Leitrim Integrated Development Company

......a community lives by the hands that built it
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Chapter 1 – Introduction and Background

1.1 Introduction

Leitrim Integrated Development Company presents this application under the National Rural Development Programme 2007-2013 within the context of a challenged rural economy and quality of life variables that are susceptible to external threats and internal weaknesses. Yet, we face the next five years with ambitious optimism. We see this programme as offering County Leitrim the tools and resources to respond to the Lisbon and Gothenburg agendas of strong economic performance hand in hand with sustainable use of natural resources and building resilient communities. We have been guided by clearly discernable, well-documented socio-economic trends and policy imperatives, which together will shape the spectrum of challenges, interventions, and service demands influencing this Rural Development Plan for County Leitrim.

Following the realisation of a very successful cohesion process, Leitrim Integrated Development Company will act as vehicle for translating the key proposals into fully developed interventions, setting these in motion and monitoring and evaluating the impact. We have been inspired by the vision of a thriving rural society contained in the National Rural Development Programme and have translated it into our own vision for County Leitrim. Based on extensive community and stakeholder consultations we have dared to push the boundaries of rural development to a new level of performance and ambition. The submissions received in the development of this plan have enabled us to develop and refine a comprehensive rural socio-economic development strategy in County Leitrim and we now seek the resources to deliver this.

This document is intended to act as the strategic business plan, implementation guide and funding under Measure 41 of the National Rural Development Programme for the proposed work plan of Leitrim Integrated Development Company during the period of the EAFRD-funded National Rural Development Programme, 2007-2013.

Our plan echoes the European Commission Regulation regarding the implementation of EAFRD by identifying the three key areas of focus for the programme as follows:

- Improving the competitiveness of the agriculture and forestry sectors;
- Improving the environment and the countryside by support for land management;
- Improving the quality of life in rural areas and encouraging diversification of economic activity.
Our objective is to provide the conditions for flourishing economic activity in rural areas to off-set declines in traditional economic sectors (agriculture, low value manufacturing, construction) and improve recreational and village infrastructure to enhance the quality of life for rural dwellers. It is proposed that this plan will be resourced and delivered in a manner that addresses these challenges and complements on-farm measures, to be delivered through Axis 3 and Axis 4 (LEADER) of the Rural Development Programme.

1.2 Submission Overview

The plan is structured in the following manner:

2) We set out the context for the Leitrim Integrated Development Company NRDP 2007 – 2013 by highlighting the scope of the agency, its insightful composition and competent resource base. We highlight the track record of Arigna LEADER and County Leitrim Partnership and the relevant actions contributing to the background to this plan, the phenomenal work programme under the last LEADER programme and the knowledge accumulated by the organisation in its role to date as a recognised model and delivery agent of ambitious best practice in rural development.

3) The document progresses to profile County Leitrim and examine the strategic EU and Irish National Policy contexts within which the application must adhere and aspire to in preparation for delivery of the 2007-13 Rural Development Programme, in recognition that this must assist in the national attainment of EU Community Objectives relating to Cohesion. Importantly we review the socio-economic profiling of County Leitrim which frames the proposed actions in terms of justification and context.

4) We highlight the proposed programme content in detail and identify the host of activities and actions therein as apply to Axis 3. A detailed delivery methodology and costing is presented for each action with outputs attributed to each funding strand. We have insisted that this methodology is influenced by best practice and designed to maximize the sustainability of impact of the proposed activities.

5) We present the financial profile of the project and our plans for robust Monitoring, Evaluation and Review.

6) Mindful of our responsibility to stimulate an outward looking region, we present our plans for co-operation internally in County Leitrim and on a national and transnational level.

7) Finally, we address the horizontal principles of the National Rural Development Programme. We add to the prerequisite measures through the inclusion of two additional principles - equality & diversity and communications.
Leitrim Integrated Development Company presents this application in a spirit of cohesion, progression, ambition and commitment to meeting the needs of our rural community which we have served and have developed an intimate understanding and as partners in cohesion have earned an honest respect within the community.

1.3 Applicant Details Including Company Name and CRO Number

Company Name : LEITRIM INTEGRATED DEVELOPMENT COMPANY LIMITED
Registration Date : 20/12/2007
CRO number : 451100

1.4 Location/Area

County Leitrim is situated in the North West of Ireland, bounded on the North by Donegal Bay and County Donegal; on the North and East by Counties Fermanagh and Cavan; on the South by County Longford and on the South-West and West by Counties Roscommon and Sligo. It is a border county and occupies an area of 1,876 km (613 sq. miles). Leitrim is largely an inland county but enjoys a three mile stretch of a coastline with the Atlantic Ocean, at Tullaghan. Lough Allen divides the county into two distinct topographical areas.

Leitrim is predominantly a rural county with a long history of declining population. While this trend has been reversed in both of last two intercensal periods, the National Spatial Strategy classifies Leitrim as a 'structurally weak rural area'. In 2006 only 30.4 percent of the population lived within a town or village (i.e. Tier 1, 2 and 3 centres), the remainder living in the countryside.

1.5 Process of Preparing Application

This strategy and application is informed by specific consultation and community planning actions conducted by the LEADER staff and feeding into the cohesed structure. While Arigna LEADER commenced planning for the Leitrim submission under the NRDP in June of 2007, the Leitrim Integrated Development Company’s engagement and input into the plan and the countdown process of preparing the Leitrim submission under the NRDP is outlined in detail in section 3.2, the highlights of same include
2008

21st May  Leitrim County Development Board & Leitrim Tourism, Planning workshops & consultation
4th June  Consultation Meeting with Leitrim Community Forum
4th June  Consultation meeting with 2nd Directors of Leitrim Integrated Development Body
5th June  Public Meeting Bee Park Resource Centre Manorhamilton
5th June  Public Meeting Bush Hotel Carrick on Shannon
Friday 13th June Closing date for receipt of written submissions to the plan
Friday 13th June Consultation meetings to be completed with all stakeholders
Thurs 19th June Consultation meeting with 2nd Directors of Leitrim Integrated Development Company.
Thurs 26th June Plan to be presented to the Board of Arigna LEADER for acceptance and recommendation to Leitrim Integrated Development Company
Thurs 26th June Plan presented for approval to the Board of Leitrim Integrated Development Company Ltd
Thursday 3rd July Ratification of final Plan by Board of Leitrim Integrated Development Company Ltd
Friday 4th July Submission of completed plan to the Minister for Community Rural & Gaeltacht Affairs by Leitrim Integrated Development Company

1.6 Structure of Application Document

The plan is structured in the following manner reflecting the template issued by the Department of Rural, Gaeltacht and Rural Affairs in the development of this document. We present the remaining sections:-

Chapter 2 The Group
Chapter 3 Needs Assessment
Chapter 4 The Programme
Chapter 5 Financial Plan, Monitoring, Evaluation and Review
Chapter 6 Networking and Co-operation
Chapter 7 Horizontal Principles
Chapter 8 Appendices and supporting documentation
Chapter 2 – The Group

2.1 Group Background - Leitrim Integrated Development Company

Leitrim Integrated Development Company was incorporated in December 2007 as a company limited by guarantee in accordance with the Department of Community Rural & Gaeltacht Affairs Cohesion Memorandum 04/07A (issued 1st of October 2007). The new cohesed entity will be responsible for the operation of programmes currently delivered by County Leitrim Partnership and Arigna LEADER in respect of County Leitrim. It is the applicant body for Co Leitrim for funding under the new National Rural Development Programme 2007-2013.

The company is well established, the first Directors of the Leitrim Integrated Development Company have resigned and the second directors have taken up their directorships and have held three full Board meetings. In May 2008, Joseph Gilhooley, Director of Services, Community & Enterprise, Leitrim County Council and his staff in partnership with the Community Forum oversaw a comprehensive community & voluntary sector election process for County Leitrim. The process engaged the wide spectrum of 352 registered community & voluntary organisations of whom a very impressive 310 exercised their right to vote. This is a clear validation of the level of interest and support in the new entity and the programmes it will deliver for community benefit.

The objectives of the company as set out in the articles and memorandums are as follows:-

*The main object of the Company is to promote, support, assist and engage in (a) social development (b) enterprise development to facilitate rural and urban regeneration or (c) community development, designed to benefit and promote the welfare of local communities or to deal with causes and consequences of social and economic disadvantage or poverty.*
The company will:

1. Promote social inclusion through community initiatives and through inputting as required into policy formulation at the local and national levels
2. Promote economic development and to increase employment and enterprise, including and in particular through the provision of education and training and to input as required into policy formulation at the local and national levels.
3. Promote wider participation in voluntary activity and to promote the networking of community and voluntary organisations
4. Provide local community rural development and or local community urban development through community initiatives for social, economic and cultural renewal
5. Promote social inclusion, to promote economic development, to increase employment and enterprise, including and in particular the provision of education and training and promoted wider participation in voluntary activity
6. Provide support through initiatives involving the allocation of grant monies
7. Have regard to the strategic objectives as set out in the National Rural Development Programmes and or the Local Development Social Inclusion Programme and such other extending or replacing programme as may time to time be adopted by the Government of Ireland
8. Work as a non exclusive development agency in conjunction and liaison with state agencies, structures and local authorities in seeking to achieve its objectives
9. Adopt a cohesive approach with other national and local agencies, including County Enterprise Boards and in particular County and City Development Boards, to ensure and integrated approach to service delivery at local level
10. Support the development of resource based activities including business, tourism and forestry
11. Promote equality of opportunity in the assessment of applications for aid
12. Promote, support, assist and engage in activities in support of the development of infrastructure
2.1.1 Board Member Profiles

The Statutory Pillar

Joe O Donnell - Dept of Social and Family Affairs representative
Joe is an Assistant Principal Officer with the Dept of Social and Family Affairs and based in the Regional Office, Government Buildings, Sligo. Joe’s area of responsibility is the Employment Supports interventions in counties Sligo, Leitrim and Donegal which includes back to Work, Back to Education, Training and Development for people wishing to return to the workforce in key target groups of Long Term Unemployed, Lone Parents and People with Disabilities and socially deprived groups which include travellers, ex prisoners etc. He is a long standing member of the Board of Leitrim Partnership and a member of the Enterprise and Economic Development Sub-Committee.

Tom Grady – FAS representative
Tom is Assistant Manager of FÁS Training Services based at the FÁS Training Centre in Sligo. Tom has a strong interest in local facilities development, e.g. Childcare and GAA. He has many years work experience in industry in addition to training and education. He holds qualifications in Engineering, Training & Education and Management.

Cllr Sinead Guckian- Leitrim County Enterprise Board Representative
Cllr Guckian is a member of Leitrim County Council, first elected in 1999 and re-elected in 2004. She has held the position of Cathaoirleach of the county on two occasions, 2001-2002 and 2006-2007. Cllr Guckian is a member of a number of statutory committees and she is the representative from the County Enterprise Board of which she has been a Director since 1999. She is also a Director of the Leitrim Design House. She is the Vice Chairperson of the Local Authority Members Association, LAMA, the national representative body for Councillors. She is a Drumsna native and is a active member of many of the voluntary organisations in the area. She is a graduate of the Institute of Technology Sligo where she received a National Diploma in Computing and a B.A. in Fine Art. and also a graduate of the Irish institute of Purchasing and Materials Management.

Martin Henry – Teagasc representative
Martin Henry is Chief Agricultural Officer, Teagasc, the National Advisory Service for farmers. Martin is based in Sligo and is responsible for Counties Leitrim and Sligo. His presence on the Board ensures complementarity between the two organisations in dealings with the agriculture sector.
Donall O’Scolai – Leitrim Vocational Educational Committee Representative

Donall is the Adult Education Officer with Co. Leitrim VEC since 1979 and is involved with all aspects of education through Adult and Further Education initiatives and projects. He is an active volunteer in the community and participate all types of organisations at various levels on behalf of the VEC and as a voluntary member going back over 40 years.

Noelle Cawley – Failte Ireland North West Representative

Noelle Cawley is Product and Marketing Development Officer and is representative of Fáilte Ireland North West. Strategic goals for Leitrim in Fáilte Ireland’s tourism development plan 2008-2010 include develop new reasons to visit, improve infrastructure & the tourism product, utilise and grow cultural and heritage resources. Noelle works closely with agencies in Leitrim such as Leitrim County Council and Leitrim Tourism and looks forward to additional inter-agency work with Leitrim Integrated Development Company.

The Community & Voluntary Pillar

Gerry Mc Gourty- Dromahair Electoral area

Gerry is a part-time farmer in Ballinaglera, a member of Leitrim County Development Board and Leitrim Community Forum. Gerry is Vice Chairman of Rural Lift and he is hugely involved in local community organisations.

Kathy Travers Kelly, Dromahair Electoral area

Kathy is actively involved in community development and is treasurer of Killargue Tennis & Basketball Club since the club’s formation. She is a member of the North Leitrim Community Development Network and Director of County Leitrim Partnership. Kathy is employed as Executive Officer in the Department of Environment, Ballina, Co. Mayo.

Gerry McMorrow – Manorhamilton Electoral area

Gerry is actively involved in community and tourism development in North Leitrim through his voluntary work with Glenfarne Community Development Trust Limited and he has been one of the pioneers of the revitalisation of the “Ballroom of Romance” in Glenfarne. Gerry sits on the North Leitrim Community Network. He is a member of Leitrim Community Forum and he is a past Secretary of this body. Gerry also represents Leitrim Community Forum on the Regional Border Forum.
Mary Margaret Parsons – Manorhamilton Electoral area
Mary has an in-depth knowledge of community development through her voluntary work with The North Leitrim Women's Centre and The Bee Park Community Centre; she also sits on two networks, The North Leitrim Community Network and The Residents Association Network. Mary Margaret is a member of the Community Forum and a passed chairperson of this body thus having a wide understanding of the community sector and their remits for the whole of the country; she also studied in this field and has a Diploma in Community Development.

Siobhan Mc Elgunn – Carrick-on-Shannon Electoral area
Siobhan Mc Elgunn lives in Hartley Carrick-on-Shannon Co. Leitrim. She is deputy principal of St. Joseph's Primary School Leitrim Village. Siobhan is also a member of Community Forum, Leitrim. As a member of St. Mary's Church Choir and The Millennium Choir, she has also participated in Scor Sinsir - ballad group representing Co. Liatroma at Provincial and All-Ireland level. Siobhan is currently Membership Officer of Carrick-on-Shannon Chamber of Commerce. An active member of Hartley Residents Association and Chairperson 2005-2007, Siobhan is a Past President of Junior Chamber Carrick-on-Shannon and while a member was on a series of Festival Committees.

Michael Duignan - Ck on Shannon Electoral area
Michael is the current President of St Vincent de Paul Carrick on Shannon & member since 1995. Michael is the local organiser of Irish Blood Donors Clinic Carrick on Shannon area; a member of Leitrim Talking Newspaper Group for the visually impaired; Former President of Carrick on Shannon Junior Chamber; Former Committee Chairperson & member of Carrick on Shannon Junior Chamber Community & Arts Festival 1988 to 1999; County Leitrim Co-ordinator for Leitrim People in Need Telethon 1993 & 1995; Former member of Carrick on Shannon Athletic Club, Soccer Club & Rowing Club. Michael has 25 years experience as a volunteer working within the community in the Carrick on Shannon area.

Michael Dolan, Ballinamore Electoral area
Michael is a farmer, IFA member and secondary school teacher in Carrigallen, Co. Leitrim. He is deeply involved in community development in the Ballinamore area as Secretary of Ballinamore Development Company, Chairperson of Ballinamore Community Council and Treasurer of Ballinamore Athletics. Michael is Company Secretary of Arigna LEADER. Michael was Former Technical Manager with C.S.Laird Ltd., Drumshanbo and Former Training Advisor with the National Training Authority delivering in Company Instructor and Supervisor Development Programmes in the Food, Chemical and Engineering Industries.
Helen Doherty Harte – Ballinamore Electoral area
Helen is actively involved in the local community through - Director of Ballinamore Development Company, Treasurer of Ballinamore Drama Festival, and Vice Chairperson of Ballinamore Childcare Ltd. Previously Manager of Ballinamore Credit Union, Financial Accountant for a number of National and International Companies. Helen is also a member of the Community Forum, Leitrim.

The National Social Partnership Pillar

Gerry Phillips – Business Sector Representative
Gerry is International Director of Logistics - Masonite Corporation. Since 2002, Gerry has sat on Leitrim Partnership Board of Directors and Enterprise and Economic Development Sub Committee. Gerry is a member of the Irish Chartered Institute of Logistics and Transport since 1997.

Pat Monahan - Irish Farmers Association Representative.
Pat is a full time farmer and former Chairman of Leitrim IFA and Vice President Connaught IFA. He has been a board member of County Leitrim Partnership since 1996 and Chairperson since 2002. Pat is also a board member of Golden Vale Marts Group and had been involved in community work at local and county level for many years.

James Gallagher – Irish Co-Operatives Society & Irish Farming Pillar representative
James has in-depth knowledge of farming issues and challenges as a farmer in North Leitrim and contributor to the numerous National Organisations. James currently contributes and sits on the following Boards; Connaught Gold, Council of ICOS (Irish Co-Operatives Organisation Society) and the Board of Agri-Aware. James's role within IFA is multi faceted, being Secretary of Leitrim IFA for the last four years and he is current Chairperson of Leitrim Hill Farming Committee within IFA.

Declan Ferry – Trade Union representative
Declan was nominated to the Board by the Irish Congress of Trade Unions and he is honorary elected Official of SIPTU and branch organiser of the Cavan and Leitrim branches.

The Local Government Pillar

Cllr. Paddy O’Rourke – Ballinamore Electoral area, Local Government representative
Paddy is a farmer which he combines with an active involvement in community development as director in the following local community companies; Carrigallen Development Company, Cornmill Arts Theatre and Carrigallen Community Care. Paddy is also a Director on the Board of Arigna LEADER.
**Cllr. Francis Gilmartin – Dromahaire Electoral area, Local Government representative**

Francis is a Peace Commissioner and Chairperson of the Board of Management of Drumshanbo Vocational Educational School. Francis is involved in many community development organisations in the county such as: Care of the Elderly and Keshcarrigan Development Company. Francis is a Director of Leitrim Partnership.

**Cllr. Damien Brennan – Ballinamore Electoral area, Local Government representative**

Damien is Principal of a local Primary School in South Leitrim. He is a Director of Leitrim Partnership and combines this work with an active involvement in many community organisations in the County. Damien is also a member of Leitrim Vocational Educational Committee.

**Cllr. Thomas Mulligan – Carrick on Shannon Electoral area, Local Government representative**

Thomas is also involved in farming and local enterprise development; he has an active role driving community and enterprise development in Mohill. Thomas was involved in the establishment of Mohill Social & Economic Forum Limited and is very involved in the local chamber as well as many other local community development organisations. Thomas is a Director on the Board of Arigna LEADER.

