

Truagh Development
Association Ltd

**Youth Development
Proposal**

February 2012

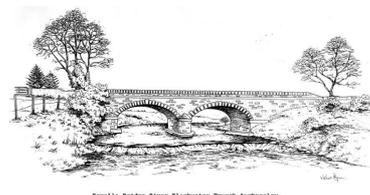


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Is fiontar compháirteach é LEADER Cabhán-Muineacháin idir Breifne Aontaithe Teoranta agus Forbairt Aontaithe Teoranta Muineacháin chun an Clár Forbairt Tuithé Éireann 2007-2013 a thoirbhirt i gcontaetha Cabhán agus Muineacháin.

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.



Sevilla Bridge River Slane Water Trough Aughrim Co. Wick



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



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1.0 Executive Summary

This report comprises a proposal for a youth development intervention designed to support young people in the North Monaghan sub-region. It is one of three core projects emanating from the recently developed 'Moving From The Periphery to the Centre' Development Framework for North Monaghan. North Monaghan (essentially the parish of Errigal Truagh) comprises five Electoral Districts namely Bragan, Shanmullagh, Derrygorry, Figullar and part of Anketell Grove.

1.2 Following a robust community consultation process across the sub-region, the resultant development framework identified three priority areas as follows:-

Economy, Employment and Anti Poverty	Older and Vulnerable People	Young People, Empowered and Shaping North Monaghan
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1.3 This youth development report identifies three potential project areas including young people, youth leadership and development. These areas have been drawn up with the overall aim of supporting and encouraging young people's participation in social and economic life across the North Monaghan catchment.

1.4 Identified project actions will be taken forward by a dedicated Working Group established to develop practical and meaningful solutions for young people. A key challenge for the Working Group, and indeed the wider community, has been development of actions which can work to stem the flow of outward migration by young people due to lack of economic opportunity and poor access to services.

1.5 The Truagh region is host to a higher rate of young people than the County Monaghan norm or the average for the State. In particular, more than one third of the population of the Figullar Electoral Division is aged under 19. This presents significant challenges for service providers in ensuring that youth provision is at the forefront of service delivery across the Truagh area. This is particularly important given the rurality of the area and the challenges which young people in particular will experience in accessing service provision.

- 1.6 A key challenge facing the sustainability of the North Monaghan border region is poor educational attainment. Two of the Electoral Districts (Bragan and Derrygorry) perform significantly below the average for the County, resulting in a sub-regional average for Truagh which is 5% below the County average of 18%. This low educational attainment at third level represents a serious obstacle to economic regeneration in the area and highlights that pockets within the wider sub-regional are at considerable risk of economic disadvantage.
- 1.7 Analysis of the policy and strategic context identifies that young people require targeted intervention to ensure their educational and economic needs can be met as part of the Development Framework. In pursuit of this, the following vision has been drawn up for the North Monaghan catchment:

'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.'

- 1.8 As part of the project planning process, the working group for the Youth Development project identified the following aims and objectives:

Aim

To support young people to remain in the North Monaghan area through developing actions which can enable young people to make a social and economic contribution to the border community

Objectives

- to provide young people with access to training and employment opportunities
- to develop programmes to increase interaction among young people, increasing activity for young people in the border region

- to enhance employment opportunities for young people through provision of high quality, accessible capacity building
- provide opportunity for young people's voices to be articulated at community level through inter-generational working

1.9 The consultation process informing the Youth Development project included extensive direct consultation with young people, who are represented on the project working group. That process identified the following potential project actions:-

Youth Farm	Youth Theatre	Youth Leadership
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1.10 Following a robust prioritisation process (Section 4), the Youth Farm was selected as the preferred option for project development. This proposal sees a youth led 'Farm' as a focal point for a range of activities including:

- Youth Growing (allotments)
- Animal Rearing and Caring
- Youth Enterprise (Food, Craft and Activities)
- Host a Country Market Model/Taste of Truagh
- Facilitating Visiting Group as part of an activity visitor offer
- Youth drop in/training and resource centre
- Safe Zone

1.11 It is envisaged that the project will provide a range of skills and experience for young people, including:-

- horticultural skills
- healthy eating
- animal welfare and management
- facility management and maintenance
- promotion and marketing
- communication skills
- financial management
- volunteer opportunities
- rural tourism, including seasonal activities
- farm markets

