Outcomes** ("SO"s) **1 to 5.**

**We aim to address** all relevant sections of this documentation and specifically sections 9.1 / 9.2 / 9.3 Annexe 5 1.b, **during the period 1st October**

**2013 to 30th September 2017.**

To this end we have identified an overall plan encompassing main priority areas and which, following meetings between LCB and the L&DCC

in 2013 - 2016, is now part of an ongoing MoU processes

1. **To Implement** the ECB/Sport England Memorandum of Understanding ("MoU") August 2013 9.1 / 9.2 / 9.3 Annexe 5 1.b, more fully in 2016
2. **To** **embed review of outcomes** from the 2015 et al L&DCC/LCB retention and return of players plan in 2016.

**3.** **To** **develop new competitions** within the L&DCC area that will encourage **player return and retention in 2016.**

1. By improving the L&DCC Over-40s Midweek t20 Competition in 2016 established in 2015 – retained from 2015

**4. To implement L&DCC 2016 Priority Area: 6 in 2016:** New.

This supports the ECB “Get the Game on Initiative” through the L&DCC discussing at M/C and Cr Co new proposals to AGM 2016 on points allocations and game-start-times:

**5. To implement L&DCC 2016 Priority Area: 7 in 2016:** New.

This supports and promotes the expansion of the L&DCC/LCB NatWest U19 Club T20 competition in 2016 and examines the possible integration of the L&DCC/LCB NatWest U19 Club T20 competition into the existing U16s/ U21s competitions in 2016:

**6. To implement L&DCC 2016 Priority Area: 8 in 2016:** New.

This promotes L&DCC/LCB support for elite players in this Age Group across the NW England by the L&DCC making an offer to the Northern League, the Cheshire County League and the South Cheshire& North Staffs Premier League to pilot a four league U21s interleague competition:

**LCB** **Service Outcomes** ("SO"s) **1 to 5 2013 and ongoing are as follow:**

**LCB S0 1** A quality and enjoyable cricket experience in educational settings

**LCB S0 2**  Sustain a vibrant and successful club and league network

**LCB S0 3** Providing opportunities to participate that meet the needs of the customer

**LCB S0 4**  To identify and develop talent at all levels

**LCB S0 5** Lancashire Cricket Board provides effective business and financial support

[**http://www.lancashirecricket.co.uk/index.php/clubs-leagues/index.1.html**](http://www.lancashirecricket.co.uk/index.php/clubs-leagues/index.1.html)

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| **Priority Area 1.**  **Implementation of ECB Memorandum of Understanding in L&DCC/LCB 2016** | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review dates** |
| **1. Implementation of**  **ECB/Sport England**  **Memorandum of Understanding**  **August 2013**  **9.1 / 9.2 / 9.3/**  **Annexe 5 1.b** | **SO 5** | Each ECB Accredited Premier League to develop an MOU and action plan with their respective CCB(s) that details joint initiatives with shared KPIs that focus on  b1  A clear participation offer to all players and clubs  b2  A coherent talent pathway  This should cover, as a minimum, the following:   * Plans to strengthen working relationships * Specific delivery plans for joint programmes and activities * Specific plans to provide economies of scale across the two organisations * Clear adherence to common policies | LCB Management Team  in conjunction with  L&DCC  Management Committee | Bobby D/ Paul B  John W/Chris W | Allocation of time  Duplication costs at 10p per sheet or less | Year on Year approval by ECB | LCB/L&DCC pre/mid and end of season meetings  April 2016 June 2016 /  Oct 2016  Ongoing 1st Oct 2013 -Sept 30th 2017 |
| **1.1**  **Plans to strengthen working relationships** | **SO 2** | The establishment of a programme of a minimum of three meetings per annum at Old Trafford between the LCB Management Team  and the L&DCC  Management Committee   * Pre Season March 2016 * Mid-Season June 2016 * End of Season Oct 2016 | LCB Management Team  in conjunction with  L&DCC  Management Committee | Bobby D/ Paul B  John W/Chris W | Allocation of time  Duplication costs at 10p per sheet or less | Approval by ECB  Feedback from clubs | March/June  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |
| 1.2.1  Setting up meetings | **SO 2** | Finalise dates for meetings | LCB Management Team  in conjunction with  L&DCC  Management Committee | BD/CW | Allocation of time | Meetings taking place | LCB/L&DCC pre, mid and end of season meetings  March/June /Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |
| 1.2.2  Sharing premier league information | **SO 2** | L&DCC routinely to share with LCB progress achieved viz ECB ongoing Premier League targets' | L&DCC  Management Committee  in conjunction with  LCB Management Team | BD/CW | Allocation of time | Meetings taking place | LCB/L&DCC mid season meetings  March/June  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |
| 1.2.3  LCB at L&DCC  meetings | **SO 2** | L&DCC to invite LCB official(s) to speak at Cr Co meetings in 2015 and to Captains Conference March 2015 and ongoing | L&DCC  Management Committee  in conjunction with  LCB Management Team | Bobby D/ Paul B  John W/Chris W | Allocation of time  Duplication costs at 10p per sheet or less | LCB official(s) speak at L&DCC meetings | LCB/L&DCC preseason and Oct end of season meetings  April/June/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