**John Mc Guinness – County Manager nominee, Leitrim County Council representative**

John is Director of Services for Infrastructure provision in Leitrim County Council, John is a Civil Engineer by profession and he is actively involved in community development. John is Chairperson of Bornacoola community development association, former chairperson of the South Leitrim Community Network.

### 2.2 Track Record

Leitrim Integrated Development Company will subsume the functions and operations of the following organisations:-

#### 2.2.1 Arigna LEADER

Arigna Catchment Area Community Company (Arigna LEADER) was established in 1991 in response to the devastation, which resulted from the closure of the Arigna coalmines. At this time the Irish government through the Department of Energy established a task force to examine how best to develop the area affected by the closure. As one of the first rural development agencies to be put in place by an Irish government, Arigna LEADER has played a key role in addressing the lack of investment and job creation in the catchment area of Leitrim / North Roscommon. The principal objective of the company was to stimulate the revitalisation of the Arigna Catchment Area with particular emphasis on a 'bottom-up' approach and innovative community-led development initiatives. This was achieved through organising, co-ordinating and promoting local development activities.
and targeting projects and programmes, which are pioneering to the Catchment area. The Company has managed programmes covering all of County Leitrim and two thirds of the territory in Roscommon over the last 17 years.

Looking back on its track record, Arigna LEADER was selected to administer the LEADER I Pilot Programme with €2.8 million allocated in grant aid to the catchment. The company achieved a 97% take up of this sum by project promoters which, together with matching private funds, resulted in an investment of over €7.5 million in the catchment’s economy. The total investment resulted in the creation of 59 full-time and 41 part-time jobs. In addition 64 existing jobs were sustained with LEADER support. The Company was also successful in its bid for LEADER II and received a public funding allocation of €3 million in order to implement the LEADER II development plan over the four-year programme from 1996-2000. During the period, over 280 projects were supported creating 182 full-time and 64 part-time jobs and sustaining another 82 existing jobs leveraging over €5 million of investment in the catchment’s economy. The programme also embraced a very extensive animation and capacity building initiative covering promotion, direct animation assistance and co-ordination of activities with other agencies.

Arigna LEADER is regarded as one of the leading performers in local development practice; it has a proven track record and the ability to manage multi-based programmes. The company has built up this expertise over the course of 15 years working closely under the guidance of the Department of Agriculture Food & Forestry in the early 1990s and subsequently with the Department of Community, Rural & Gaeltacht Affairs. The company has also formed close working relationships with a wide platform of development agencies and other government bodies in leveraging additional programmes to benefit its catchment area - this includes Pobal, Interreg, Border Action/Peace and Skillnets programme.

A full evaluation has been completed on LEADER I and LEADER II and the economic impact of these programmes demonstrate the companies track record as follows

- 70% of LEADER I projects still trading / expanded current employees 215 people
- 80% of LEADER II still trading /expanded current employees 222

One of the core policies of the company is to ensure maximum funding is invested into projects on the ground with a highly efficient management team in place to oversee programmes keeping administration costs to a minimum. Arigna LEADER has administered in the region of 6 million euro in direct grant support this includes N.R.D.P funding, additional CLAR funding through community top up programme and the CLAR village enhancement programme.
Currently, the following programmes are being delivered:-

- **LEADER:** National Rural Development Programme 2000 – 2006, funded by the Department of Community Rural & Gaeltacht Affairs and the European Union
- **CLAR programmes:** Community initiative programme, three phase electricity & village enhancement, funded by the Department of Community Rural & Gaeltacht Affairs
- **Rural Social Scheme** funded by the Department of Community Rural & Gaeltacht Affairs

The following programmes have been completed recently:-

- **Rural Tourism Development Programme,** funded under the Special EU PEACE II programme, administered by ADM / CPA.
- **Creative Industries Development Programme,** supported by the INTERREG IIIA programme Ireland/Northern Ireland.
- **Renewable Energy Development Programme,** supported by the INTERREG IIIA programme Ireland/Northern Ireland.
- **Renewable Energy Installers Programme** funded under the Skillnets Accel Programme.

### 2.2.2 County Leitrim Partnership Company

County Leitrim Partnership was established in 1996. It runs the Local Development Social Inclusion Programme for the County. The LDSIP has three main areas of activity, i.e. Services to the Unemployed, Community Based Youth Initiatives and Community Development. It has a staff of 9 implementing these programmes. Until 2006 it operated a multi-annual plan. However, since 2006 it has been operating on an annual plan basis.

In addition to the LDSIP the Partnership is involved in the delivery of a variety of programmes including the National Childcare Investment Programme, FAS Community Employment Projects, Job Initiative, the Jobs Club, Migrants Programme, Leitrim Lifestart and Warmer Homes Community Services Programme. There are 73 people employed in these projects throughout the County administered by County Leitrim Partnership.
2.3 Group staffing and capability

As mentioned, Leitrim Integrated Development Company will incorporate the expertise of staff from Arigna LEADER to manage and deliver the Rural Development Programme in the entire area of County Leitrim with County Leitrim Partnership who manages the Local Social Inclusion Programme in County Leitrim. Each company brings a compliment of dedicated staff to the new entity as follows:

<table>
<thead>
<tr>
<th>Arigna LEADER</th>
<th>17 staff: Programme Manager, Development Manager, Financial Administrator/Controller, RSS Administrator, Tourism &amp; Walks Officer, Renewable Energy Engineer, Health &amp; Safety Officer, Rural Social Scheme Supervisors, Comhar LEADER na hEireann Secretariat.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim Partnership</td>
<td>9 staff: Programme Manager, Financial Controller, Evaluation and Performance Monitoring Officer, Secretary, two Community Development Workers, Rural Resource Worker, Enterprise and Economic Development Worker and Youth and Education Coordinator. The LDSIP staff liaises with, assists and supports the variety of projects listed above in addition to their LDSIP work.</td>
</tr>
</tbody>
</table>

2.4 Management Structures

After securing financial support from the Department of Community, Rural and Gaeltacht Affairs Leitrim Integrated Development Body are in the process of engaging a consultant to complete a change management plan. This consultant will review the interim divisions of the company and make appropriate recommendations to the board on appropriate staffing arrangements for the implementation of programmes currently managed by merging entities Arigna LEADER & County Leitrim Partnership.

It is appropriate to cite the terms of reference for this change management process:

- The merger will provide a new vision and working methods that will result in the co-ordinated delivery of the LDSIP and the Rural Development Programme to all of County Leitrim.

- A need for facilitated workshops for Board members, staff and stakeholders of Arigna LEADER and Leitrim Partnership Company as well as negotiations with the relevant trade unions.
• Development of a Change Management Plan for Leitrim to include the following,
  
  • Dissolution of existing companies
  • Audit of existing staff and their responsibilities and roles
  • HR issues arising from the merger
  • The roles and responsibilities of staff within the new company
  • The appointment of a Chief Executive and other key staff
  • Transfer of Undertakings
  • Transfer of assets and liabilities
  • Facilitation of separate and joint staff meetings
  • Facilitation of separate and joint Board meetings
  • Attendance/Facilitation of Cohesion Steering Committee meetings
  • Financial advice
  • Location of Central and Area Offices
  • New Logo and Organisational Image
  • Legal advice
  • Tax costs
  • Corporate planning for new company

The consultants will be appointed imminently as tenders are presently being assessed.

2.5 Financial Management Systems

Through its Change Management Plan, Leitrim Integrated Development Company will adopt and implement appropriate management systems including control and monitoring systems. The company will incorporate best practice established by Arigna LEADER in the operation and management of the LEADER programme and utilize prerequisite systems to oversee the programme. These will take into account Project Management, LEADER application system, Department Returns and procedures set down by the Department of Community Rural & Gaeltacht Affairs for the management of the Rural Development Programme.

2.6 Financial Status

Leitrim Integrated Development Company is registered company limited by guarantee; the company is solvent and tax compliant.
2.7 Compliance with Departmental Guidelines in relation to the membership and objectives of LAG

The board of Leitrim Integrated Development Company consists of 23 members as prescribed in Government Guidelines. In full compliance with the Department of Community Rural & Gaeltacht Affairs Cohesion Memorandum 04/07A (1.10.07), Leitrim Integrated Development Company was incorporated in December 2007 as a company limited by guarantee. Through a cohesion process, the company has been mandated for the operation of programmes currently delivered by County Leitrim Partnership and Arigna LEADER in respect of County Leitrim meeting all requirements of Department Guidelines.

2.8 I.T Systems & Capability

Leitrim Integrated Development Company will operate a range of ICT systems and network resources which will be utilised by the Board, Management and staff of the company in the delivery of the Rural Development Programme. These resources include:

- Fully integrated computer network in all offices
- Microsoft exchange software and email functionality
- Internal switchboard phone system in each of the relevant offices, centralised phone number as piloted through Cohesion process funded by Department of Community Rural & Gaeltacht Affairs
- Access to broadband
- Data projectors for communications, presentations and various events
- An existing compliment of peripherals, laptops, digital cameras associated registered software. i.e. Office 2007, Adobe, Photoshop. They system also includes Outlook Express for all staff, calendars to track staff location, holidays etc.

The ICT systems will support staff in delivery of programmes in programme management. These systems will be upgraded over the course of the programme to ensure necessary ICT hardware and software are in place so as to ensure the most efficient systems are in place to benefit the programme and public who will avail the services provided by the Company.

The systems will include the following:-

**Project Database**

Tracks applications from start to finish of each project ensuring accuracy and efficiency. The system allows for budgeting through to monitoring of amounts approved, paid, and remaining and the
manipulation of data to produce ad-hoc reports. The system tracks and records projects from date of acknowledgement through assessment, evaluation, board approval and payments to completion.

**Enquires Database**
Tracks queries from the general public and ensures all queries are followed up and processed by appropriate staff.

2.9 **Group Governance & Board Structure**

Leitrim Integrated Development Company was established as a result of a decision by Irish Government in April 2007 to establish one agency in any one area to manage and implement various rural and local development programmes. In terms of governance and structures, the legal entity Leitrim Integrated Development Company was established and 23 directors appointed using the following procedures as agreed by the Department of Community, Rural & Gaeltacht Affairs:-

| 8 Community Directors | Elected from each electoral area (Ballinamore, Carrick on Shannon, Dromahair & Manorhamilton) by local community groups. |

In May 2008, the process to elect these directors was as follows:-

- In conjunction with County Leitrim Community and Voluntary Forum, the company advertised the opportunity for all Community and Voluntary groups, who were not registered with the County Leitrim Community and Voluntary Forum to do. The staff of Arigna LEADER and County Leitrim Partnership ensured that all existing community groups on their individual databases also had the opportunity to register with the Forum.
- This registration entitled each group to nominate a person to seek election to the new Board of the Leitrim Integrated Development Company Ltd and to have a vote in the process.
- This opportunity was advertised in the local papers see appendix 2 for copies of advertisements.
- The election process took place on the basis of the four Leitrim County Council Electoral Areas – Ballinamore, Carrick-on-Shannon, Dromahair and Manorhamilton.
- Each Electoral Area were required to elect two people to sit on the Board (one male and one female). Only groups registered with the County Leitrim Community and Voluntary Forum were entitled to take part in the election process.
Requests for nominations for the Leitrim Integrated Development Company Ltd Board elections were issued to all registered Community and Voluntary groups on Wednesday, April 23 2008.

The closing date for receipt of nominations was 4pm on Friday, May 9 2008.

Details of the nominated candidates for the Leitrim Integrated Development Company Ltd Board elections, and other matters associated with the elections, were issued to each registered Community and Voluntary group on Tuesday, May 12, 2008.

These elections were held as follows –

- **Ballinamore Community Centre, Monday night, May 19 at 8pm**;
- **Carrick-on-Shannon, St. Mary’s Hall, Tuesday night, May 20 at 8pm**
- **Drumkeerin Community Centre, Wednesday night, May 21 at 8pm**
- **Bee Park Community Centre, Manorhamilton, Thursday, May 22 at 8pm**

Voting was by way of attendance on the night of election and no postal votes were accepted.

Overall 352 Community & voluntary groups registered and 310 Community & Voluntary groups voted.

- 8 community representatives were elected as profiled in section 2.1.1.

The other Directorships have been determined as follows

<table>
<thead>
<tr>
<th>Local Authority Nominations</th>
<th>County Councillors and one nominee of County Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4 County Councillors and one nominee of County Manager</td>
</tr>
<tr>
<td>Statutory Sector</td>
<td>County Enterprise Board, FAS, Department of Social &amp; Family Affairs, Teagasc, Failte Ireland and the Vocational Education Committee</td>
</tr>
<tr>
<td>Social Partners</td>
<td>IBEC, Trade Unions &amp; Farming Representative Bodies.</td>
</tr>
</tbody>
</table>
Chapter 3 – Needs Assessment

3.1 Description of Territory/Area

County Leitrim is divided by Lough Allen into two distinctive topographical areas. The Northern half is characterised by mesa mountains and large lakes, with deep glacial valleys radiating from the centre of the land mass to form a spectacularly scenic landscape. The Southern half is typical drumlin country exhibiting the landform and soil type which is the product of retreating glacial masses. Close-packed drumlins and small lakes abound. The River Shannon with its associated lake systems, forms the County’s South-West boundary with County Roscommon; Donegal Bay touches the Northern extremity of the County in a 5Km coastline. Eighteen soil types have been identified within the county. The predominant groupings are gleyes and peats, which together make up 75% of the total land mass.

3.1.1 Population Overview:-

County Leitrim’s population trends and performance has received significant media attention since 1996. Having experienced continuous decline over much of the last century, at the time of the 1996 Census of Population, the county had a population of 25,057 people, reflecting a 60.5% population decline in the seventy year period from 1926 and a decline of 7.6% in the period from 1986 to 1996. However, the county has experienced a reversal of this trend with a 15.5% increase in population over the period 1996 to 2006 which compares favorably with the 16.9% population increase experienced in the state in the same period. The population increased by 3% between 1996 and 2002 (the first increase in the county’s population since records began) and the 2006 Census showed a population increase of 12.2%. This is a significant turnabout for the county which now has a population of 28,950 people 14,903 of which are male and 14,047 are female. However, not all areas experienced population increase. 63 of the 78 Electoral Divisions (EDs) recorded an increase, while the remaining experienced decline.

The population density in the county is the lowest at 18.3 persons per square kilometer, starkly sparse compared with the rest of the country with an average of 60 persons per square km.

<table>
<thead>
<tr>
<th>Population Density Change 1996 - 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
</tr>
<tr>
<td>Borders</td>
</tr>
<tr>
<td>BMW</td>
</tr>
<tr>
<td>S and E</td>
</tr>
<tr>
<td>National</td>
</tr>
</tbody>
</table>
Leitrim ranks as number one in the country for rurality where level of rurality is defined by the percentage of total population living in DEDs with a population of less than 1,500. In Leitrim, 92.9% of the population is located in rural areas. Living in EDs with less than 1500 people compared with a national average rurality figure of 59.01%\(^1\). This can lead to a marked sense of physical isolation in the most dispersed communities in the county and it also has implications for access to and the delivery of services to people across the county.

The draft of Leitrim County Development Plan 2009 – 2015 analyses population trends by area – Of note, the village of Kinlough in the north of the County has experienced a population increase of 355 people which represents a 106% increase in population, the highest in the County. As would be expected the County Town of Carrick-on-Shannon has experienced the greatest increase in real numbers at 753, which represents over 40% change in population since 2002.

![Population Changes in the Main Towns & Villages 2002-2006](image)

### 3.1.2 Age Profile

<table>
<thead>
<tr>
<th></th>
<th>Pop Aged 0 to 14 2006 (%)</th>
<th>Pop Aged 15 to 24 2006 (%)</th>
<th>Pop Aged 25 to 44 2006 (%)</th>
<th>Pop Aged 45 to 64 2006 (%)</th>
<th>Pop Aged 65 to 74 2006 (%)</th>
<th>Pop Aged 75 Plus 2006 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borders</td>
<td>21.8%</td>
<td>14.2%</td>
<td>29.3%</td>
<td>22.6%</td>
<td>6.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>BMW</td>
<td>21.3%</td>
<td>14.5%</td>
<td>29.7%</td>
<td>22.5%</td>
<td>6.5%</td>
<td>5.5%</td>
</tr>
<tr>
<td>S and E</td>
<td>20.1%</td>
<td>15.1%</td>
<td>32.5%</td>
<td>21.7%</td>
<td>6.1%</td>
<td>4.6%</td>
</tr>
<tr>
<td>National</td>
<td>20.4%</td>
<td>14.9%</td>
<td>31.7%</td>
<td>21.9%</td>
<td>6.2%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

The proportion of residents in the ‘productive’ age group of 20 is significantly below that for the state although it does indicate a slight improvement on the 2002 comparative census figure. It remains, however, that this figure indicates a high rate of outward migration of residents. While the

---

\(^1\) Rural Enterprise study completed by Fitzpatrick and Associates for Dept. Community Rural and Gaeltacht Affairs
proportion of people under the age of 24 is on par with the national average, however the county has an ageing population. This is further reflected in the statistics related to persons living alone – Leitrim’s figures are markedly higher that those in other border counties and significantly higher than the state average.

<table>
<thead>
<tr>
<th>Persons Living Alone by Age Group - 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Private Households 2006</td>
</tr>
<tr>
<td>Leitrim</td>
</tr>
<tr>
<td>Borders</td>
</tr>
<tr>
<td>BMW</td>
</tr>
<tr>
<td>S and E</td>
</tr>
<tr>
<td>National</td>
</tr>
</tbody>
</table>

3.1.3 Education Profile
Leitrim is served by 43 primary and 9 secondary schools. Leitrim’s education profile provides an interesting overview of the county’s comparative performance in terms of levels of attainment at the various educational levels. The statistics show that the county has a level of 25.6% leaving education at third level while higher than the border county average of 24.4% it is significantly lower than the national average of 30.5%. In Leitrim, a marginally higher than state average percentage completed a technical or vocational education while marginally less left education with upper secondary (leaving certificate). More people in Leitrim left school before 15 years than the national average borne out by those who left with no formal or primary education although less than the national average left education by 20 which is encouraging.