1.12 A comprehensive management structure has been developed (Section 5), which can benefit from a membership with direct and extensive experience of the following key skills areas:-

Engaging Young People

Project Management
Farm Management
Rural Development
Managing Budgets (including public funding)
Marketing and Promotion
Fundraising
Business Management, including staff management

1.13 This strong management capacity is one part of an overall project development framework which can provide Cavan Monaghan LEADER with a project which is characterised by:-

- A clear statement of need
 - a higher than average youth population
 - low educational attainment
 - poor access to services by young people
 - outward migration by young people from the area
- Strong project management skills
- Project promoter company limited by guarantee
- Ability to secure match funding
- Potential sites identified
- A lack of current youth provision
 - no risk of duplication or displacement

2.0 Introduction and Context

- 2.1 The Youth Development Project is one of three core projects emanating from the recently developed 'Moving From The Periphery to the Centre' Development Framework for North Monaghan. North Monaghan (essentially the parish of Errigal Truagh) comprises five Electoral Districts namely Bragan, Shanmullagh, Derrygorry, Figullar and part of Anketell Grove.
- 2.2 Truagh Development Association Ltd (TDAL) commissioned the Venturei Network to facilitate it and other community development organisations based in the North Monaghan catchment to develop a framework for economic and social development across the sub-region. The process was resourced via the rural Development Programme (RDP 2007-2013) by Cavan Monaghan Leader.
- 2.3 This resultant development framework identified three priority areas as follows:-

Economy, Employment and Anti Poverty	Older and Vulnerable People	Young Empowered and Shaping Monaghan	People, and North
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- 2.4 This youth development report identifies three potential project areas including young people, youth leadership and development. The concept has been developed by a dedicated Working Group which was established to develop and take forward practical and meaningful solutions for young people, in order to support them to remain in the area and work to stem the flow of outward migration by young people due to lack of economic opportunity and poor access to services.
- 2.5 It clearly recognises that North Monaghan contains pockets of younger people; the Truagh sub-region as a whole is host to a higher rate of young people than the County Monaghan norm or the average for the State. Thus, there is a clear case for targeted intervention.
- 2.6 This report sets out that case inability for intervention, and considers how best the needs of young people can be addressed. It seeks to provide young people with training and employment opportunities, working to stem the outward flow of young people from rural areas and recognising that the

long term sustainability of the rural border region depends on retain young people.

3.0 Statement of Need

- 3.1 This section sets out the policy and strategic framework for the overall Truagh regeneration framework and the Youth Development project in particular. It considers the policy priorities and implications for development of a youth intervention and how this can fit alongside existing and planned interventions.
- 3.2 The section further examines the socio-economic profile for the Truagh sub-region, with particular implications for young people. This data is further backed up by direct consultation which has informed the regeneration framework and project identification process.
- 3.3 Collectively this information provides a clear context for social and economic development in the North Monaghan region, providing both the border community and key stakeholders with a rationale for action.

Strategic Context

National Report for Ireland on Strategies for Social Protection and Social Inclusion

- 3.4 The report recognises that poverty and social exclusion impact on quality of life of families and communities across the island of Ireland, and that the creation of a more inclusive society by alleviating social exclusion, poverty and deprivation is a continuing challenge for local communities. At policy level, therefore, it is clear that there exists willingness to move forward to promote inclusion and integration. This approach can benefit the Truagh partners, many of whom work hard to ensure that the most marginalised and vulnerable members of their communities are supported to have their needs met.

National Development Plan

- 3.5 As well as tackling poverty and social exclusion within the most disadvantaged urban areas, the National Development Plan outlines how the Local Development Social Inclusion Sub-Programme will seek to support locally based social inclusion measures with a particular focus on supporting people and communities suffering disadvantage and exclusion. Delivered through Pobal, the Programme aims to promote social inclusion and contribute to achieving objectives under the National Action Plan for Social Inclusion.

It will involve funds and support to promote social inclusion at local level, targeting the most disadvantaged areas, groups and individuals, particularly those experiencing cumulative disadvantage. Local actions delivered through partnership models such as Truagh Area Development Limited will complement and add value to other services for disadvantaged communities and people.