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| ***Priority Area 2.***  ***Review outcomes from the 2013 L&DCC/LCB plan****.* | | | | | | | |
| ***Key L&DCC Issue*** | ***LCB***  ***SO*** | ***Action to be taken*** | ***Lead by*** | ***Official(s) involved*** | ***Resource implications*** | ***Success criteria/Impact Evaluation*** | ***Review date*** |
| ***2. A Review of the success of player retention measures in the L&DCC as exemplified by the number of 3rd XI players 2014 to 2015*** | ***SO 3*** | *To review and reinsert as and if in the light of feedback from the club 3rd XI review Oct 2014* | *LCB Management Team*  *in conjunction with*  *L&DCC*  *Management Committee* | *Bobby D/ Paul B*  *John W/Chris W* | *Allocation of time*  *Duplication costs at 10p per sheet or less* | *Meeting takes place* | Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  *and ongoing 1st Oct 2013 - Sept 30th 2017* |

Embedded

+See MoU 2013

+See MoU 2014

+ See MoU 2015

+See MoU 2016 Conceded games

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| **Priority Area: 3.**  **To develop new competitions** within the L&DCC area that will further encourage **player return and retention in the over 40s Age Group.** | | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** | |
| **3. Player return and retention** | **SO 2/3** | ECB/LCB to arrange a meeting with LCB Leagues Autumn 2015 | ECB/ LCB Management Teams | ECB Business Managers/ LCB  Bobby D | Allocation of time  Duplication costs at 10p per sheet or less | Meetings takes place | Oct 2015  LCB/L&DCC End of Season meeting 2015  and ongoing 1st Oct 2013 - Sept 30th 2017 | |
| 3.1 The development of an  **The L&DCC Over-40s**  Midweek t20  Competition. | **SO 2/3** | Discuss at LCB/L&DCC meeting Oct 2015 | LCB Management Team  in conjunction with  L&DCC  Management Committee | Bobby D/ Paul B  John W/  Chris W | Allocation of time  Duplication costs at 10p per sheet or less | Issue 3.1 is raised at meetings  Establishment of Over 40s Competition in L&DCC by 2015 | Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 | |
| 3.2 The possible  extension of L&DCC  **Winter League**  cricket | **SO 2/3** | Discuss at LCB/L&DCC meeting Oct 2015 | LCB Management Team  in conjunction with  L&DCC  Management Committee | Bobby D/ Paul B  John W/ Chris W | Allocation of time  Duplication costs at 10p per sheet or less | Issue 3.2 is raised at  meetings and discussed.  Extension of  L&DCC  Winter League  cricket  by winter 2014 | | LCB/L&DCC mid and end of season meetings  Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

Embedded

+ See MoU 201

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| **2015 Priority Area: 4**  To identify and develop high ability ("Elite Group")  **Age Group Players** within the L&DCC area at a level to complement and support the existing LCB Age Group structures in 2015 through the **L&DCC Player Development Programme** | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** |
| Continuing success of L&DCC PDP for  Age Group players | **SO4** | L&DCC M/C to collate feedback from L&DCC PDP 2015 from participant players and coaches | L&DCC  Management Committee  in conjunction with  LCB Management Team | John W/ Chris W  Bobby D/ Paul B | Allocation of time  Duplication costs at 10p per sheet or less  £5,600 - to be offset against L&DCC fines income from 2014 | Issue 4 is raised at  meetings as listed  and discussed.  Indicative proposal made to L&DCC AGM 2015 | LCB/L&DCC pre mid and end of season meetings  Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