<table>
<thead>
<tr>
<th>Levels of Educational Attainment 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pop No Formal or Primary Education Only (%)</td>
</tr>
<tr>
<td>Leitrim</td>
</tr>
<tr>
<td>Borders</td>
</tr>
<tr>
<td>BMW</td>
</tr>
<tr>
<td>S and E</td>
</tr>
<tr>
<td>National</td>
</tr>
</tbody>
</table>
An interesting analysis of the Educational Levels of Total Unemployed – 2006 shows that Leitrim is broadly in line with national averages as follows:

<table>
<thead>
<tr>
<th></th>
<th>Total Unempl No Formal or Primary Education Only (%)</th>
<th>Total Unempl Lower Secondary Education (%)</th>
<th>Total Unempl Upper Secondary Education (%)</th>
<th>Total Unempl Technical or Vocational Education (%)</th>
<th>Total Unempl 3rd Level Education (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
<td>26.4%</td>
<td>30.1%</td>
<td>19.3%</td>
<td>8.7%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Borders</td>
<td>29.6%</td>
<td>33.5%</td>
<td>17.7%</td>
<td>6.5%</td>
<td>12.7%</td>
</tr>
<tr>
<td>BMW</td>
<td>28.3%</td>
<td>32.0%</td>
<td>19.0%</td>
<td>7.0%</td>
<td>13.8%</td>
</tr>
<tr>
<td>S and E</td>
<td>24.8%</td>
<td>31.5%</td>
<td>19.8%</td>
<td>7.6%</td>
<td>16.3%</td>
</tr>
<tr>
<td>National</td>
<td>25.8%</td>
<td>31.7%</td>
<td>19.6%</td>
<td>7.4%</td>
<td>15.6%</td>
</tr>
</tbody>
</table>

Further analysis of those availing of third level education shows that the majority of these attain a qualification less than degree level with 43.8% at non degree qualification compared to the national average of 36.3%. The levels of doctorate and post grad degrees are also lower than the national average.

<table>
<thead>
<tr>
<th></th>
<th>Pop Third Level Education (Non Degree) (%)</th>
<th>Pop Third Level Education (Primary Degree) (%)</th>
<th>Pop Third Level Education (Prof Qualification) (%)</th>
<th>Pop Third Level Education (Degree &amp; Prof Qualification) (%)</th>
<th>Pop Third Level Education (Post Grad Cert/Dip) (%)</th>
<th>Pop Third Level Education (Post Grad Degree) (%)</th>
<th>Pop Third Level Education (Doctorate) (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
<td>43.8%</td>
<td>17.3%</td>
<td>9.9%</td>
<td>10.4%</td>
<td>11.1%</td>
<td>6.5%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Borders</td>
<td>43.7%</td>
<td>17.2%</td>
<td>8.9%</td>
<td>10.8%</td>
<td>11.2%</td>
<td>7.5%</td>
<td>0.9%</td>
</tr>
<tr>
<td>BMW</td>
<td>41.2%</td>
<td>18.4%</td>
<td>8.7%</td>
<td>11.1%</td>
<td>11.3%</td>
<td>8.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td>S and E</td>
<td>34.9%</td>
<td>20.6%</td>
<td>8.8%</td>
<td>12.1%</td>
<td>10.9%</td>
<td>10.8%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

Leitrim County Development Board have been active in providing access to third level courses in the county. Leitrim Third level Initiative is a project whereby courses are offered in Leitrim from a range of colleges. The courses are linked to job skills and are identified with the help of local business and prospective students. Leitrim Third Level Initiative began in 2004 offering the first MBA in the North West in conjunction with Fermanagh College and John Moore College in Liverpool. Athlone IT also introduced the delivery of the IMI Certificate in Supervisory Management. In addition a number of short courses were also organised.

In 2008, the Leitrim Third Level Initiative held an open evening with the following colleges outlining the courses that they could deliver in Carrick on Shannon:- Athlone IT; Blanchardstown IT; Irish Academy of Public Relations; Sligo IT and St Angela's College.
3.1.4 **Vulnerable / Minority Groups**
As outlined, Leitrim has second oldest age profile in the state, with 14.5% of its population aged 65+ compared to the national average of 11%. Furthermore, proportionally there are more older people living alone in Leitrim than in the state. This is particularly significant regarding older males living alone, where there are almost 10% more older males living alone in Leitrim than in the state.

The number of non nationals increased since the 2002 census. In the 2006 census, 10.4% of the Leitrim population stated that their nationality was not Irish. This is marginally higher than the state figure of 10.1%. Of this 10.4%, the majority (5.2%) are from the UK, followed by other EU countries, Asia and America. The majority of the migrant workers in the county are Polish. There are 40 asylum seekers in a direct provision hostel in Ballinamore and 96 Kurdish programme refugees in Carrick-on-Shannon.

The number of travellers in Leitrim has increased by 56 since the 2002 census. There are 47 traveller families in Leitrim with a total population of 212-215. The majority of travellers live in Carrick-on-Shannon and Mohill. The traveller community accounts for .7% of the total population in Leitrim, which is higher than the state average of .5%.

Proportionally there are more people with a disability in Leitrim (10.1%) than the state (9.3%).

3.1.5 **Broadband Connectivity**
There were 10,646 households in Leitrim recorded in the 2006 Census. Broadband connectivity remains a distinct challenge for County Leitrim with remarkably lower than average broadband connection levels in the country with a high reliance on dial up and high no connection levels.

<table>
<thead>
<tr>
<th></th>
<th>Private Households - Broadband Connection (%)</th>
<th>Private Households - Other Type Connection (%)</th>
<th>Private Households - No Connection (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
<td>7.8%</td>
<td>30.9%</td>
<td>58.7%</td>
</tr>
<tr>
<td>Borders</td>
<td>11.8%</td>
<td>29.8%</td>
<td>54.0%</td>
</tr>
<tr>
<td>BMW</td>
<td>12.5%</td>
<td>29.4%</td>
<td>53.3%</td>
</tr>
<tr>
<td>S and E</td>
<td>22.7%</td>
<td>25.7%</td>
<td>46.3%</td>
</tr>
<tr>
<td>National</td>
<td>20.0%</td>
<td>26.7%</td>
<td>48.1%</td>
</tr>
</tbody>
</table>
3.1.6 Transport

According to the draft Leitrim Development Plan 2009-2015, published in March 2008 Leitrim is poorly served by public transport. The Dublin-Sligo railway line skirts the south western border of the county serving Dromod and Carrick-on-Shannon (with a station in Cortober, County Roscommon). Otherwise the county is served by the Bus Eireann Dublin-Sligo Expressway, local services and Ulsterbus Derry-Cork service. As policy, the Council supports the continuation and expansion of these services and will support the provision of additional public transport by both public and private sector operators.

The Rural Transport Programme (RTP), which was a pilot project under the previous NDP, is now being rolled out permanently throughout the country. This flexible, door to door service provides regular access to shopping, health services, education, day-care and social activities, and priority in the roll-out is being given to areas which don’t have access to public transport services. Rural Lift Ltd provides services to rural communities in Co. Leitrim.

3.1.7 Volunteerism

As a bottom up initiative it is useful to review the level of active citizenship in County Leitrim as it forms the basis for

<table>
<thead>
<tr>
<th></th>
<th>Volunteers - Social and Charity (%)</th>
<th>Volunteers - Religious Group Church (%)</th>
<th>Volunteers - Sporting (%)</th>
<th>Volunteers - Political and Cultural (%)</th>
<th>Volunteers - Other (%)</th>
<th>Volunteers - Multiple (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
<td>14.6%</td>
<td>12.8%</td>
<td>14.0%</td>
<td>4.5%</td>
<td>11.1%</td>
<td>43.0%</td>
</tr>
<tr>
<td>Borders</td>
<td>15.2%</td>
<td>12.5%</td>
<td>14.2%</td>
<td>3.8%</td>
<td>10.7%</td>
<td>43.6%</td>
</tr>
<tr>
<td>BMW</td>
<td>15.1%</td>
<td>11.7%</td>
<td>14.7%</td>
<td>3.8%</td>
<td>11.0%</td>
<td>43.6%</td>
</tr>
<tr>
<td>S and E</td>
<td>15.4%</td>
<td>11.3%</td>
<td>14.2%</td>
<td>3.7%</td>
<td>11.2%</td>
<td>44.2%</td>
</tr>
<tr>
<td>National</td>
<td>15.3%</td>
<td>11.4%</td>
<td>14.4%</td>
<td>3.7%</td>
<td>11.2%</td>
<td>44.0%</td>
</tr>
</tbody>
</table>

3.2 Consultation Process

The Leitrim Rural Development Plan and this application have been informed by specific rural development planning consultation meetings and extensive community and stakeholder engagement conducted by Arigna LEADER and feeding into the cohesed structure Leitrim Integrated Development Company.
Commencing in June 2007, the consultation process can be summarised as:-

- The design and management a thorough research assignment. Arigna LEADER contended that this assignment was to elicit very specific information from the key rural stakeholders across sectors and communities. The following actions were delivered in the period July 2007 – February 2008:-

  - Design of a thorough and thought provoking questionnaire to capture pertinent information and which also sought to provide a fresh review of the rural socio economic outlook in County Leitrim which would guide policy makers. Communities, rural dwellers and rural businesses were also invited to submit their priorities.
  - We sought to gauge and measure the attitudes and outlook within the rural enterprise sector (e.g. proceeding with confidence, feeling challenged etc).
  - We were mindful that the consultation phase should also serve as an exercise in stimulating interest in participation in the new NRDP, subject to funding.

- A comprehensive research phase was conducted over two periods - July –September 2007 and May – June 2008 through a mixed methodology of postal, personal and telephone follow up interviews.

- 108 completed questionnaires/written submissions were received, see appendices 1. We regard this as an impressively high and valid sample given the short time period for execution. We were extremely impressed in the level of detail provided which forms the basis for our programme design.

- A series of public meetings were convened to outline the opportunities available to the rural community and enterprise sector. The information sessions enabled 72 groups and individuals to question, discuss and make recommendations on the contents of the proposed strategy.

The following meetings were held,

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 08</td>
<td>Bee Park Resource Centre Manorhamilton</td>
<td>Public Meeting</td>
</tr>
<tr>
<td>June 08</td>
<td>Bush Hotel Carrick on Shannon</td>
<td>Public Meeting</td>
</tr>
</tbody>
</table>
• A wider partnership has been consulted through individual meetings to input into this submission including:

• Manager and staff of County Leitrim Partnership
• Failte Ireland, North West
• Leitrim Tourism
• Western Development Commission
• Leitrim County Enterprise Board
• Enterprise Ireland
• Teagasc
• Chambers of Commerce, Carrick on Shannon
• Shannon Marine & Leisure Skillnet
• Enterprise Forums of Manorhamilton, Drumshanbo and Mohill
• Origin Farmers Markets
• Green Box
• The Food Hub and its tenants
• Advance North West (network of community enterprise centres)
• Western Organic Network
• UCD Agriculture Department
• Sustainable Energy Ireland
• Bord Bia
• Leitrim Design House
• Community Fora
• Crafts Council of Ireland
• Heritage Council
• Arts Council

Two formal workshops were held as follows:

Tourism in Leitrim workshop  Organised with key stakeholders representing tourism interests within County Leitrim including Leitrim Tourism, Failte Ireland North West, community tourism interests and tourism trade

Consultation workshop  All members of Leitrim County Development Board and Leitrim County Council personnel (including planning, arts, community and enterprise departments)

3.3  Socio-Economic Profile (incl Agriculture)

3.3.1  Employment
At the time of the 1996 Census of Population, approximately 51% of Leitrim’s population aged over 15 years were in the labour force. This is significantly below the national average of 55.4%. This trend continued in 2002, however, in 2006 the numbers of Leitrim's population aged over 15 which are in the labour force, while still below the national average, has improved.
In terms of socio-economic groups the proportions of persons in Leitrim falling under Categories A (Employers and Managers) and B (Higher Professionals) are significantly less than those in the State (12% v 15% and 3% v 6%). As expected, the proportions of persons falling under Category I (Farmers) is significantly higher in Leitrim than in the State, however the proportions of persons falling into the remaining Categories, such as Lower Professional, Manual Skilled, Semi-skilled etc, are broadly similar with those of the State.

<table>
<thead>
<tr>
<th>Industrial Group</th>
<th>Leitrim</th>
<th>The State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>12.76</td>
<td>9.26</td>
</tr>
<tr>
<td>Mining, Quarrying &amp; Turf Production</td>
<td>0.86</td>
<td>0.88</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12.61</td>
<td>10.99</td>
</tr>
<tr>
<td>Electricity, Gas &amp; Water supply</td>
<td>0.86</td>
<td>0.62</td>
</tr>
<tr>
<td>Construction</td>
<td>11.41</td>
<td>15.56</td>
</tr>
<tr>
<td>Wholesale &amp; Retail</td>
<td>10.76</td>
<td>10.66</td>
</tr>
<tr>
<td>Hotels and Restaurants</td>
<td>4.62</td>
<td>5.38</td>
</tr>
<tr>
<td>Transport, Storage &amp; Communications</td>
<td>3.58</td>
<td>3.47</td>
</tr>
<tr>
<td>Banking &amp; Financial Services</td>
<td>3.82</td>
<td>4.49</td>
</tr>
<tr>
<td>Real Estate, Renting &amp; Business Activities</td>
<td>4.35</td>
<td>5.41</td>
</tr>
<tr>
<td>Public Administration &amp; Defence</td>
<td>8.36</td>
<td>6.8</td>
</tr>
<tr>
<td>Education</td>
<td>5.89</td>
<td>6.31</td>
</tr>
<tr>
<td>Health &amp; Social Work</td>
<td>10.53</td>
<td>12.68</td>
</tr>
<tr>
<td>Other Community, Social &amp; Personal Service Activities</td>
<td>2.67</td>
<td>3.54</td>
</tr>
<tr>
<td>Industry Not Stated</td>
<td>5.91</td>
<td>3.95</td>
</tr>
</tbody>
</table>

It is a concern to the Leitrim Integrated Development Company that a very high 15.56% of Leitrim’s population is employed in construction, in comparison to 11.15% for the state. This figure reflects the high level of development the county has experienced over the last number of years and represents over 36% increase on the 2002 figure. This level of development has slowed dramatically and construction employment has seen a sharp decline in recent months.

While the numbers employed in agriculture has decreased from over 12% to just over 9%, the County is still highly dependent on agriculture and this figure is still almost twice that for the state as a whole. In contrast, the county has a lower proportion of people working in other sectors, including manufacturing, commerce, wholesale and retail and transport than other areas in the state.

In terms of self employment trends, County Leitrim has a very strong percentage of self employed people involved in the agri and construction sectors continuing the employment trends outlined
above. Given the pressures of these sectors, our plan actions include diversification interventions for both sectors. Self employment in commune and trade and professional services is significantly lower than the national average showing the low value nature of self employed led businesses in Leitrim and the need to progress same up the value chain.

### Percentage Self Employed Persons At Work By Industry - 2006

<table>
<thead>
<tr>
<th>Industry</th>
<th>Leitrim</th>
<th>Borders</th>
<th>BMW</th>
<th>S and E</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons 15+ at work - Agri, Fish, Forestry (%)</td>
<td>32.1%</td>
<td>26.3%</td>
<td>27.7%</td>
<td>17.7%</td>
<td>20.7%</td>
</tr>
<tr>
<td>Persons 15+ at work - Manufacturing (%)</td>
<td>6.4%</td>
<td>7.3%</td>
<td>6.8%</td>
<td>7.3%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Persons 15+ at work - Construction (%)</td>
<td>20.1%</td>
<td>21.3%</td>
<td>20.8%</td>
<td>17.8%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Persons 15+ at work - Commerce And Trade (%)</td>
<td>18.1%</td>
<td>20.5%</td>
<td>20.1%</td>
<td>26.6%</td>
<td>24.7%</td>
</tr>
<tr>
<td>Persons 15+ at work - Transport And Comms (%)</td>
<td>3.7%</td>
<td>5.3%</td>
<td>4.8%</td>
<td>7.1%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Persons 15+ at work - Public Admin (%)</td>
<td>1.6%</td>
<td>1.8%</td>
<td>2.0%</td>
<td>2.6%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Persons 15+ at work - Prof Services (%)</td>
<td>3.5%</td>
<td>3.7%</td>
<td>4.2%</td>
<td>5.4%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Persons 15+ at work - Other (%)</td>
<td>14.4%</td>
<td>13.8%</td>
<td>13.6%</td>
<td>15.4%</td>
<td>14.9%</td>
</tr>
</tbody>
</table>

### 3.3.2 Unemployment

The latest Live Register figures for May 2008 show that the number of people signing on in Co Leitrim has risen by a massive 44.3% in the 12 months to the end of May this year. There were 1,681 people signing on for unemployment in Co Leitrim and of these the vast majority - 62% - were men. The highest figures were recorded for the Carrick-on-Shannon office with 1,255 signing on in the South Leitrim area while figures show 426 people signing on in Manorhamilton's office.

These figures are expected to worsen with more recent job losses announced locally including those arising out of the closure of the Woco plant in Carrick-on-Shannon in May 2008. These figures replace the Census figures for 2006 which had shown a significant improvement in the unemployment rate in Leitrim over the years. In 1996 the unemployment figure was 11% while the 2006 figure was 7%.

### Unemployment and Labour Force Participation Rates 2006

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim</td>
<td>8.1%</td>
<td>8.3%</td>
<td>7.8%</td>
<td>59.8%</td>
<td>69.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Borders</td>
<td>10.1%</td>
<td>10.8%</td>
<td>9.3%</td>
<td>60.3%</td>
<td>70.5%</td>
<td>50.0%</td>
</tr>
<tr>
<td>BMW</td>
<td>9.2%</td>
<td>9.4%</td>
<td>8.8%</td>
<td>60.7%</td>
<td>70.8%</td>
<td>50.5%</td>
</tr>
<tr>
<td>S and E</td>
<td>8.3%</td>
<td>8.6%</td>
<td>7.9%</td>
<td>63.1%</td>
<td>72.9%</td>
<td>53.6%</td>
</tr>
<tr>
<td>National</td>
<td>8.5%</td>
<td>8.8%</td>
<td>8.1%</td>
<td>62.5%</td>
<td>72.3%</td>
<td>52.8%</td>
</tr>
</tbody>
</table>
3.3.3 Enterprise
Leitrim has suffered strong negative effects of the regional imbalance and has not benefited from the recent economic upturn to the same extent as other parts of the country. In particular, the small to medium business sector has suffered from this lack of economic opportunity and proximity to the border and a stagnant economy. Leitrim records a poor history of enterprise development for various reasons:-

- Over-dependence on a declining agricultural sector with limited alternative activity - Agriculture is particularly important in the Border Region, where agricultural related industries accounted for 6.6% of GVA compared to a national average of 2.7%.
- Dependency on vulnerable sectors and low levels of businesses in growth sectors
- Traditional lack of diversification and a relatively poor service sector
- Selective out-migration of younger and more qualified people combined with under-employment of those remaining
- Low skills base and low skill requirements in the limited range of occupations
- Restricted job opportunities
- Low female activity rates, partly for cultural reasons, but also because of limited opportunities, limited childcare provision and poor public transport albeit that childcare provision is improving through the efforts of the voluntary sector
- Low incomes and pockets of rural deprivation

The survival of many of our rural communities depends entirely upon our ability to attract and encourage the creation of local high value and high worth employment. We have established the need to encourage the retention of entrepreneurial talent in our region. We have designed an implementation project which seeks to put a stop to the rural exodus by giving entrepreneurs a good reason to stay.