Promotion of social inclusion embraces both economic and social development, including employment, education and training, health and well being and community cohesion. By seeking to engage socially excluded groups and individuals in the development and implementation of policies and programmes impacting on their lives, opportunity exists for marginalised groups in Truagh to experience greater participation in community and economic life.

National Strategy for Action on Suicide Prevention 2005-2014

- 3.6 The strategy identifies that more people die by suicide in Ireland each year than in road traffic accidents, with youth suicide rates in Ireland the fifth highest in the European Union (World Health Organisation, 2005). Older people, especially older men, may also be vulnerable while deliberate self harm is also a significant problem. The strategy advocates a framework to identify actions delivered through cross sectoral partnership working between statutory, voluntary and community groups and individuals, recognising the holistic approach required in suicide prevention.

The vision of the strategy is of a society where life is valued across all age groups, where the young learn from and are strengthened by the experiences of others and where the needs of those who are going through a hard time are met in a caring way. Among the objectives identified are:

- To equip the youth sector with the resources needed to provide support to all young people, especially those who may be disadvantaged or at increased risk and to reflect the voice of young people in the planning and development of services
- To develop formal and structured partnerships between voluntary and community organisations and the statutory sector in order to support and strengthen community

based suicide prevention, mental health promotion and bereavement support initiatives

- To support the role of churches and religious groups in providing pastoral care to the community and in promoting positive mental health, especially after a death by suicide

The strategy identifies at risk groups such as young men in rural areas who no longer have a clear pathway into farming as a way of life due to the changing nature of agriculture and declining farm incomes. These are key groups in the Truagh area in need of support.

National Youth Council of Ireland

3.7 The National Youth Council of Ireland is the representative body for national voluntary youth work organisations in

NYCI's vision is one where all young persons are empowered to develop the skills and confidence to fully participate as active citizens in an inclusive society.

National Youth Council of Ireland

Ireland, representing the interests of voluntary youth organisations. The organisation seeks to support the empowerment of young people through skills development and confidence building, enabling this key target group to participate fully as valued and active citizens in an inclusive society.

There are a number of fields of work which young people across the Truagh area can benefit from, including:-

- Advocacy, which has recently focused on key areas relevant to the Truagh community such as unemployment, education, health, active citizenship and social inclusion
- Interculturalism which seeks to promote interaction and collaboration among different cultures, ethnicities or religions with the aim of developing understanding, respect and equality
- Youth Arts – the Truagh area has a wealth of artistic talent and the NYCI Arts programme seeks to promote and develop work of this nature
- Youth Health – delivered in partnership with HSE and the Department of Children and Youth Affairs, NYCI's Youth Health programme aims to provide a comprehensive health promotion and education programme to youth organisations and youth workers. This work takes the form of programmes and interventions tailored to the needs of youth organisations and also provides training and support for workers and

volunteers who implement these programmes, which can add value to the work of the Truagh volunteers.

Summary of the Strategic Context

3.8 Supporting vulnerable groups is a key priority for the Truagh groups as they work to create a sustainable and vibrant rural border region. There are a range of stakeholders working in the field of social inclusion, targeting specific groups and these can add value to the work planned by the project partners.

In order to ensure a strategic and coordinated approach to social inclusion and vulnerable people, it will be necessary to ensure emerging programmes add value to existing or planned interventions and target those genuinely at risk of isolation and exclusion. Active participation by the Truagh groups will be required, in order to develop a grass roots approach where local contacts and knowledge can be used to access those most at risk. Potential action areas which fit with the identified policy and strategic framework may include:-

- Men’s Shed
- Be-friending schemes
- Handyman services
- Outreach information and advice
- Home security and personal safety

Socio-Economic Profile

3.9 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, Ardaghy, Dawn, Broomfield, Carrickroe, Clara, Clontibret, Connons, Corcaghan, Corduff, Donaghmoyne, Doohamlet, Drum, Knockatallon, Knockconan, Laragh, Latton, Lisdoonan, Lough Egish, Magheracluone, Mullan, Oram, Tydavnet, Tyholland	100 - 300

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.

