

**Truagh Development
Association Ltd**

**Business Development
Proposal**

February 2012

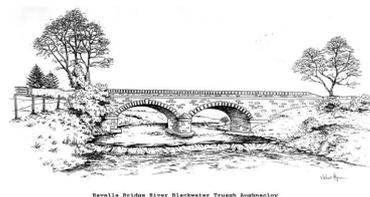


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Cavan-Monaghan LEADER is a joint venture between Breffni Integrated Ltd. and Monaghan Integrated Development Ltd. for the delivery of the Rural Development Programme 2007-2013 in counties Cavan and Monaghan.



Bewley Bridge River Blackwater through Aughrany



Comhshaol, Pobal agus Rialtas Áitiúil
Environment, Community and Local Government



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1.0 Executive Summary

1.1 This proposal has been prepared by Truagh Development Association Ltd (TDAL) and is presented to Cavan Monaghan Leader as an output of the technical assistance process funded by it. The initial part of the process established a Development Framework for North Monaghan; 'From the Periphery to the Centre'. The Development Framework identified three priority themes for the area as follows:

- Branding and Business Development
- Independent Living
- Young People and Youth Leadership

1.2 A Working Group was established in order to lead the development of project/programme options for the Branding and Business Development theme. This Working Group undertook an intensive process of examining other models of business development and visiting/hosting input for best practice examples. As a result of the process a number of project options were identified but the ultimately shortlisted to two as follows:

- North Monaghan Business Development and Marketing Programme
- Development of an Enterprise Centre

1.3 This document has been prepared initially to have a discussion with Cavan Monaghan Leader around models for eligibility. The preferred option examines the employment of a Business Development Officer; though it may also be possible to secure similar outputs using a consultancy led model. The key focus of the initiative is as follows:

- To provide initial direct and locally accessible support to all SMEs in order to promote an enterprise growth culture
- To support locally based businesses to compete a business analysis template in order to establish development and growth goals and confirm ongoing support requirements
- To provide an overall approach to the branding and marketing of the North Monaghan catchment supporting businesses to develop (quality assurance) in order to promote products and services which compliment this brand

- To facilitate and support local SMEs to embrace electronic forms of promotion and engagement with their companies including development of websites, ecommerce and social media markets
- Provision of locally based training opportunities

1.4 The Working Group is made up of a range of local business people (male and female) who represent the broad North Monaghan catchment but also have an ongoing involvement with the local rural community development infrastructure. As a result it brings together a mix of business skills and governance experience associated with the management of projects and programmes and public monies. It is proposed that this group would become a company limited by guarantee if this is a requirement of the funder.

1.5 The overall budget for the Project is set out below:

Cost Centre	Indicative Costs	Potential Funding Source	Amount
Business Development Officer/Programme Costs	€40,000 pa x 2 years	Cavan Monaghan Leader @ 75%	60,000
Office set up	€10,000	Cavan Monaghan Leader @ 75%	7,500
Programme costs	€100,000 pa x 2 years	Cavan Monaghan Leader @ 75%	75,000
Balance	-	Fundraising and company charging	47,500
Total Project Costs	€190,000		190,000

2.0 Introduction and Context

2.1 The Branding and Business Development Project is one of three core projects which has emerged from the recently developed 'Moving from the Periphery to the Centre' Development Framework for North Monaghan.

2.2 Recognising the specific business and economic challenges experienced by the North Monaghan Truagh communities, the report seeks to contribute to business development through working towards:

- provision of support to new business start up in the North Monaghan catchment
- provision of business development support to existing businesses
- Establishing an area/sub regional brand and implementing an appropriate branding strategy
- development of a quality assurance framework for local food, craft and tourism businesses leading to shared/regional branding and promotion
- provision of space/facilities for selling local produce and facilitating enterprise development

2.3 The economic challenges faced by the North Monaghan sub-region include:

- lack of inward investment
- dependence on farm income and increased part-time farming – the need to supplement farm incomes
- increasing transport costs
- overcoming the legacy of the Troubles, including economic dislocation as a result of roads closures
- lack of engagement by local enterprises with business support agencies/networks
- out migration of some of the areas younger/brighter community members

2.4 The Branding and Business Development sub-group recognise these challenges and have sought to develop an integrated and pragmatic approach to addressing them, building on the area's strengths, including:-

- strong entrepreneurial culture.....local businesses which compete nationally and globally
- vibrant sectoral areas – manufacturing, food, arts and craft

- potential for a rural tourism products, building on the area's heritage and natural resources
- a strong community association with a track record in project management

2.5 These represent important opportunities upon which to develop a framework for business development and economic regeneration, which can contribute to the sustainability of the North Monaghan border region, socially and economically.

3.0 Statement of Need

- 3.1 This section of the report explores the existing policy and strategic environment for branding and business development and how these could contribute to practical interventions in the sub-region.
- 3.2 It further considers the socio-economic profile of the border sub-region in economic terms; statistical data is supported by the findings of a robust community consultation process which adds further weight to the need for targeted support in business development and area branding initiatives.

Strategic Context

National Development Plan (Ireland)

- 3.3 The NDP recognises that, while population growth over the past decade has been greater in urban than in rural areas, population growth in the rural regions has still been strong, highlighting the fact that Ireland remains an essentially rural community where approximately 40% of the population live in rural areas. As such, the economic and social development of rural areas is an important focus for public investment under the NDP which recognises the rapid change the rural economy has been undergoing in recent times. Traditionally, agriculture, forestry and fishing sustained much of the rural economy. The vitality of small towns and villages - such as those located across the Truagh catchment area - and their associated commercial, service and manufacturing functions were dependent on the performance of these core sectors.
- 3.4 The ongoing re-structuring of agriculture has resulted in both the number of farms and level of agricultural employment declining. The agricultural labour force has declined in absolute terms by about 14.5% between 2000 and 2005, an annual average decline of 2.4%. As a proportion of a significantly increased labour force in the country overall, the agriculture labour force has diminished considerably and this trend is likely to continue. Agriculture will, however, continue to play a key role in the economy and the social fabric of rural areas, both in terms of the numbers of people who will continue to earn an income from farming and in terms of their contribution to maintaining indigenously based exports and generating economic activity. Given current economic pressures, particularly in border areas, the NDP recognises

that rural economies will need to diversify and develop to take account of the ongoing demographic and economic changes that impinge directly on rural areas and rural communities.

National Spatial Strategy for Ireland 2000 – 2020

3.5 The National Spatial Strategy for Ireland (NSS) as a twenty year planning framework is designed to achieve a better balance of social, economic, physical development and population growth between regions. Its focus is on people, on places and on building communities. Through closer matching of where people live with where they work, different parts of Ireland will for the future be able to sustain:-

- a better quality of life for people
- a strong, competitive economic position and
- an environment of the highest quality.

The NSS has established an integrated spatial policy framework embracing both urban and rural areas. The NSS envisages Gateways acting as drivers to enhance the performance of their wider regional hinterlands, including rural areas. Strong Gateways are a pre-requisite for economically strong regions, including rural areas within those regions. The development of the Hubs and county towns will also be directly relevant to supporting the development and diversification of the rural economy. In turn, the development of the Gateways will be complemented by harnessing the development potential of their rural hinterlands and those activities where rural areas have comparative advantage.

The NSS identifies nine strategically located medium sized Hubs. These will support and be supported by the Gateways and will link out to wider rural areas. The Hubs identified include Cavan, Ennis, Kilkenny, Mallow, Monaghan, Tuam and Wexford.

The Hubs provide important regional bases for direct foreign investment projects, indigenous industrial and service activity and the provision of essential local facilities and amenities in areas such as public services, education and healthcare. They are key economic bridges between the Gateways and wider rural areas. Investment in the Hubs in areas such as improving water services, broadband networks, urban renewal, housing, education and healthcare will be important to support the continued economic and social vitality of more rural areas and restructuring and diversification of the rural

economy. Many of the Hubs will be the locations for decentralised Government and agency offices and this will have significant local impacts, including benefitting the Truagh catchment economically and socially over the medium to longer term.

The Hubs identified in the NSS are also generally located on key transport corridors between the Gateways. In the past, the border areas have often been perceived to be 'peripheral'. However, in border areas, and in the context of a developing all-island economy, there is a renewed emphasis on co-operation for economic advantage between the Republic and Northern Ireland across a range of activities. Such an approach can bring many benefits for the North Monaghan Truagh community.

In light of its positioning on the N2 strategic road corridor and proximity to towns in Northern Ireland whose cross border links and opportunities for cross border tourism are strengthening, there is a particular role for Monaghan as a Hub. With Dundalk as a gateway, and Monaghan and Cavan as Hubs, significant potential exists for increased cross border co-operation. Together these towns will drive the development of the central and eastern parts of the border region in sectors including enterprise, tourism and food as well as encouraging potential new linkages such as inland waterways.

The Spatial Strategy recognises the need to realise potential for significant economic development opportunities through effective cross border cooperation between large cities or towns such as Derry-Letterkenny, Monaghan-Armagh, Cavan-Enniskillen and Dundalk-Newry and through further enhancing the emerging Dublin-Belfast economic corridor. Given its border positioning cross border co-operation, particularly in relation to transport linkages, will have important regeneration implications for the Truagh North Monaghan Sub Region.

Enterprise Ireland

- 3.6 Enterprise Ireland's vision is that "by 2013, Enterprise Ireland clients, from start-ups to established companies in all locations will be internationally focussed and innovation-led, located in or linked to environments of business excellence and complemented by a culture of entrepreneurship in local communities".

Enterprise Ireland's regional strategy to 2013 sets out how Enterprise Ireland will work with existing client companies in the regions to develop the necessary factors for future success. The organisation has set itself three broad objectives in this regard:

- (1) drive the growth of innovation based start-ups;
- (2) develop existing client companies in all locations; and
- (3) facilitate entrepreneurial development and the development of the enterprise environment in local and rural communities.

This approach will ensure a continuing focus on enterprise in rural areas in addition to the benefits that will accrue to these areas from enterprise development in adjacent urban areas. The Border, Midland and West Regional Assembly Region is classified as an "economic development region" and will continue to qualify for regional aid up to 2013.