Productivity in the Border Region remains low compared to the national average. For example, in 2002, Gross Value Added GVA per head in the Border Region was the third lowest of all the regions in Ireland and actually experienced a relative decline, falling from 73.1% of the state average in 1999 to 71.0% in 2002. Emphasising this statistic, according to the County Development Board’s 2002-2012 Strategy, the total number of industrial units in the County is very low by comparison with other counties (even when adjusted for Leitrim’s low population), indicating a lack of development of the county’s manufacturing and industrial sectors. The County has witnessed a sharp contraction in its textile, food and component manufacturing base.
There are 6 IDA Ireland-supported companies in Leitrim employing approximately 1,375 people and include Bank of America (MBNA) (US Credit Card Processing); Emerald Star/First Choice (UK Reservation Craft Hire) and Mci, Mirror Control International (US Component Supply).

Since 2002, Enterprise Ireland has approved funding of over €2.5m to companies in Leitrim. In addition they have approved over €1.2m in support of 9 Community Enterprise Centres throughout the county – On a micro-enterprise scale, Leitrim County Enterprise Board continues to support business start-ups of new entrepreneurs employing under 10 people. The Leitrim CEB was allocated over €170,000 in 2007 and 23 different projects in the county were grant aided during the year.2

According to the Census of Industrial Production 2004, the number of local industrial units in Leitrim was 34 providing employment for 915 people.

3.3.4 Tourism
According to the document Developing Leitrim’s Tourism Potential 2007 –2013, despite outstanding and spectacular beauty and abundant natural resources the county has lagged behind with regards to the development of its tourism sector. This is due partly to difficult access and proximity to the border, issues which not alone have affected Leitrim but other border counties also. The latest available statistics for Co. Leitrim are for 2006 and these show that 31,000 overseas visitors were recorded generating a total of €12m in revenue. It is interesting to compare this performance to other counties within the border region, it is clear that Leitrim Tourism still operates off a low base and the need to grow visitor numbers continues to be a priority. The UK market is a key market for the county accounting for 22,000 of our overseas visitors (over 70%). It is important to note that these figures do not reflect the important domestic tourism market in Leitrim which continues to show strong growth.

Leitrim’s tourism offering has been strongly influenced by the Green Box initiative, Ireland’s first eco-tourism destination, covering the counties of Leitrim, West Cavan, Fermanagh, North Sligo and South Donegal. The Green Box is defined as a region containing environmentally sustainable products, accommodation and attractions within a context of clear natural resources. Ecotourism is

travel which is small scale, low impact, culturally sensitive, community orientated, primarily nature based, educational and capable of broadening people’s minds and enlivening their souls but providing a unique experience, firmly grounded in sustainable principles and practices. Typical eco-tourism products include walking, cycling, angling, artistic and cultural activities, health and personal well being activities etc. Of interest under the Leitrim Rural Development Plan and the formation of our priorities and funding policies, the Green Box originated a capital development project fund to provide capital funding and training for product providers to develop and enhance their eco-tourism products by employing eco-friendly building practices and focusing on accommodation/food and products/services. The uptake of this funding was very strong in Leitrim highlighting a strong demand for eco tourism interventions.

It is also the policy of Leitrim County Council to promote the development of an environmentally friendly tourism industry that minimizes negative impacts on the environment and maximizes the social and economic benefits of the county. The Council recognizes that recreational activities such as angling, hill walking, pony trekking and cycling can have a very minimal impact on the environment while contributing significantly to the economy of the county. The Council also encourages theme holiday activities such as festivals, music events, outdoor pursuits etc.

3.3.4 Agriculture

Agriculture remains the principle employment sector in Co. Leitrim, notwithstanding its declining economic importance. The industry is characterised by small land holdings. While farming is unlikely to be the sole income for the bulk of the county’s residents in the future, an attachment to the land is a deeply rooted part of the county’s culture.

As an overview, in 2006 11.16% of the population of Leitrim was registered with the Department of Agriculture as herd owners. This is the highest rate in the country and is followed by Roscommon (9.3%), Mayo (7.81%) and Cavan (7.75%). The people of Leitrim it would seem are committed farmers. Only about 4% of the soils are suitable for tillage. Some 74% of the county is poorly suitable for grass production, because of poor drainage and poaching hazards, 2% is moderately suitable and 8.5% is well suited. (Teagasc 2007).

Dairying Leitrim has the lowest level of dairy farming in the country. This shows that income levels on farms in Leitrim are lower than national averages because dairying enterprises have traditionally performed better in terms of income than cattle and sheep enterprises. This has been the case particularly in 2007 with a substantial lift in milk price.

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3 Statistics and overview provided by Brian Smyth, County Leitrim Partnership
Leitrim has the highest percentage of calves registered in the country to beef sires and consequently the lowest percentage registered to dairy bulls. The number of calves sired by dairy bulls in the county is also declining over the years and is reflected in the fall in the number of dairy farms in the county.

**Cattle**

Leitrim has the distinction of having the smallest herd size in the country at 25 head per herd when all cattle registered are taken into account. This is 42% of the average national herd size of 59.1 head per herd. Leitrim had 3,217 herds registered on the CMMS system in 2006. Overall there is a decline in the number of calves being registered between 2002 and 2006. This fall has amounted to 9.8% in the four years and it reflects a fall in the number of herds registered. There were 307 less herds in Leitrim in 2006 than in 2003. This trend is also occurring nationally.

The small herd size in Leitrim is further demonstrated in the fact that in 2006, 67% of the all herds had less than 25 animals registered. In Leitrim the predominant cattle farming system is the production and sale of weanlings from the suckler cow. The majority of the decline in the number of herds is taking place in the smallest herd category. There is a small increase or no change in numbers of the larger herds. This indicates a restructuring in cattle farms and a move to larger herds in Leitrim. It is obvious that a lot of the decline is due to the reduction in dairy herds. Productivity in remaining beef herds is more or less maintaining the numbers of calves born.

**Marts**

There are five marts still operating in Leitrim, - Carrigallen, Mohill, Drumshanbo, Manorhamilton and Dowra. Much of the cattle production in the county is based on the sale of weanlings from the suckler herd through these marts. The live export market particularly to Italy is an important outlet for some of these weanlings and protecting the health of this trade is vital for Leitrim’s farmers. The marts also provide a collection point for lamb sales to the factories and store lamb sales in the autumn.

**Sheep**

In the sheep sector Leitrim has a better structure than the national situation. In 2004 there were 847 farms carrying sheep. From 2000 there was a decline in the number of sheep farms and this is continuing. Average flock size has increased in Leitrim to 115.3 ewes per flock in 2004. Leitrim has a higher percentage of flocks with less than 100 ewes than the national average. 68.95% of flocks in Leitrim have less than 100 ewes. There are 20 flocks in Leitrim of over 400 ewes.
Sheep farming is important on the hill and upland farms in the county where they predominate. According to the Central Statistics Office (Agricultural Census, 2000) 346 farms in Leitrim have access to commonage. Taking this as a percentage of the number of flocks and assuming that all farms with access to commonage carry sheep then it could generally be assumed that about 40% of the sheep farmers in Leitrim are hill and upland farmers.

Incomes and returns from sheep farming have declined significantly in the past few years particularly from the less intensive system on the hills and uplands. The sheep sector in Leitrim is suffering in particular from this decline and many farmers are pessimistic about the future.

**REPS**

Department of Agriculture figures for 2006 show that Co. Leitrim and part of Roscommon have the highest level of participation of farmers in REPS in Ireland. From a total of 3364 farms registered 2850 (84.72%) were in REPS. This was ahead of counties like Waterford at 72.03% and Donegal at 65.57% with counties like Kilkenny, Roscommon and Dublin with participation rates as low as 23-25%. In 2007, in terms of numbers of farmers taking part in REPS in 2007 Leitrim ranks in 6th place.

Leitrim again falls further in the ranking when the total payments, to all participants from 1994 to 2007, are taken into account. Leitrim is placed in 9th position with 3.88% of all REPS payments in that period coming to Leitrim valued at €88,615,685. (Dept. of Agriculture payments made under REPS 1994 to 31-8-2007). In terms of the comparison of the average payment to all participants compared on a county basis Leitrim comes in at 25th with an average payment to each farmer of €26,643.

The analysis of the REPS figures demonstrates clearly that the size of farms in Leitrim is very much smaller than those around the rest of the country and that the income from the REPS scheme is very important to these smallholder farmers. This is confirmed by the large numbers of farmers in Leitrim taking part. It could be concluded that the REPS in Leitrim is viewed by farmers as much an income support scheme as an environmental scheme.
Schemes /Supports

- Leitrim had the fourth highest level of applications in the country under the Farm Waste Management and Farm Improvement Schemes - farmers in Leitrim it can be concluded are investing in their farms.

- The uptake in Leitrim for early retirement is one of the lowest in the country over all the schemes when the total figure (109 farmers) is taken as a percentage of the active herd numbers in 2006.

- **Rural Social Scheme (RSS)** Arigna LEADER recruited and currently organises work programmes for 102 (84 men and 18 women) participants on the Rural Social Scheme in 2006-2007. This means that Leitrim has the 2nd highest level of participation in the country as a percentage of the county population (CSO 2006). This shows that there is a high level of farm families depending on various payments and schemes to supplement their farm income than in other parts of the country. It also clearly shows that these farmers and farm family members are willing to work in their communities and that those communities are willing and able to provide them with employment opportunities. The scheme provides a valuable source of income to 3.2% of all the registered herd owners in the county.

- **Farm Assist** The Department of Social and Family Affairs indicates that there are 194 recipients of Farm Assist in March 2008. This represents 6.03% of the 2006 registered herd owners. A total of 9.23% of the registered herd owners depend on Farm assist or Rural Social scheme to support the farm income.

Off-Farm employment

In Leitrim it is generally accepted that many farmers or their spouses work off the farm either full time or part-time as a necessary support for the household income. This is reflected in the fact that that Leitrim ranks in 5th place when compared with all counties on the overall percentage of 2006 herd owners depending on either Farm Assist (FA) or Rural Social Scheme (RSS). This is lower than expected given the size of herds, size of farms and low single payments. It suggests that many farm households depend on off farm income rather than on FA or RSS. It also suggests that there are opportunities for employment available in Leitrim that may not be available in those other counties.

The 2006 census of population for Leitrim shows that 8.98% of those at work (1138 persons) are employed in Farming, Fishing or forestry and 13.52% (1713 persons) are employed in the building and construction sector. The upper Shannon rural renewal tax scheme meant that there were many opportunities in the construction sector in recent years. Anecdotal evidence and many observers would suggest that farmers in Leitrim turned to the building and construction sector in substantial numbers in recent times for this off-farm income and that with the recent slowdown and lay-offs
many of these farm households could be depending more and more on the farm income and on supports such as farm assist and the rural social scheme.

**Organic Farming**

There are 85 certified Organic farmers and producers in the county. They are involved in the traditional enterprises of grass based cattle and sheep production, protected and field cropping of fruit and vegetables, honey production, cheese production and food production. The sector has brought a new dimension to farming and food production in the county in the last ten years. It has also offered new opportunities to improve their income to small-scale farmers and producers. The following significant projects are influencing the development of the organic sector in Co. Leitrim

1. The Organic Centre a nationally renowned horticultural training, demonstration unit and visitor attraction is based on 20 acres near Rossinver in North Leitrim.
2. The Leitrim Organic Farmers Co-op is a group of beef and sheep farmers who are marketing their organic stock as a group. They have numerous outlets including contracts with meat processors, cattle finishers, the organic marts, meat wholesalers and direct outlets through the farmers markets with two mobile meat units. The Co-op also supplies other vital services to its members and to small farmers in the region such as the farm accounts and organic information service.
3. The Western Organic Network provides a wide range of training and educational opportunities for those in the organic sector under the National Organic Training Skillnet (NOTS) which will cover the 26 counties from the base in Drumshanbo.
4. Drumshanbo has also become the centre of live organic stock auctions in the country with four organic marts held annually in Drumshanbo mart. Buyers come from all over the country.
5. In 2007 The Harvest Feast, a festival of food, took place in Drumshanbo and the annual harvest fair a showcase of organic farming and food takes place at the Organic Centre in Rossinver.

The organic sector is vibrant and expanding in Leitrim over the last few years and farmers are looking at it as a realistic opportunity to improve their income.

**Abattoirs**

There are currently seven abattoirs operating in the county. They kill cattle, sheep and pigs for butchers and other local customers, (generally farmers for their own consumption). Only two of them are licensed to kill pigs one in Carrigallen and the other in Kinlough. In 1990 there were 18 active abattoirs in the county so the numbers have declined significantly mainly due to increasing
regulation and the higher standards of facilities required to meet them. An abattoir just over the border at Templeport in Cavan is certified to kill organic stock for the Leitrim Organic Farmers Co-Op.

Other general statistics
The Central Statistics Office, Census of Agriculture 2000 states the following figures relating to other animal enterprises in Co. Leitrim.

### Uptake of various enterprises on Farms in Leitrim

<table>
<thead>
<tr>
<th>Type of enterprise (stock)</th>
<th>No. of Farms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poultry</td>
<td>180</td>
</tr>
<tr>
<td>Goats</td>
<td>70</td>
</tr>
<tr>
<td>Pigs</td>
<td>20</td>
</tr>
<tr>
<td>Farmed Deer</td>
<td>10</td>
</tr>
<tr>
<td>Horses and Ponies</td>
<td>260</td>
</tr>
<tr>
<td>Donkeys and mules</td>
<td>70</td>
</tr>
</tbody>
</table>

CSO Census of Agriculture 2000

The same census also reports the number of farms with gainful non-agricultural activity on the farm and the type of that activity. This gives an indication of the level of farm diversification. The following table indicates the figures for Leitrim.

### Type of gainful non-agricultural activity reported*

<table>
<thead>
<tr>
<th>Type of activity</th>
<th>Number of farms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total no of farms</td>
<td>116</td>
</tr>
<tr>
<td>Farm tourism</td>
<td>21</td>
</tr>
<tr>
<td>Recreational activity</td>
<td>8</td>
</tr>
<tr>
<td>Home crafts</td>
<td>4</td>
</tr>
<tr>
<td>Forestry</td>
<td>39</td>
</tr>
<tr>
<td>Other</td>
<td>59</td>
</tr>
</tbody>
</table>

CSO Census of Agriculture 2000 *some farms reported 2 or more types of gainful non agricultural activity

3.3.5 Forestry

The soils and climate of Leitrim are well suited to commercial forestry development and this industry has developed rapidly over the last twenty years. Forests in Co Leitrim covers 14.8% of the total land area with almost half in private ownership. Leitrim has the second highest level of afforestation in the country after county Wicklow.
In Leitrim between 1992 and 2000 a total of 6809 Ha of private forestry was planted, the 7th highest in the country. From 1990 to 2000 222 farmers planted an average of 9.16 Ha each (total 2032.6 Ha) making Leitrim 9th in the ranking nationally for planting by farmers. The county is heavily forested and both farmers and other private investors have been interested and proactive in increasing the area planted. This could be due to the poorer quality of the land, its relative and comparative low value in the 1990s and the levels of planting and maintenance grants paid in the past. A number of farmers operate forestry related businesses and this has potential to grow. This includes forest services including planting, fencing, weeding, harvesting and the production of products from trees including crafts, fencing, garden sheds, garden mulch and firewood. There are possibilities to develop enterprises based on the output of timber and the forestry in Leitrim including recreation.

Forestry, particularly widespread private planting by outside investors, has caused division and deep concern among farmers in the county in the past but in the 1990s significant numbers of farmers planted parts of their own farms. A planned and strategic approach to developments of forestry in the county is needed to avoid the mistakes of the past.

3.4 Wider Relevant Research and Evaluation

The Leitrim Integrated Development Company application under the NRDP is influenced by the Review of the activities of Arigna LEADER 2000 – 2006 and miscellaneous project evaluations and project and performance reviews.

3.5 Wider Relevant Development Programmes

We have been cognisant of the following relevant programmes that will have a direct impact on the formulation and delivery of the Leitrim Rural Development Plan.

**EU**

Lisbon and Gothenburg agendas

**National/Regional**

The National Development Plan 2007-2013
National Spatial Strategy for Ireland 2002-2020
Towards Sustainable Local Communities: Guidelines on Local Agenda
National Anti Poverty Strategy for Ireland 2005 CLÁR Boundary review
Western Development Commission Strategic Statement 2007 – 2009
BMW Regional Operational Programme 2007-2013
Sustainable Energy Ireland
3.6 Changes and Trends since Previous Plans

This section identifies the changes and trends that impact /will likely impact since previous LEADER plans.

3.6.1 Social Environment

The population of the Leitrim is increasing. Inward migration is also increasing and has the potential to impact positively on the county and contribute to its development. Leitrim needs to
adapt on a practical and personal level to diverse nationalities and multi-culturalism and the need to meet the challenge of supporting the integration of new communities and cultures.

3.6.2 Economic Environment
In Leitrim there are a number of economic factors that have changed since the last plan period:-

- The completion of the Shannon Region Tax Incentive Scheme which was a leading driver of the constructor sector
- Local economies require the necessary infrastructure to avail of the new technologies, e.g. broadband access – this is not always readily available in Co. Leitrim
- Increasing cost of living and the cost of doing business
- FÁS forecast significant job losses in the construction sector in 2008
  - Agriculture decrease by 45%
  - Manufacturing decrease by 13%
  - Other Industry decrease by 38%
  - Financial & Business services increase by 163%
  - Public admin, education & health increase by 169%
- The environment is an increasingly dominant factor. Greater emphasis on Renewable energies, reduced emissions and stronger moves toward polluter pays principles impact on everyone. In a small rural county with low population density, older age profile, poor public transport provision, etc, adherence to changing regulations will not be easy.