3.10 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%

3.11 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%

The Truagh region is host to a higher rate of young people than the County Monaghan norm or the average for the State. In particular, more than one third of the population of the Figullar Electoral Division is aged under 19. This presents significant challenges for service providers in ensuring that youth provision is at the forefront of service delivery across the Truagh area. This is particularly important given the rurality of the area and the challenges which young people in particular will experience in accessing service provision.

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.

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+)

3.12 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.

For those occupied in home duties, the risk of isolation in a rural border catchment such as Truagh is significant. The Shanmullagh Electoral District in particular records over one fifth (21%) occupied by home duties while it also records the lowest level of those at work – just over half at 51.1%. Targeted interventions will be required, therefore, across the Truagh area, including working with key economic/employment stakeholders to ensure pockets at particular risk of economic disadvantage are supported.

Number of People with a Third Level Qualification

3.13 The following table sets out the percentage of people with third level qualifications:

Area	Percentage of People with Third Level Qualifications
Bragan	7%
Derrygorry	10%
Figullar	17%
Shanmullagh	14%
Anketell Grove	19%
Truagh average	13%
Monaghan Co.	18%
State	24.5%

Two of the Electoral Districts (Bragan and Derrygorry) perform significantly below the average for the County, resulting in a sub-regional average for Truagh which is 5% below the County average of 18%. This low educational attainment at third level represents a serious obstacle to economic regeneration in the area and highlights that pockets within the wider sub-regional are at considerable risk of economic disadvantage. Given the higher than average proportion of young people in the Truagh area, efforts to support educational progression routes, including proceeding to third level, should form a core element of the development framework.

This should seek to build upon the work and progress already undertaken by the Truagh group in developing the Blackwater Learning Centre in recognition of the area's poor educational performance.

Access to Information Technology

3.14 In today's fast moving environment, access to information technology and internet access is essential, particularly in relation to education and business development. The picture across the Truagh sub-region is varied, some areas performing better than others. Again this highlights the need for the sub-region to develop a co-ordinated and strategic approach to regeneration in order that economic and social renewal can benefit all rural dwellers.

Region	Private Households with a personal computer %	Private Households with internet access
Bragan	49%	36%
Derrygorry	60%	39%
Figullar	64%	49%
Shanmullagh	43%	35%
Anketell Grove	56%	48%
Truagh average	54%	41%
Monaghan Co.	51%	40%
State	57%	47%

Migration to 2011

County	2002 - 2006	2006 - 2011
Monaghan	10.6	8.4
State	11.7	5.4

The table above illustrates the average annual rate of estimated net migration to 2011 for Monaghan county when compared against the State average.

Consultation Feedback

3.15 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:-

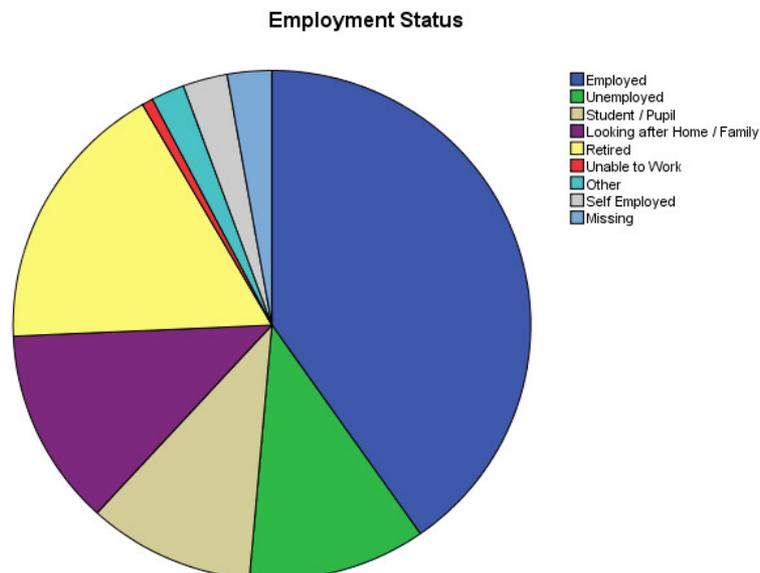
Employment	17%
Health Centre	14%
Rural Transport	14%
Education and Adult Training Provision	11%
Shop	11%
Recreation/Sports facilities/centre	9%
Community Integration	9%
Playground	9%
Maximise use of existing facilities and services	7%
Security alert, community alert	7%

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.