Both the Spatial Strategy and the NDP recognise that not only do rural enterprises have to compete with the attractions of developing urban locations, an increasingly mobile workforce and a tight labour market, but they must also tackle challenges issues such as transport costs, market access, peripherality, poor communications and physical infrastructure. Growth in the indigenous enterprises sector in rural areas has been encouraging in recent years; the goal is to sustain and build on this by supporting on a commercial basis enterprise in rural areas and rural based entrepreneurs. The development of enterprise and employment opportunities will be vital to sustaining the rural economy in areas such as the Truagh Sub Region. This will require sustained focused policy interventions at both national and local levels across a range of sectors.

Monaghan County Enterprise Board

3.7 The specific objectives of the Board are to:

- Provide a full information and advisory service to new and existing entrepreneurs on all aspects of setting up and running a business.
- Offer a wide range of training supports which are tailored to meet specific business requirements.
- Provide a range of selective financial supports.

- Promote enterprise awareness and facilitate the development of an enterprise culture in the County.
- Develop strategic alliances with other development agencies both on a local and Cross Border basis to enhance the range of supports available for business owners.

Monaghan Enterprise Board provides a range of financial supports designed to assist with the establishment and or growth of small scale businesses employing up to ten people which may be of interest to entrepreneurs in the Truagh catchment. These include:

- Feasibility/Innovation Grants
- Priming Grants
- Business Expansion Grants
- Refundable Aid

These various programmes represent a range of opportunities for entrepreneurs in the region.

Rural Development

3.8 The aim of the Rural Development Programme is to improve the quality of life of the people and to diversify the rural economy through a range of measures and programmes designed to improve the quality of life in rural areas for all rural dwellers; including farmers, encourage diversification of economic activity through the development of rural enterprises, tourism, village enhancement and environmental initiatives. Under the Rural Development Programme 2007-2013 Local Action Groups/LEADER Groups North and South will seek to support a range of initiatives, including:

- creation of new rural micro-enterprises and the development of existing initiatives. Examples include the development of indigenous rural resources in artisan food, forestry, marine, rural/agritourism and community promoted enterprises;
- development of recreational tourism including facilities for walking, cycling, angling, pony trekking, bird watching etc. and ancillary facilities such as car parking, and other services such as signage, village renewal etc.; and
- complementary development of the broader rural tourism package such as upgraded accommodation, food tourism and other services.

It is clear, therefore, that the Rural Development Programme can make real and significant contribution to the Truagh development framework, representing an opportunity for local rural communities to regenerate and sustain their area, improving quality of life, community integration, economic opportunity and physical renewal.

Monaghan County Council

- 3.9 County Monaghan is located in the Border, Midlands and Western Region as defined under the National Spatial Strategy (NSS). It is one of three Ulster Counties bordering with Northern Ireland. The county shares 108 miles of border with Northern Ireland, giving the county the longest share of border between Northern Ireland and the Republic of all southern counties.

Monaghan is one the country's landlocked counties, characterised by rolling drumlin hills and wetlands, its topography having been shaped during the last Ice Age. It contains 129,093 acres of land or 1.9% of the total area of the Republic of Ireland. Of this total, 69% of the area is dedicated to agriculture (mainly grassland), 4% to forestry and 1.7% covered by lakes. There are five major towns in the county: Monaghan, Carrickmacross, Castleblayney, Clones and Ballybay. Monaghan however remains a predominantly rural county with approximately 23% of its population living in population centres of over 1000 people.

Monaghan County Development Plan 2007 – 2013

- 3.10 *"Monaghan is an inclusive, outward-looking, progressive county, which enjoys a diverse, vibrant economy, a sustainable environment and a high quality of life for all"*

The aims of Monaghan County Development Plan 2007 - 2013 are to:-

1. Create a clear strategic framework for the sustainable development of the county and its towns that is consistent with the long-term strategic aims set out in the National Spatial Strategy and Regional Planning Guidelines
2. Give spatial expression to the economic, cultural and social aims of the County Development Board Strategy
3. Provide a basis for significant public and private sector investment in infrastructure, services and development,

offering clear guidance to both sectors in framing development proposals

4. Establish a framework for more detailed plans within the county on a sectoral or geographical basis
5. Protect and enhance the amenities of the county

3.11 The County Development plan sets out a framework for economic, social and cultural development over a ten-year period. Its purpose is to provide a broad framework, which facilitates better service delivery, enabling groups and organisations to work together towards a common goal. The Strategy is a template guiding all locally delivered public services and local development activities, to ensure the non-duplication of service delivery, identify gaps in coverage and support opportunities for co-operation in the delivery of new services.

3.12 The strategy was informed by the 2002 Census which revealed that population growth in County Monaghan at 2.8%, lagged well behind the national average, at 8%, and indeed was the lowest rate of growth in the country. Whilst some parts of the county areas enjoyed modest population growth, a decline in population was most marked in the west and south west of the county. The lack of health and third level education facilities together with a reliance on primary production and predominantly low-skilled industry has impacted on the development of the County.

The strategy also found that infrastructural deficiencies in the county and five towns has hindered the development of a "critical mass" that is required to attract new investment and maintain social, recreational and employment services. The Truagh partners are keen to explore opportunities to address these issues.

At local authority level it is clear that there exists a strategic framework which can support the Truagh partner groups at both local and sub-regional level. Stakeholders share similar priorities and approaches, recognising the need to support rural villages and settlements to become sustainable, including through initiatives such as tourism based programmes and measures for economic development. There is also an understanding that there is a job of work to be done in terms of community cohesion, building links which foster inclusion and support for marginalised groups.

AREA BRANDING (CRAFT)

Craft and Design Collective

- 3.13 The Craft and Design Collective is the largest Craft Network in Northern Ireland, dedicated to the promotion, representation, understanding and development of Craft, Applied Art and Design in Northern Ireland and beyond. The Collective recognises the contribution which craft and arts has to offer cultural, economic and social regeneration, in addition to its tourism potential.

The collective has a craft shop, resource centre and exhibition space in Belfast while other activities include a website, monthly newsletter, organising craft fairs, lobbying on behalf of the craft sector and working to raise the profile of the sector.

This includes participation in a cross-border project – Craftmark – which is a partnership between the Craft and Design Collective and Louth Craftmark.

Louth Craftmark Designers Network

- 3.14 Set up in 2000, Louth Craftmark aims to be an inclusive Network representing Louth craft designer-makers working to support and showcase the craft sector in County Louth, in pursuit of the following goals:-

- To ensure that Louth will have a flourishing craft sector where makers and their work will be valued, developed and celebrated
- To ensure that the activities of the Louth Designers Network are relevant to the needs of its members
- To develop a clear marketing vision for the craft sector in Louth

In 2005 local craftspeople formalised the network as Louth Craftmark Designers Network and in 2006 established a limited company to manage the operations of a network-led retail gallery, Louth Craftmark at Highlanes Gallery, in Drogheda. Working closely with Louth County Enterprise Board, other activities undertaken by Craftmark include creative craft classes and sources, including craft workshops for children, craft fairs, networking and exhibitions.

The Network maintains an online presence through social networking and a dedicated website with information on its members, their goods and services, in addition to a presence at Highlanes Gallery. Currently work is ongoing, through the Creative Enterprise Development Programme at Louth County Enterprise Board, on a Creative Spark project, a facility which will offer workspace and training facilities for the creative sector in County Louth.

Tyrone Design Guild

3.15 Tyrone Design Guild has been set up to promote the work of artists and crafters living and working in, or from, Co Tyrone. The Guild intends to:-

- Explore and help provide new platforms for commerce and promotion – Locally, Nationally & Internationally.
- Address publicly held perceptions and misconceptions regarding Contemporary Craft and Art in Co Tyrone – elevating the profile of local designers to producers of pieces worthy of investment.
- Help maintain the identity of Tyrone – A county that, despite being gradually eroded politically, has much to offer culturally and economically

The Guild holds a Craft Fair in Omagh every November, while some members also came together to form the Omagh Craft Collective which set up a pop-up shop in Omagh in December 2011, providing an opportunity to purchase unique, locally sourced gifts. In addition, the Guild has a website which provides links to members' sites and contact details.

Hertfordshire Craft Collective

3.16 Located at Battlers Green Farm rural shopping village, the Hertfordshire Craft Collective is made up of over twenty different artists and craft makers, providing an array of unique, usual and different items, including jewellery, stained glass, textiles and hand-painted furniture.

Comprised of a mix of small shopping booths, the collective provides the opportunity for talented creators to establish their own miniature shops, giving them opportunity to display products in a creative and innovative way. The collective's

website also provides opportunity to make online purchases through links to members' websites.

Area Branding (Food)

3.17 Potential exists to build on the interest expressed through the consultation process for exploring opportunities to promote the Truagh sub-region as a brand. Central to this will be utilising the area's strengths in locally produced high quality food. This type of initiative serves to meet many objectives, including:-

- supplementing farm incomes
- providing part time employment
- rural tourism, including accommodation provision
- raising the area's profile – branding and marketing
- contributing to healthy lifestyles, including tackling obesity
- fostering co-operation and collaboration

The research informing the feasibility study identified a number of successful food branding programmes/co-operatives which have seen local communities come together to promote their area and its produce through a variety of initiatives, including farm shops, food festivals, accommodation provision and food co-operatives. These are presented below as examples which the Truagh groups may wish to consider:-

The Food Farm Shop, Dorset

3.18 The Rural Farm Shop Company is an online and Dorset farm shop which supplies locally produced welcome, cheese and hamper packs for visitors and local people alike. The concept was developed to celebrate local food and promote the area's food heritage, recognising that individual efforts by food producers had not been previously promoted on a collective basis to their full potential. The Rural Farm Shop Company's mission is to bring quality local food to a wider audience through local and online presence, highlighting the work of local producers and providing high quality, local produce to the community and visitors alike, contributing to both the local farming and tourism economies.

Hampshire Fare

3.19 Hampshire Fare was established in 1991 by a small group of food producers who wanted to actively promote the

benefits of buying local produce in the area, acting as a local food champion. The concept has developed to such an extent that there are currently in excess of 180 members drawn from across the food, drink and craft sectors, including local farmers, farm shops and the hospitality sector.

A key aspect of the initiative which has developed is public sector procurement, Hampshire Fare having been involved in sourcing local produce for the public sector for the last five years. This aspect entails working with food buyers, wholesalers, procurement staff, catering managers and producers to facilitate the procurement process. A key outcome of this work has been a contract to introduce New Forest free-range eggs to over 500 Hampshire Schools.

Other roles include hosting 'Meet the Buyer' events, farm tours, acting as a 'voice' for local producers at local and regional policy level and a Food Festival which celebrates food and drink produced, reared and grown in the county with around 100 different events including farm open days and walks, cookery classes, jam, chocolate and cheese-making and tastings.