Agriculture:- The national average Family Farm Income in 2006 declined by 25.7% to €16,680, according to the National Farm Survey published on 30 July 2007. The gap between farm incomes and average industrial wage is widening. Inputs are increasing and outputs reducing year on year. This is due to many factors such as cheap imports, escalating running and production costs, increased competition due to domination of markets by supermarkets, increase in interest rates, low prices

Lack of new entrants - The negative public portrayal of farming discourages new entrants, such that many smallholders do not have a successor, or a family member to support with work on the farm. This will result in many farms succumbing to decline and the ageing of the farming population
3.7 County Leitrim Area Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)

3.7.1 Strengths

- A resilient and ambitious people and community spirit
- Growing population
- Improving infrastructure base
- Good working relationships among relevant agencies and service providers
- Strong and vibrant community and voluntary sector
- High quality and scenic environment and low population density
- Lack of congestion and high quality affordable housing stock
- Tax designation area which encourages investment
- Part of BMW region and eligible for significant EU investment through this
- Good quality of life
- Location – proximity to Dublin and the Border
- Availability of education at all levels (i.e. primary to tertiary)
- Lowering of dependency ratio in recent years
- Increasing labour force participation
- Tourism specific - challenging cycle routes; riverside golf courses; unique attractions;
  - steeped in history; lakeside equestrian; anglers paradise; developing tourist destination; cross border funding; good networking and partnerships; friendly people; organic and sustainable initiatives; walking and cycling trails; festivals; clean air; quality accommodation; on main Dublin/Sligo train route; increase in private cruisers;

3.7.2 Weaknesses

- Relatively poor physical infrastructure and lack of efficient access to main cities and ports
- Need to mainstream third level facilities
- Low population base and density from a commercial perspective
- Poor relation image and perception (nationally) of Leitrim
- Uneven development in North and South of the County
- Lack of large industries to retain people or attract people back to the county
- Higher than national average rates of economic dependency and age dependency
• Lower than national average proportion of population in higher socio economic groups
• Older age profile
• Low population density and associated isolation and marginalisation
• Difficulties experienced by displaced persons, ex-prisoners and new residents with respect to integrating into the wider community
• Negative impact of the border with economic and social effects, i.e. damaged cross community relations and sectarianism
• Tourism specific - Lack of all weather tourist attractions; inadequate access for bus coaching tours; accommodation in North Leitrim; scarce or lack of caravan or camping facilities; need for capital investment in heritage buildings and monuments; public transport within county weak; lack of conference facilities; access to certain attractions

3.7.3 Opportunities
• County’s natural resources and waterways and their potential for development
• Greater integration and co-ordination among service providers
• Community and voluntary sector development, which can be built on
• National prioritisation of balanced regional development and social inclusion, and the associated resources
• Tourism and Integrated Tourism Action Plan
• New residents in the County who can contribute to economic and social development

3.7.4 Threats
• Loss of employment and income through economic restructuring, particularly decline in agriculture sector and low technology sector
• Loss of Objective 1 status and lower preferential aid rates for the BMW region
• National economic slowdown - the effects of which (unemployment, outward migration, etc) would be felt strongly in a small county like Leitrim
• Non-integration of new residents and associated problems, e.g. racism, isolation etc
3.8 Needs and Prioritisation

The very extensive community consultation process carried out by Arigna LEADER has resulted in a detailed listing of the prioritised needs for the county. The responses obtained from the community and stakeholder consultation process are sufficiently detailed to identify the key common needs of the county.

3.8.1 Forms of Assistance

Following analysis of these profiles, it emerges that the common needs identified in a significant number of the profiles can be grouped into the following main themes:

**Agri Diversification and Rural Enterprise**

The need to provide platforms into self employment for farmers and rural dwellers, women and young people was very clear in terms of our consultation feedback.

**Rural Tourism**

The weak base of tourism infrastructure is a serious impediment to tourism performance in Leitrim. We see the Leitrim Rural Development Plan as the stimulant and driver of new levels of investment in the sector.

**Community Needs & Priorities**

The majority of respondents to the community consultation process identified a need for the provision of financial assistance to enable local projects to be realised. The issues of increasing difficulty around aspects of volunteerism, and the complimentary provision of assistance in dealing with improved forms of networking were also noted as being required by many communities.

3.8.2 Facilities and Services

From a substantial menu of possibilities, respondents suggested that the most significant priority at local community level was for services for the broad community, for young people, for village enhancement tools, recreation amenities and services for older people.

3.8.3 Basic Services - Economy and Rural Population

A large number of community respondents identified the need for support to be provided in respect of the provision for basic services for the economy and rural population.
The overarching requirement can be seen as generally supporting the provision of:

- Amenity and leisure facilities;
- Support for cultural activities;
- Certain Arts Facilities;
- General Community and Recreation Infrastructure; and
- Innovative Activities in Local Communities such as Social and Information Networks.

### 3.8.4 Village Renewal and Development

Community respondents generally identified a justified need to make provision for appropriate small-scale infrastructure to enhance the economic and social attractiveness of their settlements and the surrounding countryside. In particular, a number are calling for supports to be provided for local environmental up-grading of parks, civic amenities, and river or other public walkways. It follows that access facilities to encourage people to use these amenities will be desirable. Some respondents noted the need for localised general surface upgrading and support for the renovation of relevant derelict or substandard buildings. There is also quantified localised need to provide for supports to encourage the development of existing and new Farmers’ Markets, and there has also been a call to address needs relating to other small-scale infrastructure provision.

### 3.8.5 Conservation and Upgrading of Rural Heritage

A fewer yet impressive number of respondents identified the need for actions to conserve and upgrade aspects of rural heritage. Some respondents suggested that there was a local need to undertake certain community environmental actions to protect and restore the amenity value of local resources and nature areas, with a number outlining the need for integrated plans for the restoration and development of locally significant natural areas, features and areas of significance.

The introduction of support programmes for waste reduction and alternative energy use were prominent in the feedback obtained from communities while recognising there is a considerable amount of awareness-building and education required to realise on the ground projects. This might be achieved by creating the opportunity for awareness actions for communities and by providing capital assistance to communities to adopt technology through demonstration projects.
Chapter 4 – The Programme

4.1 Vision

Through a coherent strategy, we strive towards a vision of a vibrant, healthy rural economy in County Leitrim delivering actions that will transform rural communities into stable, thriving socio-economic hubs of community spirit, environmental best practice and superior quality of life.

4.2 Strategy

Underpinning our strategy is the ethos that rural communities are themselves best placed to identify their needs and propose solutions. This strategy is influenced by national, regional and county based strategies and the emerging and fast changing socio-economic trends so pertinent in the rural economy, the review of the challenges and successes experienced in the delivery of the NRDP/LEADER+ Programme, and the needs identified through the consultative process.

The objective of this approach is to define relevant, area-based, rural development strategies designed to respond to the identified needs of the county using the bottom-up approach that underpins the LEADER philosophy. The approach also encourages an innovative, multi-sectoral design and implementation based on the interaction between actors and projects of different sectors of the local economy and beyond.

4.3 Detailed Aims and Objectives

- To enable people in Leitrim to realise their ambitions to live in communities where they can fulfill their personal, social and economic potential.
- Recognising that communities and groups are at difference stages of maturity, we will engage with same individually to achieve their aspirations.
- The creation of new economic opportunities for people to work productively and live in their locality in a manner which is appropriate to their justifiable expectation as equal citizens
- The provision of support measures which contribute to the viability of small, farm holdings in the area;
- The provision of access to learning for people of all ages to access learning and gain new skills;
- To enable people to live in their local areas in habitable, affordable and environmentally sustainable housing;
• To support a series of social and recreational measures addressing issues of rural isolation;
• To support the development of arts, crafts, creative industries and other forms of creative expression.
• To harness the potential usage of the area’s natural resources.
• To create new opportunities for, and to foster the development of indigenous heritage and cultural conservation in the region;
• To facilitate and encourage active participation in rural development for people of all ages.

Based on a careful determination of the performance indicators and target for the Leitrim Rural Development Plan, our objective is to create the conditions and circumstances for the following targets,

- **Agri Diversification** 683 beneficiaries and the creation of 192 jobs
- **Business Creation** 803 beneficiaries supported and the creation of 440 jobs through a cluster based programme approach to maximise the performance of this measure
- **Tourism** 133 tourism projects will be supported creating 60 jobs
- **Basic Services** 60 new actions will be supported with 36 communities benefitting and 30 jobs created
- **Village Renewal** 50 new projects will be supported benefitting 32,500 people and creating 20 jobs
- **Heritage** 212 actions supported including renewable energy
- **Training** 5,000 people will be up skilled over the lifetime of the Leitrim Rural Development Plan
### 4.4 Targeting

Our target groups are identified as rural dwellers & farm families with a specific focus on:

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>RATIONALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers and Farm</td>
<td>We will target farmers and farm families interested in on farm and off farm diversification. The rationale for this support is clearly outlined in section 3.3.4.</td>
</tr>
<tr>
<td>Families</td>
<td></td>
</tr>
<tr>
<td>Young people</td>
<td>Retaining and attracting young adults is a priority within the programme. This will be approached through the encouragement of projects which will make the area a more attractive place to live and bring up children in as well as projects which offer better access to training and stimulate commercial activity and employment opportunities. Fresh opportunities should also be created for younger adults to set up in business in their home area.</td>
</tr>
<tr>
<td>Women</td>
<td>Women will be well placed to take advantage of the higher level of economic activity, in both the commercial and the voluntary sector, which this strategy is designed to stimulate job creation. Training activities within the Programme will be designed to be accessible to women with family obligations. Fresh opportunities will also be created for women to set up in business in their home area.</td>
</tr>
<tr>
<td>Older people</td>
<td>Older people can suffer disproportionately from rural deprivation, especially through poverty and isolation. They will benefit from actions to improve local facilities and access to services. Opportunities to use and develop their skills through training and volunteer programmes will also be created.</td>
</tr>
<tr>
<td>Rural businesses</td>
<td>Virtually all the businesses in Leitrim are this category including small farms, service businesses, creative industries and social economy enterprises. They will benefit in particular from action to develop new business opportunities and from a better alignment between the objectives of economic development and sustainability and from the encouragement of new commercial activity in the rural economy.</td>
</tr>
<tr>
<td>Rural Communities</td>
<td>Our vulnerable and changing rural communities – the people and the structures in which they operate are a key focus of this programme.</td>
</tr>
</tbody>
</table>
4.5 Programme Structure

The NRDP 2007-2013 is based on the EU Framework for Rural Development and on the National Rural Development Strategy, formulated in line with that framework. The EU Rural Development Strategy for 2007 - 2013 focuses on:

- **Axis 1** - Improving the competitiveness of the agriculture and forestry sectors;
- **Axis 2** - Improving the environment and the countryside by support for land management;
- **Axis 3** - Improving the quality of life in rural areas and encouraging diversification of economic activity.

The first two priorities are directed primarily at the agricultural and forestry sectors and are the responsibility of the Department of Agriculture and Food. The third EU priority – quality of life and diversification – is the responsibility of the Department of Community, Rural and Gaeltacht Affairs.

Actions are centred on the wider rural community such as the development of rural enterprises based on local natural resources, tourism, village enhancement and environmental initiatives will be delivered in a manner that addresses these challenges and complements on-farm measures, and this will be delivered through Axis 3 and Axis 4 (LEADER).

Both EU LEADER+ and the National Rural Development Programme 2007-2013 (NRDP) were organised into an integrated package of seven measures. In addition, EU LEADER+ had the ability to operate transnational between LAGs within the EU, and the NRDP had a particular focus on rural tourism. The seven core measures are:

- Training;
- Analysis and Development;
- Innovative rural enterprises, craft enterprises and local services/facilities;
- Exploitation of agriculture, forestry and fisheries products;
- Enhancement of natural/built/social/cultural environment;
- Environmentally friendly initiatives; and
- Animation and capacity building.
4.6 Measures, Priorities and Actions’

The following section establishes and justifies the key priority sectors and activities of Leitrim Integrated Development Company under the National Rural Development Programme 2007-2013. We must emphasize the cross cutting themes of the sectoral and area based approaches. The investment made under these priority themes will contribute to the pertinent Axes of the NRDP and will be delivered through a series of Measures and sub strands, also presented in full at Annex A. These priority investment themes will be subject to ongoing review to ensure that they remain the most appropriate for the programme, based on changing local conditions and external factors that may require a shift in programme focus. These themes will evolve over the life of the programme and we must remain agile to respond to changing times. We will support investment that promotes structural and attitudinal change in the economy in Co. Leitrim. We will concentrate on: ensuring that agricultural activity and diversification is fully integrated with wider rural socio- economic development; delivery of business support; rural ICT for business and communities; infrastructural change and progression in communities, the renaissance of market towns villages and exploiting the economic potential of environmental assets while retaining integrity of same. We will also provide resources to support leadership for the development of tourism across the county.

The specific activities we anticipate involve:

- Piloting new approaches to overcoming rural social & economic exclusion, and exploiting the full economic potential of the region’s environmental assets.
- Ensuring efficient and focused delivery of business advice and fiscal supports in rural areas including micro-business marketing skills and business counseling.
- Developing strategic interventions on Information and Communications Technology (ICT) to enable a step change in rural business attitudes to, and use, of ICT.
- Working with rural towns and villages to regenerate not only their own economies but also their rural hinterland.
- Quality of life interventions targeting our specific target groups
- Community participation and capacity building
- Locally appropriate area-based interventions
NOTE:- As permitted under the NRDP, we attach a portion of Skills Animation budget to each of the following project interventions. This allows us to present an integrated programme and budget approach and ‘bundle’ our supports as integrated, client base offerings.

**Measure 4.6.1  Diversification into Non-Agricultural Activities**

Budget request €1,782,500 (6%) and animation budget for agri diversification of €340,000

**Rationale**

The main focus of this measure is to create alternative on and off-farm employment opportunities in non agricultural activities and services. A growing feature of farming is the increase in the number of farms no longer able to sustain farming families without additional on-farm income supplementation.

However, as few as 3% or so of all farms nationally are presently involved in some form of non agricultural or forestry activity. Agri-tourism as an example of a complementary activity that combines well with farming activity and also can provide many farm families with the opportunity to develop a viable on-farm alternative enterprise. In Co. Leitrim it is important to develop a culture of diversification among farmers and encourage them to add value to farm produce.

Development of on and off-farm employment opportunities under this heading will be closely linked with economic actions under other headings in the axis such as under rural/agri-tourism, heritage interventions, environmentally friendly initiatives and alternative energy.

While it is accepted that conventional agriculture in the area will continue to decline, Leitrim Integrated Development Company will continue to work to maintain the number of farms in the area encouraging diversification in order to maintain the population levels of rural areas. The county has a low level of agri business diversification relative to other regions, so craft based agricultural and woodland based businesses will be encouraged and supported to diversify through the identification of new innovative business ventures, either utilising the natural capital of rural areas or benefiting from increased accessibility due to ICT progress.
Proposed Approach

Leitrim Integrated Development Company intend to engage with the farming community in Leitrim through a well resourced and integrated strategic programme outlined in the following pages involving:

- Publicity and marketing programme – aimed at raising awareness of the new NRDP and options it offers to farmers and farm families;
- One to one mentoring to help farm families consider their current situation and discuss possible alternative strategies including on farm and off farm diversification;
- Training for members of the farm family to build the skills needed to diversify or set up new rural businesses;
- Funding for feasibility studies for diversification; and
- Capital funding for projects.

Objective To significantly increase the percentage of holdings where the fixed assets of the farm are utilised in any non agricultural activity by a member of the farm household for economic gain.

Target Group: A member of the farm household
Target Area: All agricultural holdings in County Leitrim
Consultees: Martin Henry, Teagasc; Sean McGloin, Western Organic Network; UCD, Bord Bia, BIM; Origin Farmer’s Market

Leitrim Integrated Development Company proposes the following strands of project activity:-

Strand 1.1 Farm Families Rural Crossroads Programme

In consultation with the Smallholder Worker of County Leitrim Partnership, this programme is delivered over a 12 week programme. It is a very practical capacity building and training programme for members of farm families who are interested in exploring their capacity for entrepreneurship in a context which is strategically orientated towards rural business opportunities and which is based on an understanding of the changing nature of the farm as an economic unit within rural communities.

4 Possible project for co-operation with other agencies
The key elements of this programme will be,

### Stage 1: 4 group sessions as follows:
- Introduction and Programme content/Setting out the challenge. Recognising your own potential module
- Coping with change/Barriers to progression - Recognising your own potential 2
- Delivery of Options Programme by Teagasc + Farm Details completed & Viability Appraisal
- Networking and supports
- Setting out the goals and objectives for each farm family and Course Evaluation

### Stage 2 Individual Coaching Sessions
One to One coaching sessions x 3 per participant comprising of approx 45 hrs time tabled by Life coach over a two to three week period. Stage involved:

1. Getting clients to recognise where they were going
2. Discuss overall issues and concerns
3. Agree that particular interventions were necessary
4. Discuss fears regarding change
5. Allow clients to come up with their own solutions

### Stage 3: (Mentoring & Activation Stage)
Initial focus on client outcomes re: interventions from previous coaching stage. Follow up mentoring and assistance in implementing specific actions e.g. Farm Schemes, Farm Assist etc
Consultations were initially carried out on the farm and subsequently liaised with Teagasc Advisors re: Options Visit and completion of Viability Appraisal.
Ongoing consultations and Meeting organised to track progress between Life Coach and those involved in final Mentoring & Activation Stage.
Action Plans prepared with clients and sent out at completion of Stage 3 with review in 6 months time.

The project has run with excellent success in other counties specifically targeting unemployed/underemployed with an average farm size of 70ac of Suckler and some mixed farming enterprises less than 50 LU who are specially looking to change their approach but did not know exactly how to go about it.

**Indicative output**

10 participants per annum

**Indicative cost**

€15,000 per annum
Strand 1.2  Farm Families Rural Entrepreneurship Support Service (off farm)

The programme would also provide qualified access to a dedicated capital grant programme to bring researched ideas through to actionable enterprises based on solid business plans.

*Indicative output* 6 beneficiaries per annum

*Indicative cost* €20,000

Strand 1.3  Farm Diversification Expansion Programme (on farm)

This programme is targeted at farm families who wish to establish or currently operate an existing farm diversification enterprise and who wish to further expand within these sectors. Grant aid will be available for capital items (i.e. buildings and equipment) and marketing activities associated with the project.

The types of projects which could be eligible include:

- Open Farms, Specialist Farm Shops
- Arts and crafts projects
- Support farmers to begin to produce fruit and vegetables and meat for the local markets.
- Promote local foods, by encouraging local shops to sell local food and branding local food produce.
- Support the establishment of a local producer group.
- Carry out a skill and labour survey among farm families to identify skills gaps and provide appropriate training to meet the need.

*Indicative output* 3 beneficiaries per annum

*Indicative cost* Average grant investment €20,000
Strand 1.4  Agri-tourism Development Programme

Agri Tourism is an economic activity that combines well with farming activity and can provide many farm families with the opportunity to develop a viable on-farm alternative enterprise. Specifically, supports will be directed to encourage the further sustainable development of the rural / agri-tourism sector.