Embedded

+ See MoU 2015

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| **2015 Priority Area: 5.**  **To offer to develop new structures** using insights from NCPS 2 2014 within the L&DCC area that will further encourage **player return and retention** | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** |
| L&DCC/LCB Return and Retention of players following NCPS 3 2015 | **SO 2** | L&DCC to make an offer to clubs to introduce **Regionalisatio**n to Saturday 2nd XI competitions at Div 1 and Div 2 level to minimise travelling distances and to address NCPS 2014 findings | L&DCC  Management Committee  in conjunction with  LCB Management Team | Chris W/ John W  Bobby D/ Paul B | Allocation of time  Duplication costs at 10p per sheet or less | Issue 5 is raised at  meetings as listed  and discussed.  Indicative proposal made to L&DCC AGM 2015 | LCB/L&DCC pre mid and end of season meetings  Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

Embedded

+ See MoU 2015

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| **2015 Priority Area: 6**  New  **ECB Get The Game On Initiative** | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** |
| **6.1**  Implement support for the ECB Get the Game On initiative using a signed up League Campaign Manager for ‘Get the Game On’ Campaign demonstrating effective engagement with Game Day Decision makers. | **SO 3** | L&DCC to discuss at M/C and Cr Co proposals to AGM 2016 on points allocations and game start times. | L&DCC  Management Committee | Chris W/ John W | Allocation of time  Duplication costs at 10p per sheet or less | Proposals to L&DCC AGM 2016 | LCB/L&DCC pre mid and end of season meetings  April2016/  June 2016/Oct 2016  and ongoing Sept 30th 2017 |

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| **2015 Priority Area: 7**  New  **As a fully accredited ECB** Premier League in 2016, the L&DCC will implement support for the retention of young players through the NatWest U19 Club T20 by assisting with the administration and the growth of the competition and to examine the integration of this with the existing and longstanding U16s and U21s L&DCC Competitions mas part of its strategy to **recruit and retain players in this Age Group**. | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** |
| **7.1**  Expansion of the L&DCC/LCB NatWest U19 Club T20 competition in 2016 | **SO 3** | L&DCC to assist with the administration and the growth of the competition and to examine the integration of this with the existing and longstanding U16s and U21s L&DCC Competitions | L&DCC  Management Committee  in conjunction with  LCB Management Team | Chris W/ John W  Bobby D/ Paul B | Allocation of time  Duplication costs at 10p per sheet or less | An increase in the level of participation in the NatWest U19 Club T20 in the L&DCC as judged at review in Sept 2016 | LCB/L&DCC pre mid and end of season meetings  Oct 2015/April2016/  June 2016/Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |
| **7.2**  Examine the possible integration of the L&DCC/LCB NatWest U19 Club T20 competition into the existing U16s/ U21s competitions in 2016 | **SO 3** | L&DCC to discuss with clubs the possible integration of the NatWest U19 Club T20 with the existing U16s/U21s L&DCC Competitions | L&DCC  Management Committee/Cr Co | Chris W/ John W | Allocation of time  Duplication costs at 10p per sheet or less | A maintenance of the existing U16s/ U21s competitions in 2016 as judged at review in Sept 2016 | LCB/L&DCC pre mid and end of season meetings  Oct 2015/April2016/  June 2016/Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

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| **2015 Priority Area: 8.**  New  **To pilot a four league’s U21s competition** that will further encourage **player return and retention in this Age Group and to enhance the opportunities for elite cricketers to progress within the L&DCC** | | | | | | | |
| **Key L&DCC Issue** | **LCB**  **SO** | **Action to be taken** | **Lead by** | **Official(s) involved** | **Resource implications** | **Success criteria/Impact Evaluation** | **Review date** |
| **8.1**  L&DCC/LCB Support for elite players in this Age Group across the NW England | **SO 4** | L&DCC to make an offer to the Northern League, the Cheshire County League and the South Cheshire& North Staffs Premier League to pilot a four league U21s interleague competition. | L&DCC  Management Committee  in conjunction with  LCB Management Team | John W / Andy Grice  Bobby D/ Paul B | Allocation of time  Duplication costs at 10p per sheet or less | Indicative proposal made to L&DCC AGM 2016  Competition takes place and is evaluated in Sept 2016 | LCB/L&DCC pre mid and end of season meetings  Oct 2015/  March 2016  April 2016/June 2016/  Oct 2016  and ongoing 1st Oct 2013 - Sept 30th 2017 |