Employment Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	58	40.3	41.4	41.4
	Unemployed	16	11.1	11.4	52.9
	Student / Pupil	15	10.4	10.7	63.6
	Looking after Home / Family	18	12.5	12.9	76.4
	Retired	25	17.4	17.9	94.3
	Unable to Work	1	.7	.7	95.0
	Other	3	2.1	2.1	97.1
	Self Employed	4	2.8	2.9	100.0
	Total	140	97.2	100.0	
Missing	No Response	4	2.8		
Total		144	100.0		



The chart above identifies that significant proportions of the Truagh 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.

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 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.

Consultation Summary

3.16 The following table summarises the baseline position

What's Good About Truagh...	
<ul style="list-style-type: none"> • Young people are keen to remain in the area given the appropriate opportunity • There are high levels of voluntary activity, and a strong community spirit • Childcare provision is good – a real achievement in a rural area • There is emerging youth leadership which lead events and are willing to lead projects 	<ul style="list-style-type: none"> • The area has a strong entrepreneurial culture • Sites exist • Opportunity exists to take forward social enterprises which can provide valuable training and employment opportunities for young people • There are important building blocks upon which to build – Blackwater Learning Centre, sporting facilities, Stepping Stones
What's Not So Good About Truagh...	

<ul style="list-style-type: none">• Experience of service provision is varied• Transport is a major issue for the area; young people have difficulty accessing services• There is a feeling among young people that they do not have a say on local issues	<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• 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 proposed as a Vision Statement for the North Monaghan catchment:

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.'

Aims and Objectives

The Youth Development project has the following aims and objectives:

Aim

To support young people to remain in the North Monaghan area through developing actions which can enable young people to make a social and economic contribution to the border community

Objectives

- To provide a space for young people; planned, led and managed by them
- to provide young people with access to training and employment opportunities via a social economy model
- to develop programmes to increase interaction among young people, increasing activity for young people in the border region
- to enhance employment opportunities for young people through provision of high quality, accessible capacity building
- provide opportunity for young people's voices to be articulated at community level through inter-generational working

4.2 Following a robust consultation process which informed project identification and development, a series of potential project actions were identified. These are presented in the following table:-

Young People and Youth Leadership Project Outline	
Element	Description
Youth Farm	<p>This proposal is to develop a youth led 'Farm' as a focal point for a range of activities including:</p> <ol style="list-style-type: none"> 1. Youth Growing (allotments) 2. Animal Rearing and Caring 3. Youth Enterprise (Food, Craft and Activities)...host a Country Market Model/Taste of Truagh 4. Facilitating Visiting Groups...part of an activity visitor offer 5. Youth drop in/training and resource centre 6. Safe Zone <p>The project will require the identification of a suitable 2-3 acre site (purchase or long lease), the development of a concept, capital investment in facilities and the provision of a Management and Co-ordination function. Appendix A contains an Architects concept for the project.</p> <p>To date, three potential sites have been identified for the Youth Farm, as follows:-</p> <ul style="list-style-type: none"> • Mullabryan, Emyvale, Co. Monaghan (Parish property) • Errigal, Emyvale, Co. Monaghan • Fortsingleton, Emyvale, Co. Monaghan (preferable option)
Youth Theatre/Events Project	<p>There is a track record of theatre and local productions in the area. It is proposed to examine a youth theatre model; which would address challenging or topical issues and perhaps operate on a touring model using a mobile stage concept which could be used for schools and community events/festivals. The business plan will examine the potential to operate the project on a rural social economy model (based on the BEAM Creative Network model).</p>

Youth Leadership Development Project	This could be a Community Services/Workability model which helps to marry the development of Youth Leadership skills with supporting young people to access work.
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Project Prioritisation

4.3 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	Youth Farm	Youth Theatre	Youth Leadership Programme
Need Confirmed	8	8	8
Create Displacement	10	9	5
Complement Existing Provision	9	9	4
Site Availability	6	5	8
Meets Cavan Monaghan Leader Criteria	9	8	4
Capacity to Deliver	7	8	9
Score	49	47	38
Rank	1	2	3

4.4 On the basis of the above table, the Youth Farm was selected as the priority project to be worked up for submission to Cavan Monaghan LEADER in the first instance.