- With an emphasis on product development where gaps exist support for new entrants from farming backgrounds into agri-tourism in response to a sustainable demand, e.g. disused farm buildings to be used to support tourist accommodation requirements or other sustainable economic activity.
- Development of niche tourism projects (walking, cycling, angling, falconry, pony trekking, bird watching)
- Assist in developing strong networks and collective marketing initiatives for rural/ agri-tourism packages for sale to the domestic and international markets.

**Indicative output**  
**3 beneficiaries per annum**

**Indicative cost**  
**Average grant investment €20,000**

Strand 1.5  Social Farming Programme

Social Farming (also known as ‘Green Care’ and ‘Care Farming’) is based on the recognition that working with animals, earth and being out in the natural environment has special value for peoples’ wellbeing. Social Farming offers the opportunity to spend time on farms and in the countryside whether that is on the basis of improving quality of life or for specific therapeutic purposes. Social Farming can offer an opportunity to engage with people interested in spending times on farms and learning from farmers who have a wealth of skills and may be ideally suited to nurture vulnerable people. In Belgium and the Netherlands many commercial farmers are now offering their farms as a social service to a wide range of people at a cost. In the Netherlands 700 commercial farms provide Social Farming services and in the Flanders region of Belgium the number of farms involved is 260. It has been recently estimated that Social Farming is worth €37m to the Dutch rural economy (Hassink, J. 2007).

Leitrim Integrated Development Company has the opportunity to link into a social farming development group which includes The Health Service Executive, Department of Community Rural and Gaeltacht Affairs, Department of Agriculture, Disability and Mental Health representative groups and advocates, service providers such as North West Parents and Friends, Brothers of Charity, Rehab, farmers representatives groups and farmers themselves.
The development of social farming in Leitrim must include a number of parallel developments to succeed. Funding resources will be allocated to stimulate the development of this activity on a pilot basis. This will include project expertise to explain the concept to interested farmers, service users, care providers and interested agencies. A number of networking events and visits to working social farms (possibly abroad) will be required. Then some capital support will be required to encourage farmers (initially four or five maximum) to make the necessary adjustments or investments to their farms. Some funds will also be required to assist with the costs for service users.

**Indicative output**  
10 participants per annum

**Indicative cost**  
€20,000 per annum

### Strand 1.6 Organic Farming

The Western Organic Network works with 300 members whom are primarily organic farmers and small food businesses in the West of Ireland. The organic sector in agricultural productivity terms is deemed small when each farm is considered individually e.g. fruit and vegetable production 3-4 acres and livestock production 25-80 acres. However the combined capacity of organic farmers is quite significant with strong potential to significantly increase local production through a coordinated approach if supports are aimed at facilitating producers to work collectively. Growing co-operatives verify that there is a need to support the combined production of efforts of producers through collective processing sales and marketing and the branding of unique products that have clear linkages to local areas through history and culture.

The following actions will be prioritised for support,

<table>
<thead>
<tr>
<th>Horticulture</th>
<th>Introduce a formalized supply chain programme bring individual growers together to combine critical mass to meet demands of restaurant and catering sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide capital assistance towards washing equipment (Most catering establishments are not equipped to take field produce unwashed)</td>
</tr>
<tr>
<td></td>
<td>There is a need to have a central processing unit for primary processing and adding value. – potential location – The Food Hub. This would have shared access to juicers, jam equipment etc so time share production can be progressed.</td>
</tr>
<tr>
<td></td>
<td>Allotments programme – farmers can lease lands at a reasonable amount to allow interested parties to set up allotment schemes,</td>
</tr>
</tbody>
</table>
| **Organic Meat** | Organic livestock producers represent less than 0.5% of farmers nationally hence they are geographically dispersed and operate independently. According to 2006 figures from the Department of Agriculture in excess of 50% of organically born animals are lost into the conventional sector. The primary reason is the lack of coordination amongst the farmers in the West of Ireland primarily due small production units unable to meet the requirements. 

Lever the business opportunity to establish a meat procurement specialist business which would co-ordinate and manage local production from producer to processing through to sales and marketing. 

Feasibility study on possibility of supplying a Butchers Network with vac packed and branding organic meat. 

Build on Farmers Markets sales through Internet Sales – fulfillment plan needed. |
| **Organic Chicken** | Based on the very positive findings of a recent feasibility study establish a Mobile Chicken processing unit to service up to 12 artisan producers 
Equip each farm/producer with cold store facilities 
Provide central sales through central channels as above |
| **Other organic projects** | Mobile Cheese producing unit similar to highly successful UK project in Dalesford. |
| **Development Support** | Need for technical skills to work with producers on added value and branding of local organic products. |

The Western Organic Network would also seek to work with Leitrim Integrated Development Company in establishing a strategic platform for training approaches and market development in order to develop the emerging organic sector (organic farmers and entrepreneurs) in the county. Target participants will include those aspiring to convert to organic production, and experienced organic producers who want to improve their skills or diversify into new areas.
Key areas where training will be provided are:-

- Organic beef, lamb and pig production
- Organic poultry production
- Organic wool processing
- Organic horticulture production
- Organic artisan foods added value manufacture projects

**Indicative output**

<table>
<thead>
<tr>
<th>Horticulture</th>
<th>10 beneficiaries per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td>20 beneficiaries per annum</td>
</tr>
<tr>
<td>Training</td>
<td>20 beneficiaries per annum</td>
</tr>
<tr>
<td>Other organic</td>
<td>6 new projects by programme end</td>
</tr>
</tbody>
</table>

**Indicative cost**

€50,000 per annum

**Strand 1.7  Thriving Rural Abattoirs programme**

In Co. Leitrim there are seven abattoirs. Research by CLE and the Local Authority Vets (led by Leitrim County Council) verifies that Rural Abattoirs and Meat Establishments have suffered from:

- a lack of capital and marketing investment,
- scarce sources of distribution and market channels
- low consumer awareness & appreciation of the benefits of local food

The need to provide an integrated support programme for the challenged Rural Abattoir sector is pressing. CLE and LEADER companies are working with rural abattoir owners & the Local Authority Veterinary Service to develop, pilot and market a series of regional brands which will ensure national coverage following an initial pilot programme featuring two areas in the North West covering counties Sligo, Leitrim, Roscommon, Longford and Donegal and in the South West covering counties Cork, Kerry and Limerick. The thriving rural abattoirs project has the potential to be one of the key flagship projects for LEADER in the next funding period.

The key objectives of the project have been determined as:-

- To bring the benefits of cluster marketing, branding and networking to this important agri-food distribution channel (for the first time)
- Develop and gain acceptance of clear code of practice and quality guidelines.
- Develop a project /consumer led brand that can be adopted on a national basis
• Drive consumer awareness, confidence and spending power through a supporting promotional campaign
• Use the campaign to celebrate regional meat cuisine through education and promotion of local recipes through various channels (recipe cards for consumers, restaurant linkages, farmers markets promotions etc.)

**Indicative output** 6 abattoirs, 10 producers and 5 meat establishments supported

**Indicative cost** €25,000 per annum

**Strand 1.8 Farmer’s Market Supply Programme**

Since establishment under an Action 2 transnational (cross border) project, the Origin Farmer’s Market in Manorhamilton has been a resilient success. Now joined by the Carrick on Shannon Farmer’s Market they have provided a launch pad for a number of new farm suppliers and food producers. The Markets are faced a deficit in the quantity of food offer relative to the consumer demand and this action seeks to ensure that innovative new products are available to respond to increasing customer demand.

**Indicative output** 10 new producers per annum

**Indicative cost** €10,000 per annum

**Strand 1.9 Farm gate sales Programme**

A key action will be support actions to encourage sales of produce through on farm channels. We will encourage and support the establishment of farm and box schemes bringing the connection between the farmer and the consumer closer.

**Indicative output** 2 new farm gate sales projects and box schemes established

**Indicative cost** average cost €20,000 each

**Strand 1.10 Adding Value to Wood Programme**

This programme would assist private individuals and communities to deliver the following capital and technical assistance projects:-

• Promoting woodlands for recreational purposes e.g. outdoor pursuits centre
• economic projects sympathetic to the resource – wood fuels
• woodland biodiversity – support for mapping projects

**Output**
4 projects assisted

**Cost**
€20,000 each (average)

**Strand 1.11  Food Specialist Mentoring programme**

Leitrim Integrated Development Company feels that it is advisable that if the ambitious plans and targets are to be achieved it is necessary to deploy food sector mentoring expertise to motivate new approaches to agri food sector development at a local level. This intervention will provide one to one specialist technical expertise to emerging food companies in addition to mentoring on local food sector initiatives, often working on complex projects involving establishing food brands and circles, providing sectoral training programmes and individual advice to food companies.

*Indicative output*
Food specialist mentoring programme benefiting 30 companies/individuals per annum

*Indicative cost*
€37,500 per annum

**Strand 1.12  Agri Services Opportunities for Farm Families Programme**

To assist farm families look at new business areas specifically in the agri servicing sector that could augment the farm incomes.

*Indicative output*
6 farm families assisted per annum

*Indicative cost*
€15,000

**Strand 1.13  Environmental Craft Development Programme**

Environmental crafts present an excellent opportunity for farm families to establish micro enterprises particularly when linked to sales opportunities such as presented through the craft sales outlet The Leitrim Design House.

*Indicative output*
2 new craft businesses per annum

*Indicative cost*
Average €10,000 per project
**Consultation pipeline projects – Agri tourism**

<table>
<thead>
<tr>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate farm yard buildings of character for Tourism accommodation</td>
</tr>
<tr>
<td>Old farm cottage to be used for Tourism accommodation</td>
</tr>
<tr>
<td>Equestrian Tourism Enterprise Provision</td>
</tr>
<tr>
<td>Set up Pet Farm, Tea room, Crafts &amp; other attractions</td>
</tr>
<tr>
<td>On farm Trekking Centre, Activity Centre, Moorings</td>
</tr>
<tr>
<td>Renovate &amp; convert existing old farmhouse to self catering accommodation.</td>
</tr>
<tr>
<td>Renovate old farmyard shed to workshop for craft manufacturing business.</td>
</tr>
<tr>
<td>On farm food production facilities (a number of projects)</td>
</tr>
<tr>
<td>The development of equine holidays/trekking/adventure packages</td>
</tr>
</tbody>
</table>
**Measure 4.6.2  Support for business creation and development**

Budget request €4,825,000 (15%) and animation budget for rural business measure of €340,000

Entrepreneurial activity in rural areas has the capacity to

- Act as the catalyst for physical and environmental renewal
- Act as the generator of new economic activity and jobs
- Attracts and levers additional spending and capital investment to an area
- Change or enhance an area’s image

Rural Enterprise is a vital component in improving the quality of life in rural areas. This measure is designed to position rural areas to provide economic activity of sufficient mass to attract people to live and work there and so offer a counter balance to the economic pull of gateway towns that are the focus for development under the National Spatial Strategy. Under the Leitrim Integrated Development Company our priority is to embrace a wide scope of projects - from simple small scale projects which benefit a single business, to large-scale complex projects which benefit several businesses or community groups which contribute to the economic, social and cultural life of the entire population. It is encouraging that there is evidence that rural business start ups are more likely to survive after three years than their urban counterparts.

Actions under this Measure are guided by the following challenges and problems faced by rural enterprises:-

- Many firms are too small and cannot achieve critical mass or economies of scale –
- Smaller business tend to have fewer employees, with over 90% of rural businesses being classed as small or micro-businesses, having fewer than 10 employees and fewer than one in a hundred having more than 50 employees.
- Employees of rural companies are also more likely to work part-time, and to work from home and there is a prevalence of ‘lifestyle’ businesses in some areas and some sectors.
- Devote insufficient resources to Marketing / Sales
- Achieve low productivity / added value levels
- Emerge from product ideas rather than market opportunities
- Are financially under capitalised or over borrowed
- Only marginally profitable
- Need to expand distribution channels earlier
• Do little product or market research and lack the capacity to innovate
• Weak management expertise and resources
• Lack a strategic perspective

Leitrim Integrated Development Company through the LEADER programme will stimulate, champion and support the development of vibrant rural enterprises in Leitrim with particular emphasis on those based on new opportunities within technology and those which utilise natural resources to play a vital role in the economic development and in counter acting the decline in farming in our area.

**Objective** To position rural areas in Co. Leitrim as thriving centres of economic activity of sufficient mass to attract people to live and work.

**Target Group** All rural dwellers currently engaged in rural micro enterprise activity or those who wish to set up a micro enterprise

**Consultees:** Leitrim County Enterprise Board, Carrick on Shannon and Mohill Chamber of Commerce, Manorhamilton Enterprise Forum, Drumshanbo Enterprise Forum, Enterprise Ireland, St. Angela’s Food Development Centre, Bord Bia, Crafts Council of Ireland, Sustainable Energy Ireland, NW Advance (network of Community Enterprise Centres)

We present a sectoral approach as we are clear that clustering businesses within development strands is proven to reduce the failure rate of early stage companies and speed the growth of rural companies which have the potential to become substantial generators of local employment and wealth.

**Strand 2.1 Rural Micro Enterprise Stimulation in Leitrim**

Objective: Encourage local enterprises to become more innovative with a programme of assisted visits to external markets. This project strand will involve a multi faceted approach with an offering consisting of Capital Mentoring and Collective Marketing supports. Projects to be encouraged under this project strand include,

• New business start support programme (focused on the un and under employed)
• Existing micro business growth supports
• Innovation stimulation programme for rural businesses
• Construction Diversification projects
• Service Enterprise Support programme (in recognition of the key role of service businesses in the rural economy)
• Social Economy Business Sustainability

**Output**  
10 projects assisted per annum

**Cost**  
€80,000 per annum

**Strand 2.2  Rural Enterprise Space**

Building on Arigna LEADER's wise investments in rural community enterprise space, there has been a proved return in terms of clusters of businesses. There is a need to continue this work to ‘seed’ further rural communities with rural enterprise hubs to encourage a strong rural business base to facilitate new business start-ups and expansions of existing businesses. In particular we mention Manorhamilton and Keshcarrigan. We will also support networking and collective efforts between the community enterprise centres in Leitrim and the wider North West as promoted by the Advance NW network.

**Output**  
2 projects assisted providing workspace for 30 businesses

**Cost**  
2 Flagship projects @ €500,000 each  
Collective networking and marketing support €5,000 per annum

**Strand 2.3  Rural Service into Manufacturing programme**

The aim of the programme is to stimulate new manufacturing operations, where the manufacturing sector is underrepresented in comparison to national averages (e.g. value added building products). This project will engage existing rural service low value adding businesses in a development collaboration, to explore potential opportunities for new manufacturing enterprises, either on a spin-out, individual or joint venture basis. The project aims are as follows:

• To enhance value added within the disadvantages rural target areas
• To generate new business start-ups in same
• To expand existing service businesses to a new level of commercialism

**Indicative output**  
10 projects in total will be funded

**Indicative cost**  
Average €10,000 per project
Strand 2.4  Construction Diversification programme

Given the downturn in the construction sector and Leitrim’s over reliance on same, we wish to introduce a mentoring scheme focused on diversification opportunities for vulnerable small contractors to diversify their businesses into value added, more specialist areas.

*Indicative output* 20 projects will be mentored

*Indicative cost* €50,000 per annum

Strand 2.5  Developing the Rural Food Sector in Leitrim

Building on the success and strategic importance of the flagship community project, The Food Hub, Drumshanbo (Ireland’s best practice example of clustering 14 businesses in a food dedicated enterprise & development centre), we wish to build the capacity of our indigenous agri-food processing industry and providing local access to same. In a rural, agriculturally dependent economy, our strategy formulation is guided by the need to assist often vulnerable agri food businesses, challenged by ever demanding legislation requirements, changing consumer tastes, central buying systems of retailers and increasing costs/reducing margins.

While Leitrim has an emerging base in the food sector (6 new companies are currently establishing at the Food Hub) we need to stimulate increased value added food business starts and to assist existing producers to improve performance. International best practice verifies that clustering food businesses in training and networking environment can be a dynamic business development process. To quote Una Fitzgibbon of Bord Bia, “Rural Ireland is wide open for the development of small food production but the evolution of supports is vital”. The Minister for Community, Rural and Gaeltacht Affairs concurs with Gillian Buckley CEO of the Western Development Commission that there is,

>“a need to seed areas with small food producers.. [but]...they would need a support network back to the agencies as well as entrepreneurial, financial and marketing skills support. The idea would be to create pockets of excellence in the counties.”

Support 1  Start up Food Business Programme

A practical programme for interested parties to establish a new food business. It will cover the important areas of market research, business strategy, product development, processing and regulatory compliance. It will give a full perspective on the Irish food sector and what opportunities are emerging for new producers. Support will be given to critically evaluate
market potential, refining a product through market research, taking that information into product development and to food production.

Support 2  **Gearing up for Business Growth**
It is recognised that business establishment, management and business skills training within the rural food sector is distinct from other industries because of a number of factors inherent to the sector, such as:

- High compliance and infrastructure costs;
- Short product shelf life restricts distribution scope and increases costs;
- The risks that are associated - the success of many food products depend largely on people's tastes and current trends;
- The complexity of the food sector work environment and working patterns

This training intervention is designed to provide business enhancement training and professional development for those currently working in the food sector with a turnover of less than €50,000.

Support 3  **New Product Development**
This programme will benefit the rural food sector in many ways, by reviewing how producers can increase margins by introducing new products and reducing the risk associated with same, how producers can respond to changing market demands and compete more effectively with national competitors. This programme will look at the implications of introducing new products in terms of production and marketing. All small food businesses are being influenced by factors driving innovation in the food industry includes health and diet, modern farming techniques and advancing packaging. They need to be able to respond.

Support 4  **Leitrim Food Network & Origin Farmers Market Brand**
Emerging from consultation, we are keen to provide funding towards a Leitrim Food Network and support continued development of Origin Farmers Network in bringing together small and medium-sized food enterprises engaged in the production of specialty, artisan food products and interested in collective marketing and promoting their produce collectively. The Network would be allocated a mentor who would advise on the co-
ordination of shared marketing initiatives, central point of contact for information on funding / legislation / suppliers / co-operative buying

**Supports 1 -4 Indicative output**  
20 beneficiaries per annum

**Indicative cost**  
€100,000 per annum

**Strand 2.6  Infrastructure support programme**

This project strand dedicates a distinct capital fund for investment in food specific premises and equipment improvements in the county for growth orientated rural food businesses.

**Indicative output**  
3 beneficiaries per annum

**Indicative cost**  
€150,000 per annum

**Strand 2.7  Developing the Craft Sector in Leitrim**

Craft as a productive activity is very appropriate to rural locations – it is proven as an effective means of creating sustainable livelihoods and nurturing small, medium and micro-enterprises. It is also an accessible industry with low entry levels both in terms of skills and capital requirements, and because it is often home-based, allows for flexibility in terms of childcare, household and in rural areas, agricultural production.