Aberporth Food Co-op, Wales

- 3.20 In September 2009, with support from the Rural Regeneration Unit and guidance from the local Community Council, volunteers in Aberporth, Wales started a weekly Fruit and Vegetable Food Co-operative. The co-op runs on Tuesday mornings at the same time as the Country Market and the Credit Union. Other organisations such as Citizens Advice, Age Concern and the Community Police also attend, creating a hive of activity in the local community centre where the events are held.

Local farmers supply a broad range of meat from the farm, which is only 3 miles away and have reported significant sales as a result, providing a ready customer base for the farm and value for money for consumers which can available of high quality, local produce.

Riverside Co-Operative, Wales

- 3.21 Established in 2006, the co-op provided a total of 1,885 bags of fresh produce to people in the local community in its first six months, averaging 72.5 bags a week with a mixture of fruit, vegetable and salad produce. By June 2007, they had

grown from strength to strength and were presented with a Food Standards Agency 'AFAL' (Awards for Food Action Locally) Award.

Due to the diverse cultures within the area, the volunteers and customers come from all backgrounds with the food co-op helping bring them together. The food co-op also accepts bulk orders to serve community groups, celebrations and larger families. The co-op contributes to the local economy and healthy living agenda, while also providing an important social function, bringing people together as volunteers and customers.

Ayrshire Food Network

3.22 The Ayrshire Food Network was founded in November 2002, as a result of the success of the Ayrshire farmers market cooperative. Initially the Network had with 10 producers and 10 providers of locally sourced food. Since its inception, the organisation has developed, through support from the local enterprise company, local authorities and tourism bodies to a point where 46 Ayrshire based and 12 Arran based businesses work together to promote the area's local produce.

A further aspect is accommodation provision where providers serve locally sourced produce to their customers, creating a valuable marketing tool in the branding and promotion of the region. A series of farm shops have also been established and these provide showcases for the Ayrshire Food Network and its produce/supplier base.

The Truagh groups have much to contribute to a proposal of this nature, with many natural resources and local strengths to build upon. Potential exists to explore the viability of establishing a local branding initiative incorporating rural tourism and farm produce which will include:-

- local produce
- farmers' markets, food festivals and cookery workshops
- developing service level agreements to provide produce for local (education and health) services - procurement
- accommodation provision
- walking trails
- culture and heritage

Summary of the Strategic Context

3.23 From a policy and best practice perspective, it is clear that potential exists for the North Monaghan sub-region to utilise its core assets to raise the profile of the area and develop a brand for the area. The strategic environment exists to support a co-ordinated approach to rural development and economic regeneration which can contribute to the overall sustainability of the border region. This branding and business development report seeks to build on those opportunities and represents an opportunity to take forward tackle economic disadvantage in a meaningful manner.

Socio Economic Profile

3.24 County Monaghan's population is dispersed throughout the rural areas with less than 30% of the population living in urban areas. This pattern of dispersed population is very strongly established and impacts upon the growth and undermines the viability of existing towns and villages in the County.

Settlement Hierarchy	Town/Village/Settlement	Population Potential 2006-12
Tier 1	Monaghan	8,000 – 10,000
Tier 2	Carrickmacross	4,000 – 7,000
Tier 3	Ballybay, Castleblayney, Clones	1,500 – 4,000
Tier 4	Ballinode, Emyvale, Glaslough, Inniskeen, Newbliss, Rockcorry, Scotshouse, Scotstown, Smithboro, Threemilehouse	250 – 1,500
Tier 5	Aghabog, Annyalla, Ardagh, Dawn, Broomfield, Carrickroe, Clara, Clontibret, Connons, Corcaghan, Corduff, Donaghmoyne, Doohamlet, Drum, Knockatallon, Knockconan, Laragh, Latton, Lisdoonan, Lough Egish, Magheraclone, Mullan, Oram, Tydavnet, Tyholland	100 - 300

3.25 The above settlement hierarchy and rurality of the County is further summarised in the following table, which shows the population for Monaghan is 14,651.

3.26 Summary of Monaghan Population

Region	Aggregate Town Area	Aggregate Rural Area	% of Population In Aggregate Town Area
Monaghan	14,651	37,942	27.9%
State	2,334,282	1,582,921	59.6%

3.27 Population Profile – Truagh catchment

The following table sets out the population breakdown for the five Electoral Districts which are placed, in full or in part, in North Monaghan

Region	Under 19	Over 19	Over 65
Bragan	29%	71%	13%
Derrygorry	29%	71%	13%
Figullar	35%	65%	11%
Shanmullagh	29%	71%	10%
Anketell Grove	29%	71%	10%
Truagh average	30%	70%	11%
Monaghan Co.	27%	73%	12%
State	27%	73%	11%

3.28 There is an onus on service providers from across the public and community/voluntary sector to ensure that provision such as outreach programmes and/or rural transport schemes are

in place to ensure that young people can access services and are not at risk of isolation.

3.29 While the population figures for those over 65 years are, on a sub-regional basis, just under the County average, two Electoral Districts in 2006 had a higher than average proportion of older people. Several of the Truagh groups are involved in service provision for older people; it is important that such provision is retained to prevent one of the most vulnerable sections of the population becoming further marginalised through reduced access to services.

Principal Economic Status (aged 15+)

3.30 The table below sets out the principal economic status for all citizens aged 15+ across North Monaghan's Five Electoral Districts:

	Bragan	Derrygorry	Figullar	Shan-mullagh	Anketell Grove	Truagh average	Monaghan Co.	State
At work	57.8	54.9	59.2	51.1	64.5	57.5	57.5	58.1
1 st job seeker	0.4	0.5	0.6	0	0.5	0.4	0.9	0.8
Unemployed	3.0	6.0	0.9	1.6	2.9	2.9	3.9	4.5
Student	12.9	10.7	13.4	13.4	9.0	11.9	9.7	10.0
Home duties	11.6	13.9	13.4	21	9.7	13.9	12.0	11.8
Retired	9.1	9.8	9.2	8.1	10.1	9.3	11.2	10.7
Unable to work	4.3	4.2	2.9	4.8	2.7	3.8	4.5	3.8
Other	0.9	0	0.3	0	0.6	0.4	0.3	0.3

While economic status for the sub-region is broadly in keeping with the County average, the figures for students and those engaged in home duties was almost 2% higher in both cases. This highlights the need for forward planning in service provision to ensure the needs of these groups are catered for. The Truagh partners have identified outward migration by young people as a key challenge for the area; given the high incidence of young people/students in the sub-region, a proactive approach to training and employment for this key group should be considered in order to ensure that the rural border region is not stripped of one of its most valuable assets – its young people as future employers, employees and leaders.

Research identified that some areas (Anketell Grove, Bragan) incur significant unpaid caring hours. This can impact both economically and socially on a community, in terms of

reduced income and the emotional impact which carers experience. Ensuring that this potentially highly vulnerable group is supported, particularly in rural area with challenges accessing services, is key to the development framework and bringing about economic, social and community renewal.

Consultation Feedback

3.31 The project development process implemented to inform the development of the framework entailed the gathering of information within the catchment area and external to it. The following actions were undertaken and the findings are presented below:-

- Community Audit: (300 stratified/random household survey across the catchment)
- Consultation with community development organisations across the area
- Community consultation workshops
- Challenge Workshop/residential with TDAL and the Steering Group, including best practice/information exchange meetings (Workspace group of social economy companies in Draperstown)
- Consultation with key stakeholders

Survey respondents put forward a range of priorities which they felt required to be addressed. Those most commonly cited are presented as follows:-

Employment	17%
Health Centre	14%
Rural Transport	14%
Education and Adult Training Provision	11%
Shop	11%
Recreation/Sports facilities/centre	9%
Community Integration	9%
Playground	9%
Maximise use of existing facilities and services	7%
Security alert, community alert	7%

3.32 Clearly, the key concern is one of employment, this being a major challenge for the border region in general and rural areas in particular. Provision of health services and transport were also cited frequently by respondents, indicative of the rurality of the Truagh parish and the threat of isolation experienced by many.

3.33 Basic service provision such as a shop and access to training and education are also indicative of the peripherality of the Truagh area from major service centres. This, combined with the number of community members at risk of isolation/marginalisation highlights the needs for comprehensive service provision, including outreach, to promote both economic development and social inclusion.

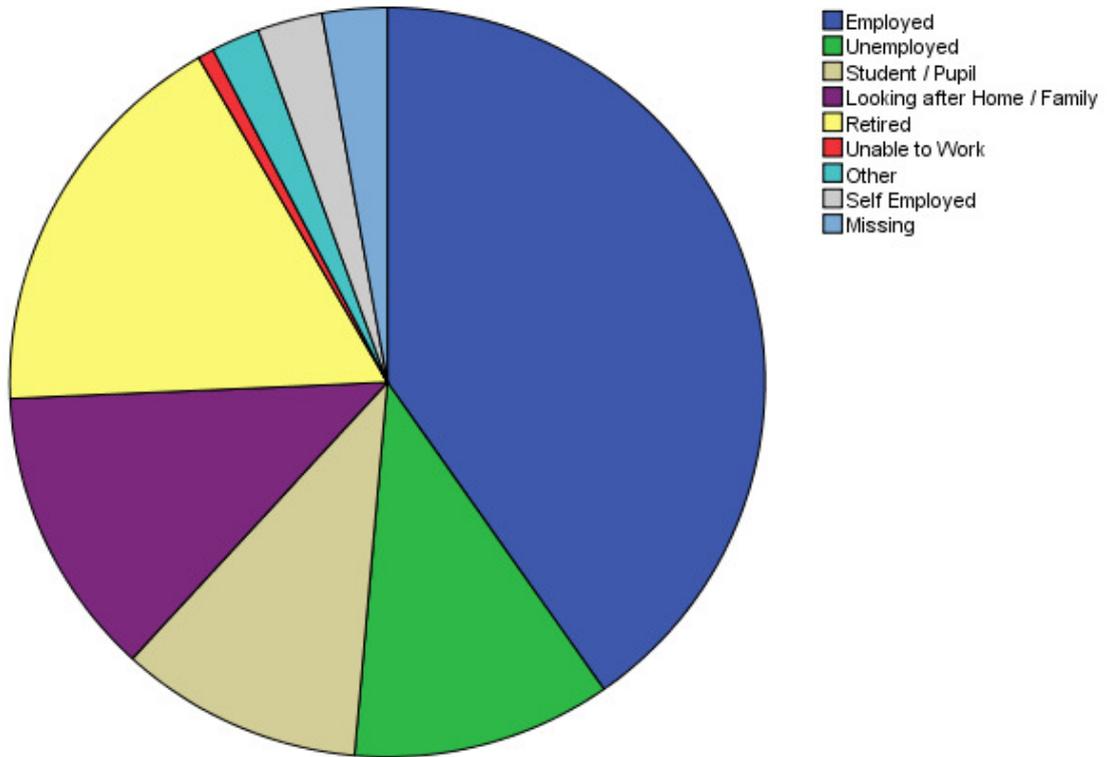
Employment Status

3.34 The following table and chart identify that significant proportions of the Traugh community (30%) are either retired or looking after the home/family. Due to the rurality of the Truagh area, this may present a very real threat of isolation and loneliness for those falling into these categories. In addition, the ageing population of the Truagh area suggests that measures to prevent isolation and increase access to service provision should form a key part of the development framework.