Youth Farm

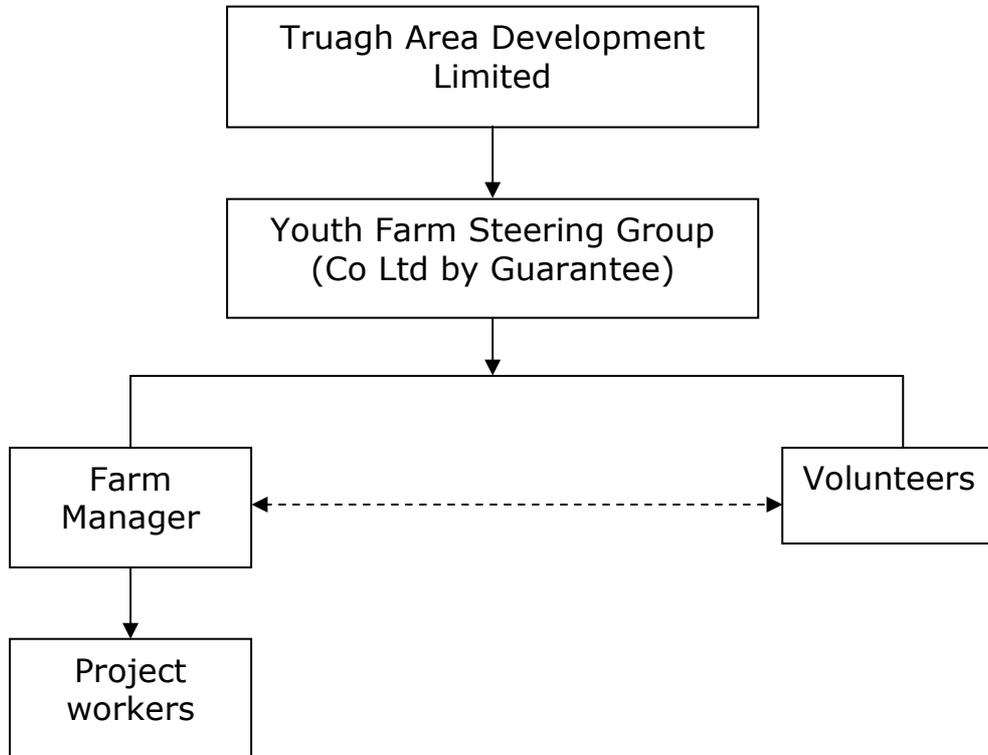
4.5 The Youth Farm will provide a range of skills and experience for young people, including:-

- horticultural skills
- healthy eating
- animal welfare and management
- facility management and maintenance
- promotion and marketing
- communication skills

- financial management
- volunteer opportunities
- rural tourism, including seasonal activities
- farm markets

5.0 Operational Structure

5.1 This section outlines the operational structure for the Youth Farm, 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 Youth Farm. 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 • Putting in place all leases and insurances (building structure) • Ensure that applications are made for any revenue grant opportunities identified on an annual basis

Youth Farm Steering Group (the group will become incorporated as a company limited by guarantee in order to apply for funding and lead the project)	The Youth Farm Steering Group will be responsible for operation and management of the Farm. This will include working closely with the Farm Manager, in addition to:- <ul style="list-style-type: none"> • Activity programme development • Promotion and outreach • Fundraising • Monitoring and evaluation
Project Manager	The Youth Farm Project Manager will be responsible for day to day operation and management of the Farm. This will include:- <ul style="list-style-type: none"> • Management of staff and volunteers • Managing bookings and visiting groups/users • Animal welfare • Food production
Project Workers and Volunteers	Project Workers and Volunteers will work under the supervision of the Farm Manager, undertaking day to day tasks around animal welfare, food production, farm maintenance and hosting visits.