The craft sector in Leitrim has been progressed through the sustained efforts of the Leitrim CEB who instigated Leitrim Design House project, an award-winning not-for-profit membership organisation committed to supporting the development and success of designer/makers and producers working in the creative sector. Creative enterprises interlink with, and help strengthen, other sectors such as tourism, hospitality, culture and, heritage and add to the attractiveness of County Leitrim as a location for artists and craftspeople to live and work as well as a visitor destination. The Leitrim Design House considered one of the landmark tourist attractions in the County endeavors to enhance this positive cultural image of County Leitrim and aims to establish and promote the region as an area of excellence and progression in craft development, innovation, art and design.
Leitrim Integrated Development Company will co-operate with the work of the Leitrim Design House to achieve the following:

**DEVELOPMENT OF LEITRIM DESIGN HOUSE FLAGSHIP**

- Refit of flagship gallery-displays units, lighting system etc
- Integrated IT systems-introduction of EPOS system
- New branding and merchandising material, point of sale information customised by LDH
- Promotional budget for LDH outlet and its activities including signage & advertising budget
- Promotion and maintenance of LDH online shop including further development of the interactive website

**BUSINESS DEVELOPMENT AND MARKETING**

- Deliver tailored training programmes including Business Development programme, Ideas generation, Trends forecasting workshops, Product Development workshops, Marketing and Branding, IT skills.
- To build upon and expand the SOURCE resource library at the Leitrim Design House
- Research co-operative trade promotion opportunities at trade and public events e.g. the National Crafts Fair of Ireland,-Showcase Ireland, Art Ireland, Bloom), co-ordinated buyer appointments, media pack etc.)
- To research specialised craft and design trade events overseas- e.g. Select, Collect, Harrogate crafts and design shows in UK
- To take a stand at an international craft trade event

**NETWORK DEVELOPMENT**

- Development of the **Into Leitrim Network** – the artists and craft workers within Leitrim.
- Development of **RED THREAD** – Fashion and applied art and design network with plan of activities to include networking events, best practice visits and access to information and resources.
- **CRAFT CONNECTIONS** – a series of network events bringing together clusters of crafts people with complimentary skills e.g. glass/ceramics-fashion, jewellery and accessories to – forging links with The Sculpture Centre in Manorhamilton, the Craft unit of NI the Crafts Council of Ireland & other relevant craft agencies-linking crafts people in the region
EXHIBITIONS / ACTIVITIES AND EVENTS

- **To develop a programme of regular exhibitions, activities and events** instigated, organised and delivered by LDH raising the awareness of contemporary Irish art, craft and design- this to include

- **A NEW IDENTITY** - To develop a themed curated travelling craft and design exhibition/ new product for an international market by the makers of "Into Leitrim" – contemporary craft artefacts. Develop trans-national links with craft and design guilds in Scotland, Wales and Sweden. New craft artefacts to be promoted as - a collection of Contemporary Heritage Crafts from Leitrim.

- **ECHO’S FROM THE PAST** - Build upon a schools project to link Leitrim with schools links in Sligo and Finland – (a youth project exploring local heritage and archaeology through textiles, ceramics and other media – a website link and a joint exhibition between the three schools groups will be hosted in Leitrim.

- **Bespoke Wedding Fair** - Linking Leitrim designers, food producers etc focusing on small indigenous businesses

TOURISM DEVELOPMENT

- Development of the Into Leitrim Craft trail.

- To create craft travel tourism packages and itineraries and arts-orientated tourist activity and share skills as part of a travel experience by providing workshops, courses etc

- To develop a learning centre and provide a platform to explore heritage and cultural themes and develop craft opportunities using indigenous natural resources of the area, notably in the area of environmental crafts and heritage crafts.

- To explore strategies that would link arts and crafts to the larger tourism industry. Tourism could be the thread that connects everything together bringing the flow of external incomes into a predominantly rural region

- To develop an artisan fair bringing together food, craft and cultural events.

*Indicative output*  50 beneficiaries per annum

*Indicative cost*  €75,000 per annum
Strand 2.8   Developing the Creative Industries Sector in Leitrim

From 2005 -2008, Arigna LEADER led a major sectoral stimulus programme for the creative industries sector - Source, developing rural creativity programme - www.ruralcreativity.com to build advantage into companies and individuals working in the design, fashion, software & computer services, architecture, the performing arts, advertising & P.R., publishing and the media sectors. This transnational and cross border initiative (Leitrim, Sligo, Fermanagh and Vasternorrland, Sweden) sought to generate growth in the creative industries sector through trade, training, infrastructure and marketing activities. The external evaluation of the INTERREG IIIA and LEADER Action 2 interventions show that Source has trained over 300 creative individuals and businesses, created over 100 new jobs in the sector and developed three dedicated workspace centres providing creative industry specific enterprise space for 30 businesses. We extract the key outcomes and deliverables of the project, as generated through a participant tracking work package. These statistics vividly illustrate the very impressive benefit LEADER has had on the creative industries sector in the project catchment area:-

- Employment levels within the creative industry enterprises participating in the programme had significantly increased
  - Average number of permanent employees across respondent companies at programme outset was 2.7 employees. As a result of the Source: developing rural creativity project 17% of participating businesses has taken on new staff since commencing the programme. A further 25% reported that they planned to take on new staff over the next 12 months.

- 25% of participants indicated that their annual turnover had increased since they became involved in the trade stimulus programme

- 21% of companies report that they have increased their customer base

- 13% of companies report increased sales in new geographic markets since joining the programme (greater relative growth was reported by southern participants)

- 38% of businesses indicate that they intend to introduce new products or services as a result of participating in this programme
• Almost half of the companies reported increased awareness of their competitors which was generated from the visits to tradeshows, training and mentoring received under the programme

• 10% of companies reported that the quality of their products and services had improved since joining the programme

The sector has also been highlighted by the Western Development Commission for attention over the coming period. They are conducting a baseline study of the creative sector in the west, providing econometric data on the significance and scope of creative businesses in the Western Region. An industry information group (IAG) has also been formed to compliment this research. Going forward it is intended to use the research and industry inputs to identify those segments and initiatives which will maximize growth in this sector.

Actions that will funded under the NRDP are

**Action 1  Workspace Development**

Given Arigna LEADER’s experience of very strong demand for dedicated and customised workspace for the creative industries sector, we wish to develop two workspace centres in existing under-utilised premises, thus enhancing the programme’s contribution to physical regeneration. A budget of €100k will be made available to each of these projects, each of which must make a workspace unit available to at least 6 creative businesses. The basis for need for this project was established when Arigna called for expressions of interest for communities or private individuals for support in
developing creative workspace in January 2006 - a staggering 84 enquiries were received for 3 spaces. This demand is still there and indeed has grown.

**Indicative output** 2 hubs supporting 12 businesses (24 employees)

**Indicative cost** €200,000

**Action 2 Training**
Under the Source programme, 300 individuals benefitted from training. To build on this demand and critical mass, we would propose running the following programmes:

- creative start – training to set up a creative business
- building creative networks
- commissioning development training programmes
- community creatives - inviting 12 community groups to avail of new training which will enable community groups to avail of all opportunities in the creative industries sector
- media tools training a course in media and public relations providing training and mentoring assistance for businesses and communities focusing on the implementation of a clear public relations campaign
- performance marketing & management skills programme focusing on two business basics: marketing and management to support the development of marketing and management skills for businesses working in performing arts and other areas of performance

**Indicative output** 40 creative businesses and communities supported per annum

**Indicative cost** €15,000 per annum

**Action 3 Networking Forum**
The importance of linking like minded creative people is recognised throughout Europe as being critical in reducing the isolation felt through working alone in local areas. A Source Rural Creativity Network will be established in Leitrim as an industry led entity with a separate work plan. The development of a county specific web networking platform www.ruralcreativity.com/leitrim will be a key deliverable of this project strand.

**Indicative output** 30 creative businesses supported per annum

**Indicative cost** €10,000 per annum
Strand 2.9  Green Business Stimulation Programme

We have designed a series of green business support interventions to encourage businesses that operate in an environmentally responsible way. The inclusion of this strand is in recognition of emerging entrepreneurial opportunities derived from environmental regulations & legislation and the needs these creates for suppliers of environmental goods and services. The overall objective of the strand is to encourage new and support existing and growing environmental entrepreneurship.

Strand 2.9.1  Rural Regeneration

To support and develop small community or private business owned renewable electricity generation projects.

- Research the viability for small scale renewable electricity generation projects in the county.
- Assist with the planning approval/fisheries board approval where appropriate to ensure projects do not fail at the initial stages.
- Provide technical support and grant assistance to promoters who are in the process of developing their projects.

*Indicative output*  
4 green businesses supported per annum

*Indicative cost*  
Average €30,000 per project

Strand 2.9.2  Improve the SME building stock, greening measures

This measure will provide a capital investment fund for SME’s to adopt energy efficiency techniques and renewable energy technologies in their business to reduce overheads and allow greater efficiencies both in monetary terms and environmental terms,

- To raise awareness of good energy efficiency practices through training in Energy Management, Renewable Energy and Energy Systems.
- To provide an auditing service outlined how best to save energy and what techniques and/or technologies could be implemented.
- To provide grant assistance where appropriate for the development/renovation of buildings and implementation of techniques and/or technologies to improve the Energy Rating.
- To provide grant assistance to on-farm biomass systems (cutting and burning) which utilise existing farm timber and farm wood wastes, pallets etc

*Indicative output*  
5 greening businesses projects completed

*Indicative cost*  
Average €30,000 per project
**Strand 2.10  Support for other rural enterprises**

This fund allocation will allow for the capital investment in value adding rural enterprises to allow them to expand their operations, invest in pertinent equipment or premises upgrading with an emphasis on innovative actions, increase efficiencies and job creation. It will support actions to foster rural entrepreneurship, particularly combined with support for small-scale research, analysis and development.

A fund of €700,000 will be allocated to provide grant aid under this measure. We expect that this fund will create up to 50 jobs over the lifetime of the NRDP.
Measure 4.6.3  Encouragement of Tourism Activities

Budget request €4,540,000 (15%) and animation budget for rural tourism businesses measure of €340,000

Given the weak base of Leitrim tourism highlighted in the economic profile of the county, it is obvious that tourism warrants particular attention and fresh innovative approaches under the Leitrim Integrated Development Company NRDP. It is important to define the niche in which our funding will focus to build strength. This has been clearly outlined in the document Developing Leitrim's Tourism Potential. 2007–2013 prepared by Leitrim County Council in June 2007 validating the vision for tourism in Leitrim as stimulating an environmentally friendly tourism industry that minimizes negative impacts on the environment and maximizes the social and economic benefits of the county. The Council recognizes that recreational activities such as angling, hill walking, pony trekking and cycling can have a very minimal impact on the environment while contributing significantly to the economy of the county. The Council also encourages theme holiday activities such as festivals, music events, outdoor pursuits etc. The Leitrim Rural Development Plan will work to nurture and deliver projects in line with this strategy.

We are also mindful that in the main our rural communities rely on their culture and cultural symbols, including music, folklore, architecture, heritage and geographic landscapes, as a focal feature for tourism development.

Our community consultations received a very strong level of submissions and expressions of interest under this measure – typical projects coming through are

| Lough Allen / Drumshanbo | Leitrim County Council commissioned a plan for the Lough Allen area to identify ways to promote the economic, social and cultural development of Lough Allen and its catchment area⁵.  
| | The Rural Development Plan can deliver resources to the following key projects identified for progression in the plan  
| | • Private marina investment projects  
| | • Equestrian centre expansion |

⁵ Lough Allen... assessing the significance...realising the potential, Feb 08
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<th>Location</th>
<th>Projects and Activities</th>
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| Manorhamilton | - Accommodation infrastructure – North Leitrim does not have any hotel accommodation – this is a serious deterrent to tourism development in the area. Manorhamilton Enterprise Forum have completed a feasibility study on same.  
- Manorhamilton Castle –(see heritage measure)  
- Star Forte heritage project (see heritage measure) |
| Glenfarne   | - Homestead project - Sean McDiarmuid cottage  
- Forest amenity resource |
| Rossinver   | - Support projects to enhance Lough Melvin |
| Kiltyclogher| - Build on community tourism efforts in the area |
| Ballinamore | - Church Island, Garadice Lake - Ballinamore has benefited economically and socially from the opening and development of the Shannon Erne waterway. However Garadice Lake immediately east of the town has significant potential for tourism and commercial development. In particular the committee have identified Church Island as having significant potential for exploitation and development. Currently owned by Coillte the Island consists of 16 acres  
- Further development of Leitrim's Genealogy Centre  
- Explore the possibility of a heritage barge as an interpretive water/heritage museum  
- Railway line walkway  
- Angling – more stands required  
- Classic Car training workshops |
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| Carrick on Shannon | - Further investment in the heritage capital base – Famine Workhouse  
                      - Collective marketing initiatives  
                      - Heritage Trail on MP3s  
                      - Provision of Walking Tours |
| Carrigallen  | - Margaret of Orleans - Thatch cottage commemoration  
                      - Development of the Community owned Cornmill Theatre  
                      - Green Mill |
| Fenagh       | - Heritage priorities – capital improvements  
                      - Heritage Trial Podcast |
| Mohill       | - Development of traditional Sweat house  
                      - Further develop existing caravan and camping facilities at Lough Rynn  
                      and pursue the potential development of additional facilities for the  
                      caravan and camping tourism market. |
| Drumsna      | - Trollop trail |
| Jamestown    | - Looped Walk  
                      - Heritage Barge |
| Killegar House | - Out Buildings – ideal as creative industries workspace hub |
| Summer schools & festivals | - Trollop, John McGahern, Sean McDiarmuid, Water Music Festival, Ballinamore Summer Festival, Mohill Story Telling Festival, Joe Mooney and Harvest Feast etc |
| County wide | - Eco tourism accommodation projects (various locations)  
                      - Learn to projects – support for Self Improvement tourism offerings -  
                      Rossinver Organic Centre, Sculpture Centre’s courses and others  
                      - Support for cultural centres of excellence such as the Dock in Carrick on Shannon, the Glens Centre in Manorhamilton, the Cornmill in Carrigallen, Shalynn Traditional Dance Centre in Ballinamore and the Sculpture Centre in Manorhamilton |
| General                                      | • Festivals County Marketing Structure [Maps] |
|                                            | • Centres of excellence for angling           |
|                                            | • Annual Tourism Awards Ceremony              |
|                                            | • Annual Research fund – Marketing excellence |

| Networks / collectives                     | Support for the animation of tourism networks instigated by the efforts of Leitrim Tourism, Walking Wild Ireland, The Green Box |

The above list is a non complete listing of the tourism projects that will emerge in County in the period Leitrim 2008 – 2013.

We have consulted with Sinead McDermott, Leitrim Tourism, Noelle Cawley, Failte Ireland, Alan Shanley, Shannon Marine & Leisure Skillnet and Mary Mulvey, Green Box to ensure our programme of support actions emphasise additionality, avoid duplication and address strategic national priorities in tourism for Leitrim. In particular, the agency stakeholders requested that the following actions are included in our plans:

- Provide a necessary range of assistances to new, existing and potential tourism products
- Trails and Routes – Capitalising on work already undertaken and underpinned by the RSS including existing waymarked ways, looped walks and cycling routes
- Investigate potential of introducing new nationally significant routes – for example the Leitrim element of the Baera Breifne Way project which intends to develop a walking and cycling route along the spine of the country from Baera in County Cork to Breifne in County Leitrim, following the line of the historic march of O’Sullivan Baera.
- Water based and maritime assets: water sports, angling, waterside products and boating
- Shannon and waterways enhancement projects which build on Leitrim’s status as Ireland’s cruising capital
- Support the ongoing development of heritage tourism in Carrack on Shannon and heritage villages throughout Leitrim.
- Thematic products: e.g. Arts, Music, Education and shopping
- Events and festivals – projects to focus on collective marketing and building the sustainability of events and festivals
- Development of Evening Visitor Economy
- Signposting, visitor information and visitor services
- Testing of new tourism products, marketing processes, routes to market and communication channels.
• Encouragement of clusters or networks of businesses/operators to work together to develop new marketing and training solutions.
• The encouragement of value added facilities to rural accommodation such as drying rooms for outdoor adventurers / walkers / cyclists, fly tying, rod storage facilities for anglers etc.
• The encouragement of cycle hire facilities adjacent to cycling routes where such facilities are absent.
• The provision of access including car park facilities, signage provision, map boards etc to upland walks.
• Complementary training programmes to those being provided to the industry by Failte Ireland
• Support for local cultural and heritage festivals and programmes that enhance the visitor experience in our region.
• Support the development of iconic attractions such as Glencar Waterfall and Parkes Castle and encourage ancilliary tourism projects to emerge to support these flagships.

**Objective**
To maximise the sustainable tourism potential of Co. Leitrim through provision of necessary infrastructure and development of the countryside as a recreational resource for all while ensuring balanced appropriate growth

**Target Group:** All rural dwellers

**Target Area:** County Leitrim

**Consultees:** Sinead McDermott, Leitrim Tourism, Noelle Cawley, Failte Ireland, Mary Mulvey, The Green Box and Gillian Buckley and Ian Brannigan, WDC,

Leitrim Integrated Development Company proposes the following strands of project activity:-

**Strand 3.1 Outdoor Recreation Product Development & Marketing Programme**

**Angling**

- Infrastructural development of lakes including access measures, piers, verges, fly tying, rod storage facilities and fishing stands.
- Restocking research and implementation programme with Fisheries Board

**10 projects will be funded with an average cost of €40,000**
Walking

- To support actions of Walking Wild Ireland – an industry led marketing network dedicated to strengthening the tourism walking product
- Inventory of all existing walks including community and town walks
- Propose the development of new and diversified walks - Themed and Timed Walks, Rambles and Mountain Walks, Nature Trails and History Trails - have specific themed walks and linkages into the O'Sullivan Baera way,
- Parking facilities at beginning and end of trails and walks along with general facilities where possible
- Link up walking festivals within this region to create and host a national walking festival
- Link with walking tour operators to provide activity breaks
- Signpost interesting sites be that of historic or natural significance
- Marketing funding for walks promotion

A fund of €200,000 will support the walks programme of activity

Waterways

The encouragement and support of any potential projects located in this area which will include the development of more projects at cruisers location and linking same into our walks and cycling offerings (looped cycling route, small walks, sites to visit while in the area) and providing funding support for such projects. We will also encourage community groups along the Shannon to examine more projects like these for visiting boat traffic.