It is also clear that provision of employment opportunities is a key challenge for the North Monaghan catchment, with more than 11% of those surveyed being unemployed. This, combined with the fact that a further 10% are in education, and thus employees of the future, raises serious concerns about the long term sustainability of the Truagh border region in the current economic climate.

Status	Percent
Employed	41.4
Unemployed	11.4
Student / Pupil	10.7
Looking after Home / Family	12.9
Retired	17.9
Unable to Work	.7
Other	2.1
Self Employed	2.9
Total	100.0

Employment Status



Support for Business

3.35 Provision of accessible services for business growth and development will play a key role in the regeneration of the Truagh sub-region. Responses to this question were cited as follows:-

Most required Business service

IT Centre	57.6%
Cultural Centre	56.9%
Food Processing	56.3%
Café	55.6%
Sports Arena	54.2%
Social Care	51.4%
Tourism	50%
Food Retail/Market	45.8%
Medical Centre	41.7%
Light Industry	40.3%

- 3.36 The Blackwater Learning Centre is host to an IT suite; there may be a need to raise awareness of this facility among the wider (business) community and consider the viability of running outreach education courses from the Centre. With regards to the other responses, potential to further expand the work of the existing Heritage Centre should be a core element of the development framework, building on existing resources and expertise.
- 3.37 Service provision, both care/health and recreational oriented also feature in community feedback. There exists opportunity to explore the feasibility of developing a social care enterprise which can provide much needed basic services to the local community, in addition to providing employment/training opportunities for target groups such as young people. This may focus on the high percentage of older people (in some of the Sub Regions' communities) and on the high numbers of lone dwellers. The increasing focus on the Independent Living agenda could present an opportunity to promote services, facilities or accommodation which in turn has the potential to create part and full time jobs; these opportunities could generate female employment opportunities.
- 3.38 Food processing, and associated measures such as café, tourism and food markets, can all add value to the development of the Truagh area as a brand for locally produced produce. In addition to generating much needed employment and income opportunities, this also contributes to the healthy living and environmental agendas.

Priorities – Community Enterprises

- 3.39 Development of social/community enterprises can play a pivotal role in the regeneration process in rural areas, stimulating both economic and social renewal. A range of suggestions were identified for potential enterprises as follows:-

Farmers Market	61%
Walking Routes	43%
Community and Social Care	42.4%
Sports and Leisure	41.7%
Food Centre	33%

Community Arts	22.2%
Art and Design Centre	20.8%

Several of these suggestions would appear to be viable in that they seek to use/promote the area's natural resources. Potential exists for the Truagh/North Monaghan area to establish a brand for locally produced food, using skills and resources which already exist in the area. This has clear economic benefits for the area, creating opportunities for additional farm/household incomes and raising the profile of what the area has to offer. Local produce also contributes to the health and well-being agenda and the establishment of Farmers Markets can support community participation and inclusion through providing a social opportunity for local people to get together.

The Truagh area is also host to sites of historical value, leading to opportunities to develop walking routes and heritage trails as a community enterprise. This presents a range of benefits for the local community – employment opportunity through part time work such as walking guides, in addition to any capital works which may be required such as construction and signage. Like the Farmers Market proposal, there exists with walks the opportunity to raise the profile of the area through natural assets and develop a sustainable rural tourism product. With increasing numbers opting to stay at home for holiday periods due to financial constraints, local activities are increasing in popularity and the Truagh parish is well positioned to benefit. Again, there are clear health benefits and opportunities to develop community relations, including inter-generational work such as living history projects which tell the story of the area, its walk and their heritage.

Provision of social care services such as childcare, luncheon clubs and handyman services should also be explored. As indicated earlier, there are significant number of the Truagh population at risk of isolation as a result of their home circumstances. Given the number of vulnerable people (young people, carers, lone person households) across the parish, there exists opportunity for community organisations to work together in developing a comprehensive care services programme, supported through a rural transport scheme, which can provide valuable training and employment

opportunities in areas such as catering, caring, transport, information and advice as well as work to redress isolation of marginalised groups.

Community arts is a further area with potential for a community enterprise. The Truagh area has a wealth of craft and artistic talent which could be explored as an income generator through local craft fairs, possibly working in partnership with Farmers Markets.

Many of these potential community enterprise present tangible opportunities for the Truagh parish, offering a range of benefits such as:-

- full/part employment
- off-farm income
- training and work placements
- increased profile for the area
- community interaction and social inclusion
- inter-generational working
- increased health and well-being

Priorities for the Community

3.40 Recognising the need for targeted intervention, survey respondents put forward a range of priorities which they felt required to be addressed. Those most commonly cited are presented as follows:-

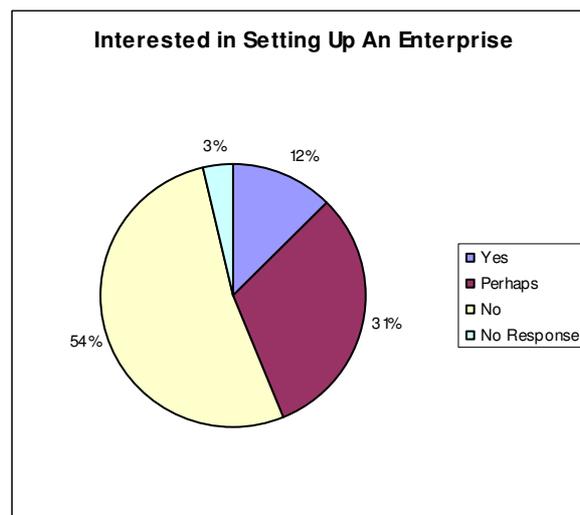
Employment	17%
Health Centre	14%
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Playground	9%
Maximise use of existing facilities and services	7%
Security alert, community alert	7%

Clearly, the key concern is one of employment, this being a major challenge for the border region in general and rural areas in particular. Provision of health services and transport were also cited frequently by respondents, indicative of the rurality of the Truagh parish and the threat of isolation experienced by many.

Basic service provision such as a shop and access to training and education are also indicative of the peripherality of the Truagh area from major service centres. This, combined with the number of community members at risk of isolation/marginalisation highlights the needs for comprehensive service provision, including outreach, to promote both economic development and social inclusion.

Enterprise Development/Creation

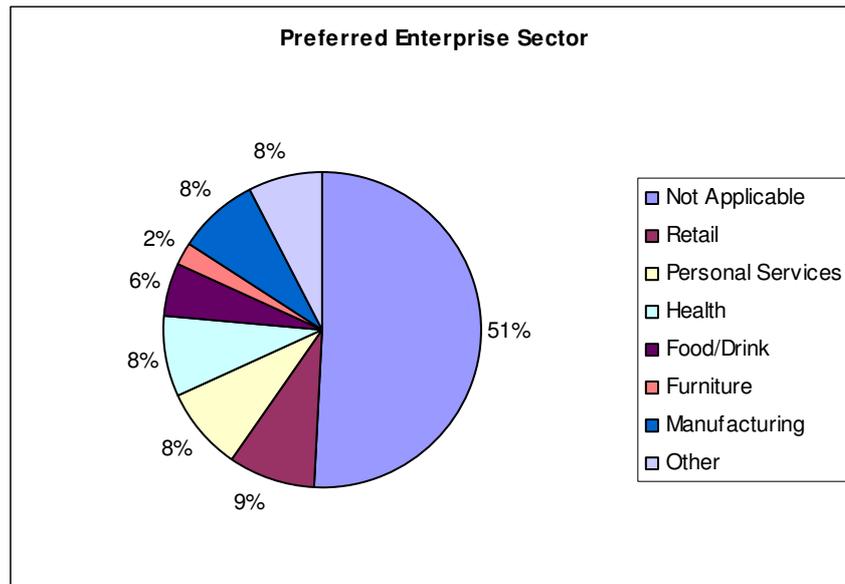
3.41 The Truagh/North Monaghan area has a long tradition of entrepreneurial activity; recent years have witnessed a decline in this field, evidence of the current economic conditions. In light of this, however, a significant percentage (44%) of those participating in the survey stated that they were either interested (12.5%) or possibly interested (31.3) in establishing a new business.



3.42 This level of enthusiasm must be nurtured and facilitated to develop and move forward if the Truagh area is to develop as a sustainable rural economy. Support for those considering business start up should, therefore, be an integral part of the development framework, particularly in light of current unemployment and education figures which indicate a growing number of people seeking employment over the short to medium term. The Truagh partner groups have frequently cited outward migration, particularly by young people as a key challenge to the area's long term sustainability; provision of business start up interventions is one tool in stemming this flow of resources out of the border region.