Management Capacity

5.3 The project promoters understand the need for robust project management processes. The management committee will comprise a comprehensive skills set to take forward the project in an effective and efficient manner. The following table sets out the skills brought by the project promoters; a detailed skills profile for each member is attached as an Appendix to this report:-

Area	Skills, Experience and Qualifications
Engaging Young People	<ul style="list-style-type: none"> • Provision of training and employment opportunities for young people • Education and personal development of young people • Challenging young people to maximise potential and achieve goals • Provision of activities for young people – community festival • Ongoing involvement with Youth Action Northern • Arts and sporting provision for young people
Project Management	<ul style="list-style-type: none"> • Events Management • Festival development and management

	<ul style="list-style-type: none"> • Recruitment and staff training • Working to targets and deadlines • Environmental project management • Taste of Truagh – celebration of local produce and services over 400 participants. • Rural Respect Week - Bringing Music together over 200 participants
Rural Development	<ul style="list-style-type: none"> • Voluntary participation in local development organisation to support the rural area • Facilitation of service delivery to the local rural community • Rural dwellers with extensive farming experience
Managing Budgets (including public funding)	<ul style="list-style-type: none"> • Financial management and administration, including IFI funding • Managing projects within budget • Financial and accounting qualifications • Forecasting sales and salary costs • Attending regular budget meetings • Liaising with local financial institutions
Marketing and Promotion	<ul style="list-style-type: none"> • Hospitality advertising and marketing • Attending trade shows • Training including NICVA and OCN • Television experience • Online promotion – social networking • Organising site visits with clients • Identifying and winning new business opportunities, cold calling clients • Promotion in newspapers and on website
Fundraising	<ul style="list-style-type: none"> • Charity fundraising • Promoting sponsorship opportunities • Securing community contribution
Business Management	<ul style="list-style-type: none"> • Events management • Staff management • Preparing proposals, tenders, documents and contracts • Meeting with and building relationships with potential and existing clients • Project, management practice and financial management skills • Communication qualifications

6.0 Financial Information

6.1 The table below outlines the estimated project costs for each of the emerging projects.

Element	Capital Items	Indicative Costs	Revenue Items	Indicative Costs	Total Costs
Youth Farm	<ol style="list-style-type: none"> 1. Land purchase (or long lease) 2. Develop the facility (possibly phased with P1 focusing on the Youth Farm, P2 on the activity offer and P3 on a Taste of Truagh/Farmers Market/Enterprise Zone) 3. Office furniture and fit out 	<ol style="list-style-type: none"> 1. 20,000 2. 150,000(P1) 3. 10,000 	<ol style="list-style-type: none"> 1. Project Co-ordination (P2) 2. Overheads (P1) 3. Programme Costs (P3) 	<ol style="list-style-type: none"> 1. 60,000 across two years (P2) 2. 40,000 over two years (P1) 3. 60,000 across two years (P2-3) 	<p>340,000</p> <p>P1 €190,000 Appendix B contains a cost estimate for the project.</p>
Youth Theatre	<ol style="list-style-type: none"> 1. Mobile Theatre Pod/Performance system 2. Audio and sound systems 3. Storage 	<ol style="list-style-type: none"> 1. 100,000 2. 60,000 3. 50,000 	<ol style="list-style-type: none"> 1. Project Co-ordination 2. Overheads 3. Programme Costs 	<ol style="list-style-type: none"> 1. 60,000 across two years 2. 30,000 over two years 3. 30,000 over two years 	330,000
Youth Leadership	NA	NA	<ol style="list-style-type: none"> 1. Programme Costs 	<ol style="list-style-type: none"> 1. 30,000 across two years 	30,000
TOTAL PROJECT					700,000

COSTS					
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Funding Strategy

6.2 The following funding strategy has been developed for the prioritised project – the Youth Farm (phase 1).

Cost Centre	Indicative Costs	Potential Funding Source	Amount
Land purchase (or long lease)	20,000	TDAL Funding	20,000
Facility development	150,000	Cavan Monaghan LEADER @ 75%	112,500
Office furniture and fit out	10,000	Cavan Monaghan LEADER	7,500
Total Project Costs	180,000	Community fundraising	40,000

7.0 Promotion and Outreach

7.1 The sustainability of the Youth Farm will be dependent on a proactive outreach strategy which promotes the project to both the local North Monaghan community and wider afield, including cross border co-operation. To facilitate this, a marketing and promotional strategy is presented in the table below:

Objectives	Activities	Led by	Timeframe	Costs €
To ensure awareness of the project among the North Monaghan community	<ol style="list-style-type: none"> 1. Youth Farm presentation to launch project construction 2. Official Youth Farm Launch 3. Community Open Day 4. Engage local youth groups/networks 5. Project Newsletter 6. Social media communication including text, twitter and facebook 	TDAL and Steering Group	Month 3	Time investment 1,500 launch costs including open day
To generate income from paying users	<ol style="list-style-type: none"> 1. Develop promotional materials and a web/social media presence 2. Provide family and group booking offers 3. Promote a monthly events programme in local and regional press 	Project Manager in partnership with Steering Group	Month 1 and ongoing	2,000
Develop an online presence	<ol style="list-style-type: none"> 1. development of a website with links to all TDAL promoted projects, 	TDAL and Steering Group	Month 6	Webhosting and maintenance

	including Youth Farm, Men's Shed and business support programme			
To raise awareness of the Farm through Farm markets, craft fairs and community fun days	2. Develop an annual activity programme:- <ul style="list-style-type: none"> • Farm Market • Community Fun Days • Food Festival – Taste of Truagh 	Farm Manager	Annually	3,000 per annum

8.0 Monitoring and Evaluation

8.1 The following table sets out the monitoring framework for the Youth Farm. It 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
Young People Engaged	<ul style="list-style-type: none"> • Registration Forms 	Monthly	Initially Volunteers and the Farm Project Manager
Visitor Numbers	<p>Each booking will be logged on a daily booking register which will record:</p> <ul style="list-style-type: none"> • Date • Number of Users • Age range of users • Location • Activity • Duration of stay • Contact details 	Daily and presented in the monthly Project Manager's Report	Farm Project Manager Project workers
Revenues Generated from service provision	<p>The project will operate a dedicated computerised accounts package. Each revenue type will be recorded in terms of bookings and payment in an electronic accounts package detailing income from:-</p> <ul style="list-style-type: none"> • Allotments • Farm shop • Visits 	Monthly management accounts and annual accounts	Project Manager will report to the Steering Group and Truagh Board

9.0 Risk Register

9.1 The Truagh promoters have developed a Risk Register in order to identify how they will address risk and remove challenges to the Youth Farm meeting its targets for sustainability:-

Risk	Description	Contingency
Sustainability	Viability of the farm is affected by low user numbers and income generation	<p>Fundraising and marketing strategies have been developed. These will promote the Farm to both the local NMonaghan community and a wider visitor base.</p> <p>Regular project management and financial monitoring will be undertaken to ensure the Farm remains on course to achieve its targets.</p>
Land availability	Inability to locate a suitable site for the Farm.	<p>To date, three potential sites in the Emyvale area have been identified for the Youth Farm, namely:-</p> <ul style="list-style-type: none"> • Mullabryan • Errigal • Fortsingleton <p>These sites will be pursued to identify the most appropriate, including liaison with landowners.</p>
Match funding	Inability to generate match funding to implement the project	The project promoters have a wealth of experience in fundraising for community based projects and will undertake a comprehensive

		fundraising strategy.
Lack of business management experience	Project promoters do not have the capacity necessary to implement and manage the project	Through a mix of direct business experience, qualifications and training, the promoters have a solid skills and experience foundation to support the Youth Farm. This includes experience in key areas such as:- <ul style="list-style-type: none"> • Financial management • Staff recruitment and selection • Managing funding • Marketing and outreach
Innovative nature of the project	The project represents a unique approach to youth engagement	The Youth Farm builds on the strengths and characteristics of the Truagh community, providing direct training and employment opportunities for young people. The area's tradition of farming and food production will be key assets to the project.
Ability to manage a wide range of activities	Project promoters are unable to manage the multiple activities to be based on the Farm	The team assembled to manage the project have extensive experience in managing multiple assignments. Core skills include project management, while appointment of a Farm Manager post will provide central co-ordination of all activities.
Lack of transport/accessibility	Poor transport infrastructure and access will limit	The Youth Farm will be developed as part of an overall regeneration

	user numbers	programme for North Monaghan. A core aspect will be identifying solutions for transport provision, working with both community and private transport providers.
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