**L&DCC Appendix 1**

**A clear participation offer to all players and clubs**

1. **Meeting Customer/Club and Player Needs**
2. We will continue to work with our clubs to develop & maintain insight into the needs, expectations and perceptions of people from all parts of the L&DCC community.
3. The insights we collect will be used to inform the local decisions we make about everything we do*.* We will use ongoing feedback from National Cricket Playing Surveys as part of this process.
4. We will use these insights to develop specific action plans to innovate and improve, ensuring that we work towards our agreed outcomes
5. **Working in Partnership**
6. We will continue to seek, develop, and maintain mutually beneficial partnerships within the LCB and L&DCC network and with external partners to help develop an innovative and efficient service which meets the needs & expectations of our community. In particular we will ensure:
7. Effective relationships between players, clubs and the LCB/ ECB
8. Identified economies of scale with ECB and LCB e.g. bulk purchases, ECB/LCB Club support programmes, LCB GA,
9. Aligned and integrated programmes with ECB and LCB
10. **Managing the Future**
11. We will continually review the future challenges, risks and opportunities facing L&DCC cricket
12. We will be adaptable and flexible to ensure we respond effectively to political, environmental, economic, social and technological changes that impact on us
13. We aim to create a secure long term future for L&DCC cricket for future generations

**L&DCC Appendix 2**

***L&DCC/LCB******Impact Assessment for aspects of MoU 2015***

**1. Impact Assessment**

Policy Impact Assessments (IAs) are formalised, knowledge and evidence-based procedures to assess the intended and unintended, positive and negative impacts of policy proposals to inform policy development.

**IAs can potentially improve effectiveness by:**

1. informing the L&DCC and the LCB about possible ramifications of their Memorandum of Understanding (MoU) policy initiative 2014 to strengthen the evidence-basing of their policies;
2. improving the transparency of decision-shaping processes through the analysis of policy proposals’ likely effects, so that contributions to sustainability and ‘better regulation’ are disclosed while the pursuit of particular interests is made more difficult;
3. increasing participation in the decision-making processes, in order to reflect a wide range of considerations and improve acceptance and legitimacy of the policy; and
4. making clear how policy proposals contribute to the various priorities, goals, and indicators of policy, thereby supporting achievement of goals.
5. contributing to a continuous learning process in policy development: IA identifies causalities which can feed into the ex-post review of policies.

**2. Procedure**

The L&DCC and LCB should carry out the IAs by

1. Planning the IA
2. Carrying out the IA
3. Consultation with affected stakeholders
4. Coordination with ECB, other CCBs and Premier Leagues
5. Summary and presentation of findings in an IA report
6. Forwarding of IA findings to ECB
7. Publication of the IA report in the updated to 2015 L&DCC/LCB rolling MoU.

The analytical steps, which mainly relate to step 2.2 can be set out as

1. Problem definition
2. Definition of policy objectives
3. Development of policy options
4. Analysis of impacts
5. Comparison of policy options and recommendation of one option
6. Defining monitoring measures.

**3. Methods for Supporting Policy Impact assessments**

Some or all the following methods could be used to support the L&DCC / LCB IA.

1. Scoping e.g. using checklists
2. For qualitative analysis using focus groups
3. For quantitative analysis using modelling
4. Aggregation and comparison of options e.g. using Two Circles data
5. Analysing the coherence of policies
6. Supporting participation and involvement e.g. internet using consultation
7. Data presentation and involvement at Special or Annual General Meetings
8. Monitoring and evaluation using data indicators

**4. Performance measurement**

The credibility of findings and assessments depends to a large extent on the manner in which monitoring and evaluation is conducted. To assess performance, it is necessary to select before the implementation of the project, indicators which will permit to rate the outputs and outcomes targeted.

An outcome indicator has two components:

1. The baseline which is the situation before the programme or project begins, and
2. The target which is the expected situation at the end of the project.

An output indicator does not have any baseline as the purpose of the output is to introduce something that does not exist yet.