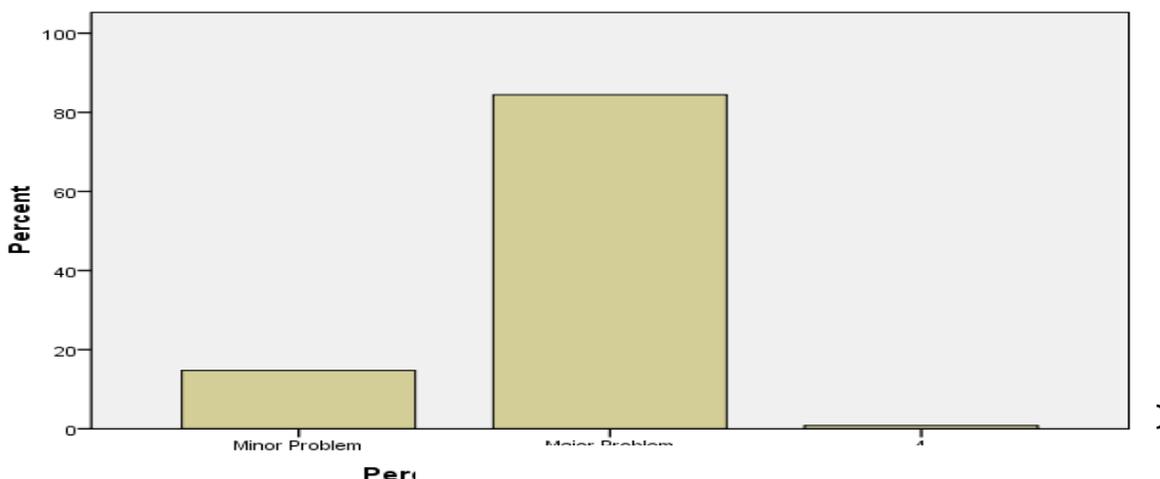
Preferred Enterprise Sector

3.43 Of those expressing an interest in enterprise, retail, health and personal services were the most commonly cited. This highlights the need for basic service provision across the Truagh area, in particular delivery of services which can improve quality of life for vulnerable groups such as those living alone. Given the rurality of the area, access, including transport, should underpin such measures.

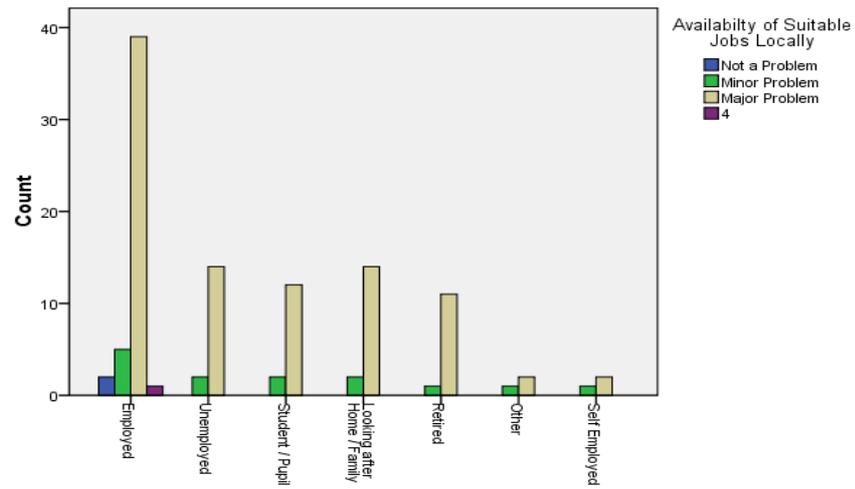


Unsurprisingly, given the current economic climate a vast majority (71.5%) of respondents cited unemployment as a major problem. Given the challenges facing traditional industries such as manufacturing and agriculture in rural areas, it is crucial to rural sustainability and community stability that enterprise is acknowledged and prioritised as a key challenge for the Truagh area with a dedicated and comprehensive action plan.

Perception of Unemployment Locally

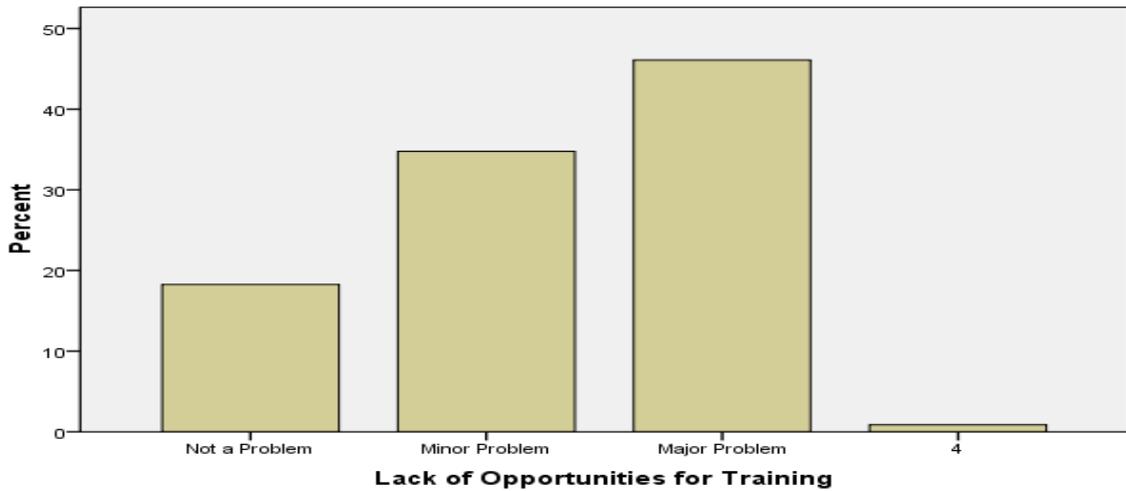


3.44 In particular, in addition to those currently in employment, key groups such as those occupied by home duties, students and the unemployed all cited that the availability of jobs locally was a major problem. Retaining local people in the area through local employment is vital to ensuring sustainability of an area, particularly a rural border region such as the Truagh sub-region.



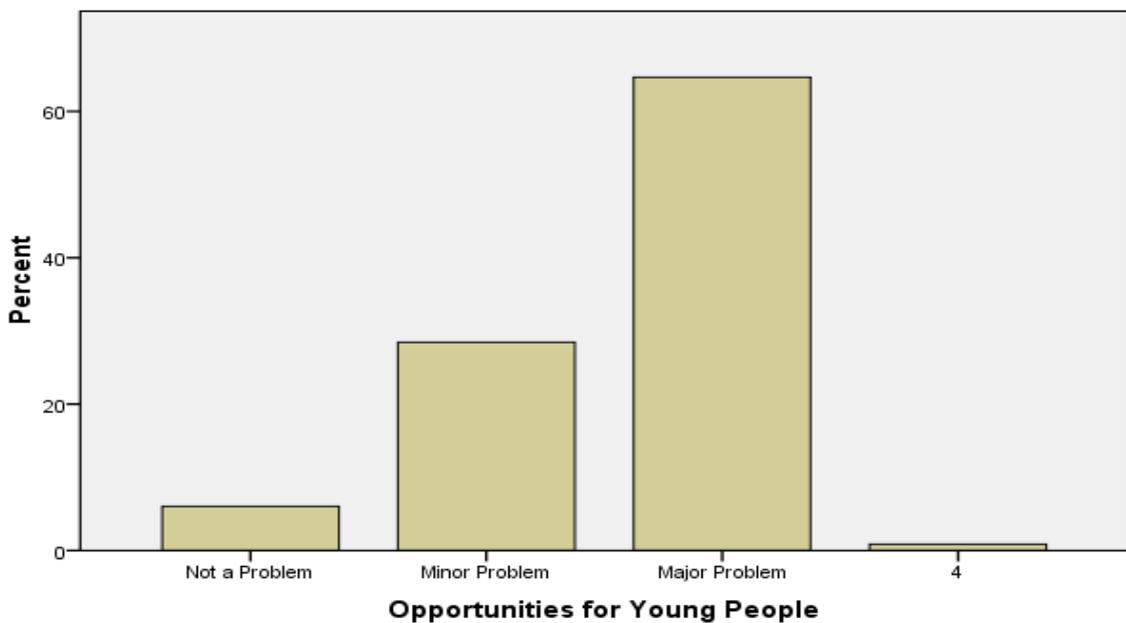
3.45 In addition to employment, provision of training opportunities is essential to economic development, particularly given the low educational attainment which characterises the Truagh sub-region. Almost half of respondents (46%) cited that lack of training opportunities was a major problem as evidenced below:-

Lack of Opportunities for Training



3.46 Furthermore, given the high proportion of young people in the Truagh region, and the fact that future sustainability depends on them, almost two thirds (65%) stated that opportunities for young people is a major problem:-

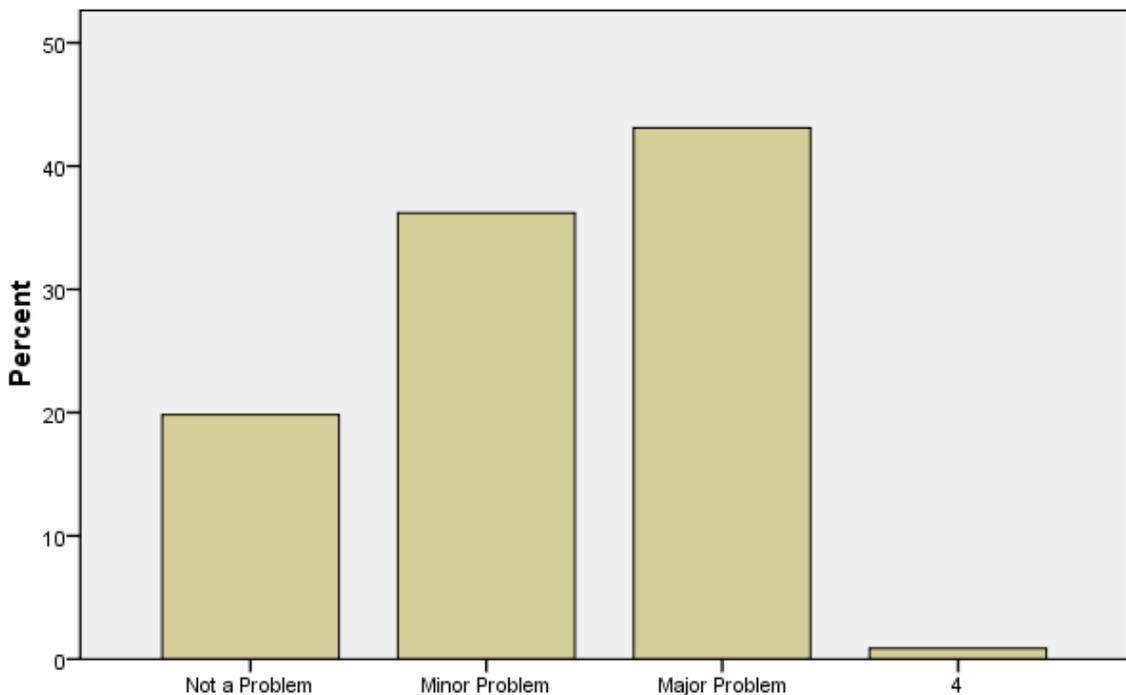
Opportunities for Young People



3.47 In terms of attracting inward investment to the area, the infrastructure of the region is a vital economic regeneration tool. The Truagh area is well positioned near the border on a

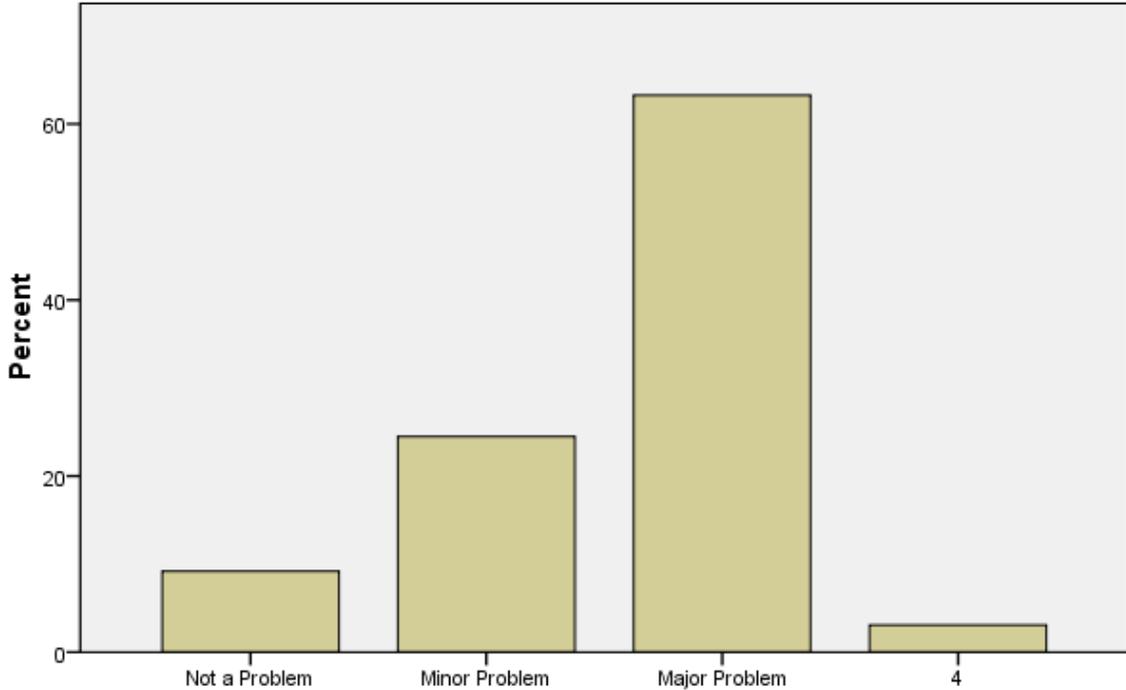
main transport route. (The current ambiguity relating to the A5 route is noted but in the medium term it is likely to become a live infrastructure project with the potential to radically transform accessibility to North Monaghan). However, significant proportion (43%) of respondents feel that roads and transport are major problems which need to be addressed. Given the current constraints on the public purse, this could pose major challenges for economic development and reinforces the need for a proactive approach to the enterprise/economic action plan developed.

Roads and Transport Infrastructure



3.48 The North Monaghan area is host to a multiplicity of small businesses, with a long history of entrepreneurial activity. This type of activity characterises many rural economies; it is concern, therefore, that support for small businesses is identified as a major problem for the area. Almost two thirds (63%) of respondents stated this, while a further 24% believed it to be a minor problem. Clearly this is an issue which enterprise stakeholders will be required to address, ensuring that the Truagh area has its needs catered for and is not marginalised as a result of its location on the periphery of major service and administration centres.

Support for Small Business



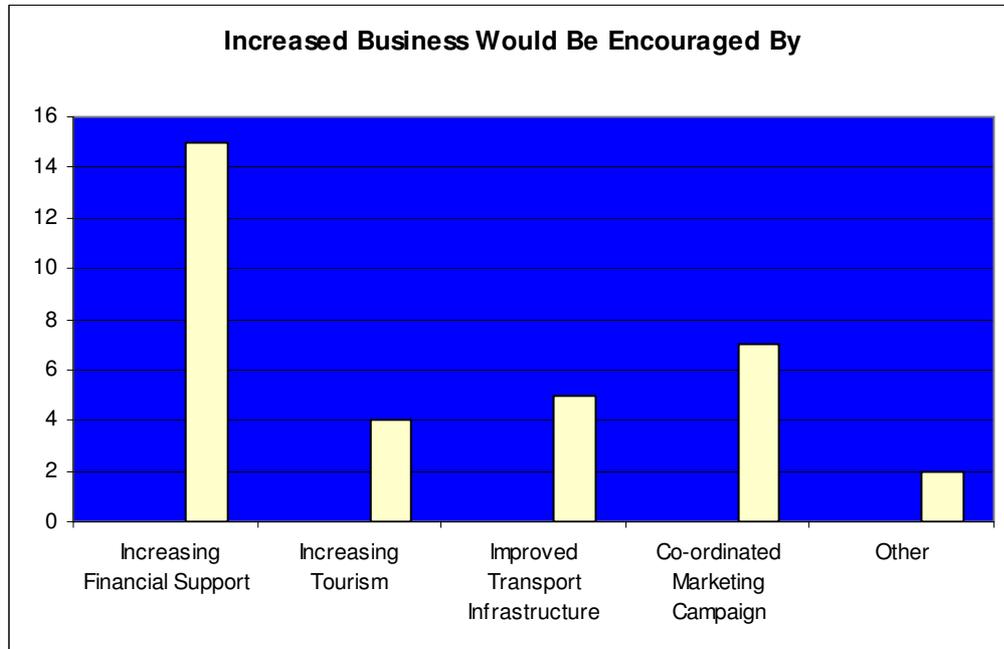
3.49 This is particularly important given that provision of advice and information was viewed as a particular concern, as illustrated below:-

Response	%
Not a Problem	23.7
Minor Problem	33.0
Major Problem	41.2
Don't Know	2.1

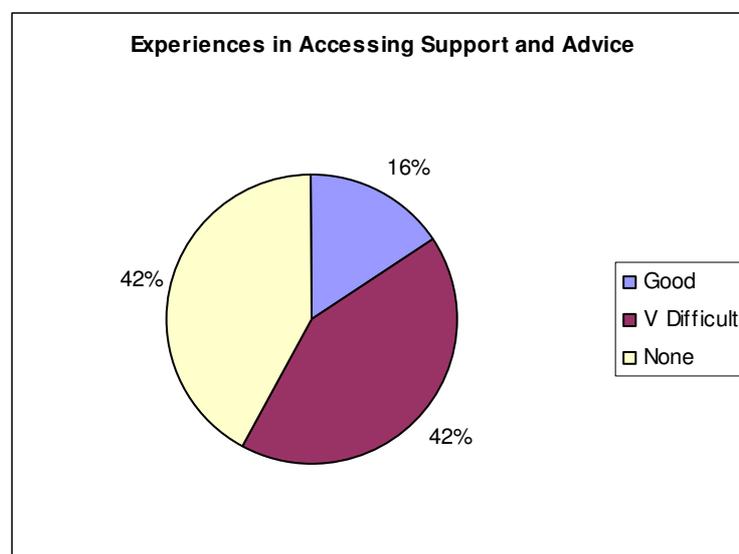
Business Audit, including Taste of Truagh

3.50 Recognising the need for the development framework to have a core economic and enterprise development theme, a survey was undertaken with businesses across the Truagh area. Detailed survey findings are attached as an Appendix to this report. The summary findings from the survey are presented below:

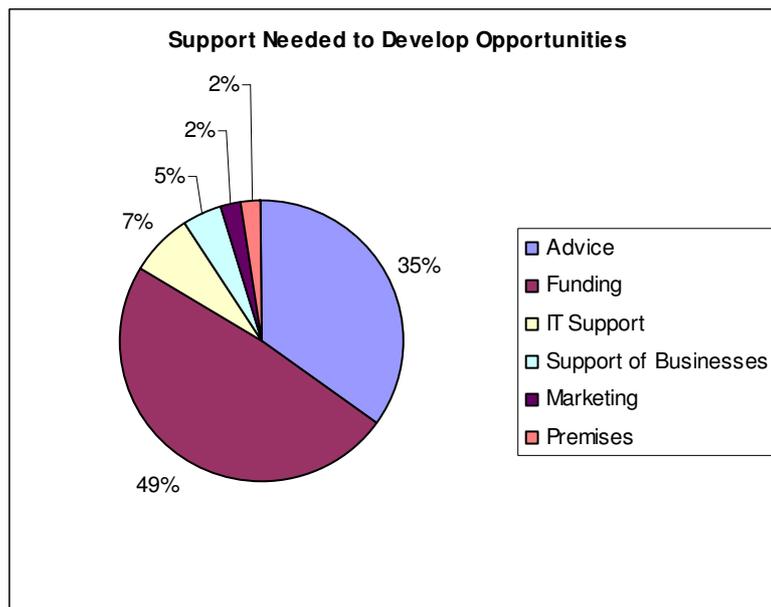
- A number of respondents expressed a desire to expand their businesses but found they were unable to do so because of location (protected scenic routes) and too much red tape.