***Appendix***

1. ***Monitoring and evaluation (M&E)***

*This is a process that helps improving performance and achieving results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmes. It establishes links between the past, present and future actions.*

1. ***Evaluation***

*The M&E is, as its name indicates, separated into two distinguished categories: Evaluation and Monitoring. An evaluation is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. The idea in evaluating projects is to isolate the errors not to reproduce them and to underline and promote the successful mechanisms for current and future projects.*

*An important goal of the evaluation is to provide recommendations and lessons to the project managers and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects.*

*Evaluations are also indirectly a means to report to the donor about the activities implemented. It is a means to verify that the money donated is being well managed and transparently spent. The evaluators are supposed to check and analyse the budget lines and to report the findings in their work.*

1. ***Monitoring***

*Monitoring is a continuous assessment that aims at providing all stakeholders, with early detailed information on the progress or delay of the ongoing assessed activity. It is an oversight of the implementation stage of the activity. Its purpose is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies as quickly as possible.*

1. ***Monitoring and Evaluation: differences therein***

*The common ground for monitoring and evaluation is that they are both management tools. For monitoring, data and information collection for tracking progress according to the terms of reference is gathered periodically unlike for evaluation for which the data and information collection is happening during or in view of the evaluation. The monitoring is a short term assessment and does not take into consideration the outcomes and impact unlike the evaluation process which also assesses the outcomes and sometime longer term impact. This impact assessment occurs some times after the end of a project but it rarely occurs as it is expensive and difficult to determine whether the project is responsible of the observed impact.*

1. ***Importance of Monitoring and Evaluation***

*Although evaluations are often a retrospective, their purpose is essentially forward looking. Evaluation applies the lessons and recommendations to decisions about current and future programmes. Evaluations can also be used to promote new projects, get support from governments, raise funds from public or private institutions and inform the general public on the different activities.*

ECB Appendix 2

**ECB Accredited Premier League Funding**

1. **Fixed Fee Payments**

ECB Accredited Premier Leagues have been tasked with, and made accountable against, the fulfilment of Core Roles and Responsibilities to Minimum Quality Standards as follows:

**1.1. Core Cricket Programme**

Each ECB Accredited Premier League to ensure each of their Clubs:

1. Provide grounds and facilities appropriate for Premier League Cricket
2. Provide competition at the pinnacle of an integrated pyramid of Feeder Leagues
3. Achieve and maintain Clubmark accreditation
4. Observe ECB Directives as part of Premier League Playing Conditions
5. Register all players on play-cricket.com
6. Post all fixtures, results and scorecards on Play-Cricket.com
7. Operate an active junior section at Under 11, Under 13 and Under 15 age groups
8. Appoint Umpires that are full members of ECB ACO for premier division matches

**1.2. Engagement with the County Network**

Each ECB Accredited Premier League to develop an MOU and action plan with their respective CCB (s) that details joint initiatives with shared KPIs that focus on

1. A clear participation offer to all players and clubs
2. A coherent talent pathway

This should cover, as a minimum, the following:

* Plans to strengthen working relationships
* Specific delivery plans for joint programmes and activities
* Specific plans to provide economies of scale across the two organisations
* Clear adherence to common policies

1. **Performance Related Fee Payments**

The Performance Related Fee Payments (PRFP) payable to the Premier Leagues shall be paid in December of each year and shall be divided by ECB between those Premier Leagues who qualify to share in the PRFP pot measured on their achieving the objective targets over the season just finished. ECB shall agree the criteria and the method of calculation through the Recreational Cricket Group.

**2016 Performance Related Fee payment criteria**

Ratified by the Recreational Cricket Group – 07 October 2015

1. Funding for having League Campaign Managers for ‘Get the Game On’ Campaign demonstrating effective engagement with Game Day Decision makers.
2. Funding for each 10% increase in individual player registrations with valid e-mail addresses and are ‘opted in’ on play-cricket.com
3. Funding for each Premier Division club using a Live Score service. (cluster of 12 clubs would equate to a division)
4. Funding for reporting to ECB by 23 October 2016 information on Pitch Marks, Fair Play and Umpires using as specified ECB standard forms.
5. Funding for Premier Leagues that support the retention of young players through the NatWest U19 Club T20 by assisting with the administration and the growth of the competition.
6. Funding for each division (outside Premier Division) with full scorecards on Play-Cricket.com

**3. Ready to Invest**

Each ECB Accredited Premier League must be ‘Ready to Invest’ from 1 October 2013 for funding to be released. An ECB Accredited Premier League will be deemed ‘Ready to Invest’ when it has fulfilled the specific requirements as set down in both Section b (above) and Section 3.2

**4. Impact measurement**

Each ECB Accredited Premier League will be held accountable for investment as set down in Sections 1 and 2 above.