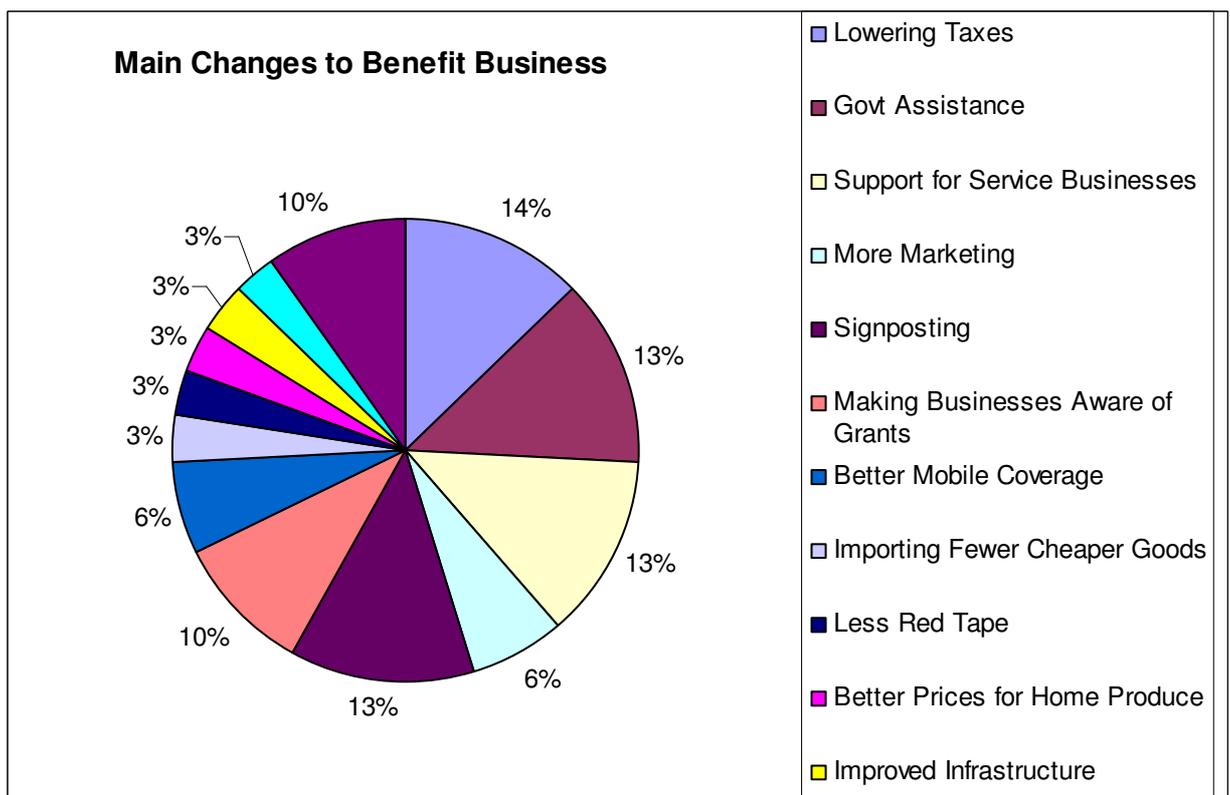
- There is strong feedback for financial support and marketing campaigns to be supported to encourage increased business.
- A number of those who took part in the survey felt that manufacturing industries can access funding but it is almost impossible to access funding for small businesses.



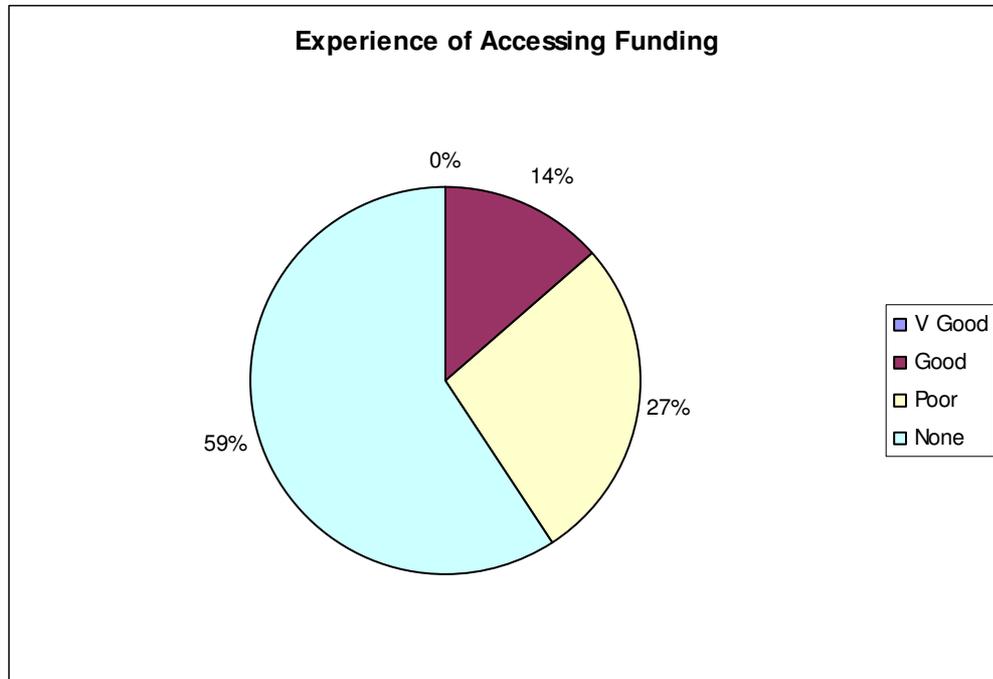
- As illustrated above, a significant number of respondents found it was either very difficult to access support and advice or there was none available.
- Of further concern is the fact that many survey responses found that there are plenty of opportunities for enterprise development but very little support, particularly financial support, to make this happen



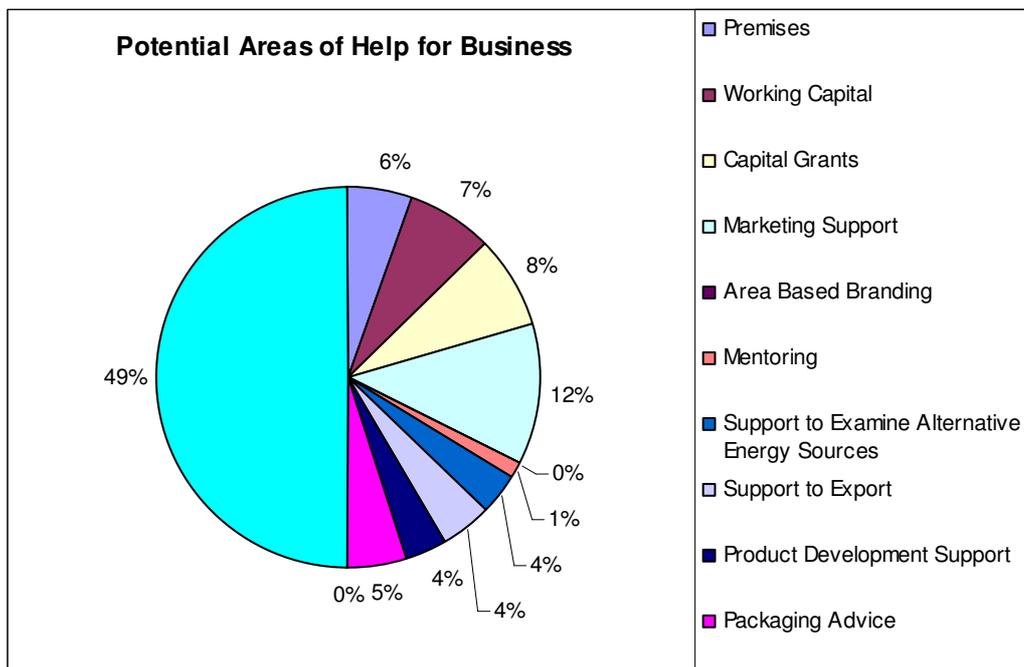
- A number of areas were identified as needing changed if businesses were to improve as indicated below:-



- The current economic climate and lack of funding have proven to be the main stumbling blocks faced by business owners.



- Most of those surveyed did not have a good experience when trying to access funding and a large number felt that the red tape relating to funding was extremely off putting, with the levels of administration being particularly challenging.
- The survey found that there is insufficient support and advice available to those in business or those wishing to start up a business.
- Lack of funding was a major issue in business development. The majority of those surveyed placed it as a number one priority with advice in marketing and business also featuring as being of high importance.
- Support for businesses is required across a range of areas, highlighting the need for a strategic approach to business development.



Consultation Summary

What's Good About Truagh...	
<ul style="list-style-type: none"> • There is a tradition of entrepreneurial activity in the sub-region – this presents opportunity in key areas such as food, tourism and community service provision • The area is close to key transport links, including proximity to the border • 	<ul style="list-style-type: none"> • Efforts to promote tourism and heritage can contribute to economic regeneration; the area has a wealth of heritage and natural resources to exploit • Given the achievements of the community sector in Truagh to date, opportunity for taking forward social enterprises which can stimulate the local economy and address identified need should be explored
What's Not So Good About Truagh...	
<ul style="list-style-type: none"> • Experience of service provision is varied; an integrated approach is required to ensure equitable provision and access • Small business, which forms a cornerstone of rural communities, is in need of 	<ul style="list-style-type: none"> • Young people are concerned about employment opportunities • Outward migration (particularly of young people) presents a real threat to sustainability • Business development and

<p>targetted support and intervention</p> <ul style="list-style-type: none">• Transport is a major issue for the area; potential needs to be maximised from the region's strategic border postioning	<p>inward investment has suffered as a result of the Troubles, including border closures</p> <ul style="list-style-type: none">• Low educational achievement with pockets of very low attainment
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4.0 Project Development and Prioritisation

4.1 The following has been agreed as a Vision Statement for the North Monaghan catchment:

Aims and Objectives

The North Monaghan Sub Region is an economically sustainable and outward looking border catchment which provides its citizens with a quality lifetime experience, where people and communities are empowered to achieve their best.'

4.2 The following aim and objectives have been identified for the Business Development and Branding priority:-

Aim

To contribute to the economic development of North Monaghan through provision of focussed interventions which build on the skills and experience within the area and can support its regeneration and sustainability.

Objectives

- to develop economic opportunities in the North Monaghan sub-region which build on its sectoral strengths – rural tourism, manufacturing, food, arts and craft
- to develop a strategic and focused approach to business development through securing a dedicated resource (Business Development Officer, or Programme)
- to increase the profile of the North Monaghan sub-region through a branding initiative which promotes the area and its offer
- to increase awareness of and access to business support services through work with key stakeholders, including statutory bodies; including the provision of locally based teams

- to improve the marketing and promotion of SMEs in North Monaghan placing emphasis on developing web sites and utilising social media
- to develop an enterprise culture in the area providing direct support to SMEs in order to diversify the North Monaghan rural economy
- to establish a website showcasing local North Monaghan businesses, in addition to signposting to sources of advice and information

4.3 Following a robust consultation process which informed project identification and development, a series of project actions were identified to support and promote business development. These are presented in the following table:-

Branding and Business Development Project	
Element	Description
Business Support Programme/Area Based Branding and Marketing	<p>There is clear feedback through the consultation process underpinning the 'From the Periphery to the Centre' Development Framework that businesses in the area have a poor experience of engaging with Business Support Agencies or a lack of awareness of support available to them. The business support element of the Programme would involve putting in place a Business Development Officer for North Monaghan across a three year timeframe. The role of this person would be to implement a Business Development Programme for businesses. The process would commence with the post holder carrying out detailed business audits of a minimum of 75 businesses across North Monaghan in order to confirm specific (business by business) support requirements. The outputs of this process would help shape the Business Support Programme and is likely to focus on:</p> <ul style="list-style-type: none"> • Business Start-up Linking existing businesses to business support including County Enterprise Board, Cavan Monaghan Leader and Enterprise Ireland • Developing Craft businesses • Developing Tourism businesses • Developing Food businesses <p style="text-align: right;">} Quality Assurance</p>

	<ul style="list-style-type: none"> Assisting existing businesses to develop web and social media promotion and marketing approaches <p>In addition the Business Development Officer would assist existing Enterprises to establish a web presence linked to a central North Monaghan Business Database/Website</p> <p>The role would also examine group buying opportunities.</p> <p>The Branding and Selling Initiative would focus on:</p> <ul style="list-style-type: none"> Developing an area/brand for North Monaghan to support craft, food and tourism businesses to develop a new level of quality (Quality Assurance) and to sell under this brand. This would include developing their own promotional materials, brands and packaging The Programme which supports a series or regular (leading to monthly) sales and festival events in order to raise the profile of projects from the area and create opportunities for people to come to the area <p>This element may be provided by an employed post or as a consultancy led assignment</p>
Enterprise Centre and Selling Space	<p>It has been identified that there is a lack of appropriate business development and expansion space in the area. It is proposed that a business incubator is examined. This might provide a longer term base to host regular sales/country market events.</p> <p>The area is based on a main North South thoroughfare which is likely to benefit from additional investment across the next 3-10 years.</p>

Project Prioritisation

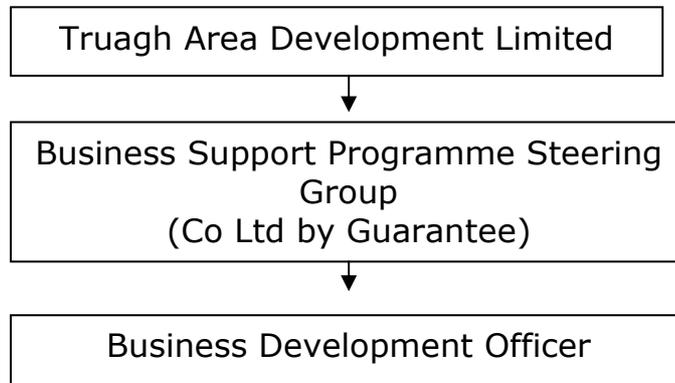
4.4 Recognising that resources to take forward projects will be limited, the promoters opted to prioritise the emerging project actions, ensuring a targeted and strategic approach to implementation. The following table illustrates the approach to project prioritisation:-

Criteria	Business Support Programme/Area Based Branding and Marketing	Enterprise and Selling Space
Need Confirmed	8	6
Create Displacement	5	2
Complement Existing Provision	7	7
Site Availability	10	2
Meets Cavan Monaghan Leader Criteria	5	8
Capacity to Deliver	5	5
Ability to attract sufficient funding in the short term	7	3
Score	47	33
Rank	1	2

- 4.5 On the basis of the above table, the Business Support Programme was selected as the priority project to be worked up for submission to Cavan Monaghan LEADER in the first instance.
- 4.6 Provision of a dedicated resource will enable the Truagh business community to work together on an integrated business development model. Core to this will be liaison with business development agencies and funding bodies to identify interventions for the border sub-region.
- 4.7 A Business Development Officer will provide an ongoing resource to drive economic development and business initiatives in the North Monaghan region. A core responsibility will be raising the profile of the area through promotional actions such as a business database and linked website with advice and signposting support.
- 4.8 This work will be informed by a business audit of the area, engaging with local entrepreneurs to identify their specific needs and opportunities which can be developed.
- 4.9 Longer term outcomes will include an area branding strategy and joint marketing models, supported by quality assurance of brands developed in sectoral areas such as arts, tourism and food production.

5.0 Operational Structure

5.1 This section outlines the operational structure for the Business Support Programme, ensuring that it operates effectively and efficiently.



Roles and Responsibilities

5.2 The following table sets out the roles and responsibilities of each element of the Management and Operational structure:-

Element	Roles and Responsibilities
Truagh Area Development Ltd	<p>The Truagh Board will provide the overall governance vehicle for the Business Support Programme. It will have the following key responsibilities:</p> <ul style="list-style-type: none"> • Providing full financial governance for the project • Meeting all monitoring requirements stipulated by funders such as Cavan-Monaghan LEADER • Ensure that applications are made for any revenue grant opportunities identified on an annual basis
Business Support Programme Steering Group (this group will be established as a Company limited by guarantee to lead this bid)	<p>The Business Development Steering Group will be responsible for operation and management of the programme. This will include:-</p> <ul style="list-style-type: none"> • Recruitment and selection of a Business Development Officer/delivery team (if consultancy led) • Line management • Monitoring and evaluation
Business Development	The Business Development Officer will be

Officer for North Monaghan	responsible for programme implementation. This will include:- <ul style="list-style-type: none"> • Identification of and engagement with business owners • Business audit • Development of a business database and website for the North Monaghan area • Monitoring and evaluation
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Management Capacity

5.3 As an output of the initial Phase One process Working Groups were established against the three main themes emerging from the Development Framework for North Monaghan 'From the Periphery to the Centre'. The Business Development Sub Committee is made up of a range of experienced North Monaghan entrepreneurs who have a specific interest in leading economic development activity and the diversification of the North Monaghan rural economy. The group include:

- Kevin Treanor
- Fiona Brady
- Mickey Corrigan
- Jean Treanor
- Mickey Treanor

5.4 Each of these people have significant experience in business development. A number of them operate in international market places and have experience in the establishment and growth of a business within this rural context. Moreover, the majority of the working group have at some stage held positions of either the Development Association or one of the other local rural organisations including Macra na Fermie and the local Gaelic Football Club which has developed their governance skills and their ability to manage projects/programmes and public monies.

5.5 If funding is secured in order to implement the Business Development Programme this Working Group would be established as a stand alone company limited by guarantee though connected to Truagh Development Association Limited.

6.0 Project Costs

6.1 The following table sets out the costs associated with the two projects identified by the Business Working Group. At this point TDAL is focusing on Project One.

Element	Capital Items	Indicative Costs	Revenue Items	Indicative Costs	Total Costs
Business Support Programme/Area Based Branding and Marketing	-Office Set up	-€ 10,000	1 Project Officer (See appended Job Description) 2 Programme Costs	1 €40k pa x 2 years 2 €100k pa x 2 years	€190,000
Enterprise and Selling Space	1 Site Acquisition 2 Fees 3 Construction Costs	1 €0-€30,000 2 €50,000 3 €500,000	-	-	€580,000
TOTAL PROJECT COSTS					€770,000

Funding Strategy

6.2 The following funding strategy has been developed for the prioritised project – the Business Support Programme.

Cost Centre	Indicative Costs	Potential Funding Source	Amount
Business Development Officer/Programme Costs	€40,000 pa x 2 years	Cavan Monaghan Leader @ 75%	60,000
Office set up	€10,000	Cavan Monaghan Leader @ 75%	7,500

Programme costs	€100,000 pa x 2 years	Cavan Monaghan Leader @ 75%	75,000
Balance	-	Fundraising and company charging	47,500
Total Project Costs	€190,000		190,000

7.0 Promotion and Outreach

7.1 The long term impact of and participation in the Business Support programme and local businesses/entrepreneurs in the North Monaghan border sub-region will be largely dependent on a proactive outreach strategy to build links with and raise awareness of the local business offer. Core to the role of the Business Development Officer will be identifying and working with local business owners to develop a brand for the region. To provide a framework for this work a marketing and promotional strategy is presented in the table below:

Objectives	Activities	Led by	Timeframe	Costs €
To raise awareness of the Business Support programme and Officer	Programme launch Promotional materials	TDAL and Business working group	Month 1	2,000
To identify all business owners in the North Monaghan region	<ul style="list-style-type: none"> • Business database compiled • Site visits to businesses • Business Analysis Template Completed 	Business Development Officer (BDO)	Month 6	10,000
To promote the business offer in North Monaghan	Website developed with links to North Monaghan businesses Information events held in North Monaghan with business development agencies	Business working group and BDO	Month 9	
To develop a "Truagh" brand	Press coverage	Business working group and BDO	Year 2	10,000

8.0 Monitoring and Evaluation

8.1 The Business Support programme will be continually monitored to determine its impact and progress in reaching agreed targets. This will be achieved through adherence of the monitoring and evaluation framework presented below which illustrates the following key factors:

- What will be measured
- How it will be measured
- When it will be measured
- Who will have the responsibility to measure

What Will We Measure	How Will We Measure	When Will We Measure	Who Will Be Responsible
Level of participation by local businesses	Database membership; the number of North Monaghan enterprises on the database Number of Business Analysis Templates signed off by local enterprises	Monthly	Business Development Officer (BDO)
Increased profile of businesses in the North Monaghan region	Database membership Level of press coverage/articles Number of visits to website	Quarterly	Steering Group and Business Development Officer (BDO)
Number of businesses engaged with support agencies/funders	Ongoing review of database	Quarterly	Steering Group and Business Development Officer (BDO)
Number of businesses with web/ecommerce or social media activity	Ongoing review of database	Quarterly	Steering Group and Business Development Officer (BDO)

9.0 Risk Register

9.1 A Risk Register has been developed for the Business Development programme which seeks to identify the key risks which the intervention and its promoters may encounter and considers how best these can be addressed.

Risk	Description	Contingency	Responsibility
Officer recruitment	The Business Development Officer (BDO) role is integral to the overall programme, requiring a specific skills set	A recruitment and selection sub-group will be established, supported by business development agencies who support the process in an advisory capacity	TDAL
Lack of clarity over purpose of the programme, its aims and objectives	There is a lack of clarity/confusion over what the business support programme has been tasked with achieving	A clear work programme will be developed which clearly sets out a series of actions and timeframe with targets	TDAL
Programme "buy in" from local businesses	Local businesses are unwilling to engage with the programme	Dedicated resources in the form of a BDO will liaise directly with local businesses to secure their participation	Working Group

Appendix A: Business Development Officer Job Description