A total fund of €250,000 will be allocated to this outdoor pursuit

Water sports facilities

Building on Leitrim County Enterprise Fund and Failte Ireland’s investment in Lough Allen lake amenity project we establish a specific development fund for this and other projects

A total fund of €300,000 will be allocated to this outdoor pursuit

Niche

Development of niche tourism such as arts and crafts, gastro tourism, ecotourism, genealogy, archaeology projects

A total fund of €250,000 will be allocated to this tourism segment
Strand 3.2  Leitrim Eco Tourism Plan/ greening tourism
Under this project strand, we draw influence from The Green Box, Ireland’s first eco-tourism destination, covering the counties of Leitrim, West Cavan, Fermanagh, North Sligo and South Donegal. The Green Box is defined as a region containing environmentally sustainable products, accommodation and attractions within a context of clear natural resources. Ecotourism is travel which is small scale, low impact, culturally sensitive, community orientated, primarily nature based, educational and capable of broadening people’s minds and enlivening their souls but providing a unique experience, firmly grounded in sustainable principles and practices. Typical eco-tourism products include walking, cycling, angling, artistic and cultural activities, health and personal well being activities etc. The Green Box originated a capital development project to provide capital funding and training for product providers to develop and enhance their eco-tourism products by employing eco-friendly building practices and focusing on accommodation/food and products/services. The Leitrim RDP will deliver a specific strand of support where applications will be invited from private individuals, limited companies, community groups, and co-operatives etc. who provide a product or wish to provide a product for the domestic and international eco-tourist. Projects will be awarded grant aid if they met the eco-tourism standard as set by the Green Box. Project and will be supported through on site auditing and training to achieve same.

A total fund of €540,000 will be allocated to this measure.

Strand 3.3  Tourism flagships
Priority projects under this strand will address the capital development needs of tourism flagships. Typical projects under this measure have been highlighted by Leitrim Tourism as,

- Ballroom of Romance, Glenfarne
- Killegar Estate, Carrigallen
- Manorhamilton Castle
- Green’s Mill, Carrigallen

3 community flagships will be funded to total cost of €1,500,000 with special Department approval.
Strand 3.4  Tourism infrastructure (accommodation)

A specific accommodation measure is being introduced to support accommodation provision projects where there is a recognised demand and gap in service provision. A sub committee will be established to determine the exact criteria for funding projects under this measure.

A total fund of €500,000 will be allocated to this measure.

Strand 3.5  Festivals and Events Development Programme

As advised in our consultations, Failte Ireland will be reducing their allocation of marketing support to small festivals moving their funding to concentrate on large international events. Hence, they advise that adding value of community festivals should be a focus for the Leitrim Rural Development Plan. They are supportive of the principle of fencing a programme for festival development to include marketing support. Indicative projects which seek to build sustainability and greater marketing strength into their festivals include:-

- John Mc Gahern Summer School – in memory of the famous local writer John Mc Gahern

- Writers Weekend – a 3 day event hosted for the Anthony Trollope Society of the USA and UK who travelled through Ireland in the footsteps of their idol. Due to its success in 2007, it is proposed to develop into an annual event and expand to include other writers connected with Leitrim.

- Taste of Leitrim - Endeavour to collate all the festivals together for the year and to put a structure on them leading to a non competing schedule of weekly events where possible and then to Market them collectively as a Taste of Leitrim.

- Ploughing Champion’s – this is not only a family festival but also an event which represents the heritage of our area. With various displays of farm machinery to farming methods used in the past it is certainly an event to be supported.

- Support the expansion of current events which are of international and national recognition, such as An Tostal, Drumshanbo, the Joe Mooney Summer School, Drumshanbo and the Carrick on Shannon Water Music Festival. Also, to explore the further development of additional festivals to reach national importance.

- Leitrim Heritage Festival 2009

A total fund of €400,000 will be allocated to this measure.
Strand 3.5  Marketing Leitrim

Leitrim Tourism is the organisation responsible for tourism marketing in County Leitrim with a remit to market the county as a prime tourist destination to the domestic and overseas markets, through a programme of targeted marketing. It has recognised that Leitrim needs to support its distinctive image and to establish a long term sustainable tourism strategy for the County by co-ordinating marketing efforts, to package compelling visitor propositions and communicate this message effectively to target consumers.

Our consultation with the Leitrim Integrated Development Company verifies that Leader support is crucial to ensure this project is brought to fruition. The implementation of this project will assist Leitrim deliver specific domestic and international marketing initiatives which will realise the visitor numbers outlined in our indicators.

A total fund of €200,000 will be allocated to this measure to fund 3 distinct marketing campaigns per annum.
Co. Leitrim is a very rural county, with a high number of very small settlements. Strong communities require local access to services and facilities to address issues of isolation and rural deprivation. This is an issue that affects all the Leitrim RDP target groups. For example, the rising older people population needs opportunities to socialise and to remain active and support to remain in their own homes; young people need local activities to engage with them and encourage healthy life choices; young adults will look at local services, job opportunities and social facilities in deciding whether to remain or relocate. Services such as childcare and daycare can be important in supporting the underemployed.

Our consultation throughout the county emphasises that communities are keen to build their capacity to deliver services they have themselves have identified to meet their own needs. It is clear that quality of life issues were prominent in the consultation process which highlighted a wide number of areas where basic services are lacking. The main groups identified in this process were younger people and older people. Facilities including youth space and youth cafés, playgrounds as well as day centres for older people are lacking across the county. The issue of heating and catering facilities for community centres has also emerged as an issue for rural communities. Leitrim Integrated Development Company also intends to support community energy audits and retrofitting community buildings with renewable energy alternatives and insulating technologies to offset the increasing cost of heating oil.

The Leitrim Integrated Development Plan is influenced by the Carnegie Commission identification of the characteristics of dynamic, vibrant rural communities, they cite these communities:

- Identify, utilise and optimise assets;
- Are based on fairness & equality;
- Have access to resources for community benefit and public good;
- Have locally relevant services;
- Enrich social capital and wellbeing by active volunteerism;
- Value local distinctiveness;
- Develop reliable infrastructure;
- Enhance environmental capacity;
- Support a dynamic local economy.
The following principles will inform the implementation of the Leitrim Integrated Development Plan:–

- sustained approaches – working with each community for short, medium and long terms goals
- work for ongoing regeneration with a basic services priority;
- demonstrate a clear and partnership based relationship with the local authority and all other stakeholders
- a process of ongoing learning and evaluation.

**Objective** To achieve thriving rural communities by identifying and providing appropriate social, infrastructure, cultural and leisure facilities to local communities not otherwise available to them.

**Strand 4.1 Access to activities, facilities and services**

Indicative projects for support under this heading includes:-

<table>
<thead>
<tr>
<th>Indicative project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Broadband project</td>
<td></td>
</tr>
<tr>
<td>High speed Data Backbone through Leitrim</td>
<td></td>
</tr>
<tr>
<td>100% Coverage of Rural Leitrim for Broadband ranging from 1MB to 100MB</td>
<td>276,000</td>
</tr>
<tr>
<td>Friendly call service to connect isolated rural dwellers and older people</td>
<td>100,000</td>
</tr>
<tr>
<td>Inter generational playgrounds - development of and improvements to play parks,</td>
<td></td>
</tr>
<tr>
<td>encouraging communities to incorporate sensory elements, disabled access and older</td>
<td></td>
</tr>
<tr>
<td>people activities within same</td>
<td>250,000</td>
</tr>
<tr>
<td>Youth Cafes- Feasibility study into the development of youth cafés in Co. Leitrim</td>
<td></td>
</tr>
<tr>
<td>and development of 4 Youth cafés and youth space development.</td>
<td>350,000</td>
</tr>
<tr>
<td>Intercultural integration programme</td>
<td>150,000</td>
</tr>
<tr>
<td>Older people friendly Community gardens</td>
<td>100,000</td>
</tr>
<tr>
<td>Pilot programme for volunteerism awareness &amp; recognition</td>
<td>60,000</td>
</tr>
</tbody>
</table>

**Arts facilities & development**

- in particular we wish to support Ballinamore Development :Arts Centre Development, Leitrim Sculpture Centre
- the roll out of Flights of Fancy II – a programme to run an annual series of performing arts events in village venues around Leitrim
- support for [www.leitrimarts.ie](http://www.leitrimarts.ie) - a dynamic art website for both communities and those working in the arts arena in Leitrim

<table>
<thead>
<tr>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>600,000</td>
</tr>
</tbody>
</table>
**Strand 4.2  Community Centre Enhancement Programme**

Leitrim has a wide dispersion of community centres however the condition of same is extremely poor, they are in a state of deterioration and lack of investment. This programme will work with communities to develop welcoming multi functional hubs appropriate to all age groups and special needs for community activity at the heart of the area which is serves. This measure will work with projects to create, improve or extend community and recreational facilities and multi use sports areas which will include the provision of catering facilities and community gyms.

*A total fund of €2,000,000 will be allocated to this measure which will benefit 30 projects.*

**The proposed projects that have come through the community consultations are**

<table>
<thead>
<tr>
<th>Drumkeerin</th>
<th>Equipment for community gym</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballinmore Community Council</td>
<td>Community Centre redevelopment.</td>
</tr>
<tr>
<td>Aughvas Community Centre</td>
<td>Enhance community centre and create a rivers side amenity at Cloonsanve River at the rear of the</td>
</tr>
<tr>
<td>Breadagh NS Restoration Committee</td>
<td>Refurbishment of derelict school outside Carrigallen</td>
</tr>
<tr>
<td>MRD Marketing Ltd</td>
<td>Expansion of Market yard community centre to cover the Bank Stands and provide cover for section of yard. Old Well redevelopment</td>
</tr>
<tr>
<td>Newtownmanor Community Development Group</td>
<td>Community Hall Refurbishment, Erection of Place Name Stones, Provision of Car Park beside Community Hall, Environmental upgrading</td>
</tr>
</tbody>
</table>
| Breffni Community Dev Co Ltd | 1. Services for Youth.  
2. Plan to Dev a multipurpose astroturf pitch.  
3. Plan to develop dressing room facilities.  
4. Develop parking facilities at the centre. |
| MRD Marketing Ltd | Collective Marketing for tenants                  |
| Carrick on Shannon Chamber of Commerce | To continue to increase the profile of Carrick on Shannon on a regional and National basis |
| Manorhamilton         | Market House  redevelopment for community use, enhancement works to Star Forte |
Measure 4.6.5 Village Renewal and Development

Budget request €5,440,000 (17%) and animation budget for village renewal and development measure of €340,000

Villages and small towns are the focal point for a significant section of the rural community in Co. Leitrim and as such are a priority for infrastructural development. The focus for improvement will extend to the enhancement of villages, small towns and the surrounding countryside. Actions will address the provision of small-scale infrastructure aimed at enhancing the environmental, amenity and surface structural aspects of these communities and as such will have complementarity with other measures, particularly tourism and conservation of the local heritage.

Objective  To provide appropriate small-scale infrastructure to enhance the economic and social attractiveness of villages, small towns and the surrounding countryside.

Strand 5.1 Village Renewal and Development

Extensive consultations with Leitrim County Council, local communities and community representatives have verified the high demand from villages throughout Leitrim to undertake various enhancement works.

Indicative Projects under this project:-

- Facilitating community action through access to relevant professional support (e.g village design statements and implementation)
- Supporting innovative use of public spaces to provide increased multi-use of community resources
- Environmental upgrading e.g. upgrading parks, civic areas, river walks etc.
- Access facilities to amenities.
- Supporting and developing the increased use of ICT for community benefit
- Other small-scale infrastructure
- Encouraging increased collaboration and networking between community groups

Target Group: All rural dwellers and communities
Target Area: Countryside, villages and small towns
The following criteria for award of resources:

- Proposal must have the endorsement of a community group or be presented through that community group;
- If a proposal involves development of an amenity which affects more than one identifiable community, the promoters must be able to verify that consultations with other communities and communities of interest have taken place;
- Proposal must have clear rationale for proposed activity and be able to demonstrate a) how the proposal will improve quality of life for rural dwellers, b) how the proposal will raise the level of amenities and/or appearance of the locality and c) how the proposal will contribute to the enhancement of the area as a destination for visitors;
- Proposal must have the endorsement of Leitrim County Council;
- Proposal must be deemed viable in terms of compliance with environmental impact, health and safety, planning legislation and existent planning regulations.

Typical projects will include

- A project put forward by Dromahair Development Association which seeks funding in implement two projects:-
  - Transition Town & Sustainability Project.
  - Village Square Development

- Castlefore as a community also wish to progress an integrated development project which will include the, landscaping of Castlefore crossroads, rebuilding of stone walls, revitalising of Drumaney & Kilmacsherwell Bridges, Gun house, development of amenity area

- Leitrim Village - General improvement works to car park area, fencing, other small scale improvements works and the development of Walking Trail

*We are allocating a fund of €5,000,000 to this measure on the basis of supporting 15 villages/areas at an average grant investment of €357,000 per location.*
**Strand 5.2 Farmers Market Enhancement Programme**

In terms of the existing farmers markets - Origin Farmers Market in Manorhamilton and the Carrick on Shannon Farmer's Market, we would propose to support same through the following integrated bundle of supports

- Delivery of appropriate training and support to such 'host' organisations.
- Capital grant aid
- Development of producer guidelines
- Delivery of market selling and customer service training to the producers in question.
- Organisation of a series of markets in the target areas.
- Promotion and marketing of the markets under their respective brand names
- Delivery of continued training and support for producers and market managers.
- Exploration of options for sustainability.
- Build a network of the community and farmers groups running farmers markets on a cross border basis.

We will also seek to support new communities who wish to establish a farmers market presence without the full scale development project. We have identified an interesting international development model which operates and support setting up and running Pocket Markets - A Pocket Market is like a "mini" version of a Farmers Market. Usually a Pocket Market is one stand, but could be more. A Pocket Market could be run by a local farmer, a group of farmers, growers, a community group, or by Distributors Coop. Pocket Markets are held in many different locations. They could be situated at community halls, neighbourhood parks, at the farm gate, on a roadside, in office buildings, recreation centres, or churches. They could run year-round, seasonally, weekly or just once at an event. What differentiates Pocket Markets from other regional farmers markets is that generally they are smaller in size and intended to directly serve a specific area or community.

**Indicative output & cost**

- 2 existing markets – investment €70,000 each
- Pocket markets – investment €100,000
Measure 4.6.6  Conservation and Upgrading of the Rural Heritage
Budget request €5,140,000 (17%) and animation budget for rural heritage measure of €340,000

The culture and heritage of County Leitrim is important both to local people and to visitors. For local people there is pride in the local heritage, in traditional music and folklore, and the artistic community. Culture and the arts can be a strong force for community cohesion, reduce rural isolation, and provide employment and positive volunteering opportunities. Co. Leitrim is rich in natural and built heritage. There are numerous historical monuments and estates in the county along with a diverse natural environment.

Rural heritage resources, be they natural, built or cultural in form must be developed and utilised in a sustainable manner, by and for, the good of the community. Under this measure, conservation actions should be extended to include not just conservation and protection actions for the natural, cultural, social and vernacular heritage but also encompass pro-active initiatives in relation to the utilisation of local resources to provide sustainable and renewable energy options for local communities. Likewise, actions concerning environmental awareness and improvement should be complementary to those particularly under the agri diversification and tourism sections of the programme. Such actions should have a strong local community aspect and address the protection of the natural environment, particularly in relation to water quality and degradation of natural amenities.

The retention of the natural environment in its pristine form will act as a strong marketing tool and encourage visitors to associate the region with good environmental management. A high degree of complementarity with renewable energy actions is obligatory under this measure.

**Objective**

To conserve, manage and enhance the Natural and Built Historic Environment of our countryside to the benefit of local communities/businesses and visitors now and into the future

**Strand 6.1  Biodiversity Support Programme**

This project strand will supporting community and private land management regimes which balance production with the needs of the landscape, habitat, heritage and biodiversity through maintaining, restoring and enhancing these assets.
Projects which will be supported include:

- Habitat mapping
- Biodiversity Action Plans for community or private tourism products - which will be used for ensuring the preservation and conservation of identified habitats at risk of loss or decline due to outside pressures or habitat mismanagement.
- Protection interventions for natural resource protection through reducing environmental impact. - This programme will help put into practice a number of works to woodlands, uplands, water bodies and other habitats that are in the ownership or under lease to community organisations and other bodies
- Secure the future of protected species
- Maintain and improve diversity and numbers of farmland and woodland bird populations
- Events and educational materials on biodiversity in Co. Leitrim
- Habitat & flora, Fauna Study of Lough Allen and Lough Melvin
- Angling – water survey / stock project throughout Co. Leitrim

A fund of €500,000 will support this project strand

Strand 6.2 Landscape Improvements Programme

- Maintain and enhance landscape quality and character through the protection/enhancement of landscape features/infrastructure
- Opening up access and creating recreation opportunities in new areas of the landscape and enhancing existing access provision
- Increased access to the countryside and increased provision/opportunities for people to learn about the countryside
- Development and management of local community nature reserves including elements of the built heritage Discussions with various community organisations have highlighted a demand for assistance in managing areas of local nature conservation and amenity importance. Opportunities exist whereby local people can take responsibility for conserving their local environment. The establishment of community woodlands, the retention of trees and hedges and other landscape features and the protection of the water environment are all key issues which community activists can address. The preservation of habitats close to communities will enhance both the landscape and add value to the region in terms of tourism development opportunities.

A fund of €200,000 will support this project strand assisting 10 projects
Strand 6.3    Heritage Awareness Programme

- Support for group training in guiding, heritage interpretation etc
- Heritage information    - Best practice sharing opportunities in heritage conservation and management
- Awareness and education
- Funding to promoting heritage partnerships (public and private) and increased participation

*An fund of €250,000 will support this project strand assisting 10 projects of merit*  

Strand 6.4    Heritage Asset Enhancement Programme

- Integrated plans for the restoration and development of locally significant natural areas, features and areas of environmental significance
- Protection/consolidation of historic features/listed buildings at risk
- Actions to preserve and develop vernacular architecture; crafts, archaeology, cultural traditions etc.
- Historic graveyard survey
- Placenames survey

*An fund of €1,000,000 will support this project strand assisting 20 projects of merit*  

Strand 6.5    Water Quality Supports

- Community environmental actions to protect and restore the amenity value of local water resources and high value nature areas.
- The region’s water-based tourism is contingent on highest standards of water quality. Support will be offered for Advisory services, Equipment, training, product and R&D in the areas of
  - Water testing
  - Water monitoring
  - Improvements to water conditions
  - Projects to accredit marine and inland waterways as areas of water excellence (e.g. Blue flag)

*An fund of €325,000 will support this project strand. 15 projects will be assisted*
Strand 6.6  Heritage and Tourism

The Leitrim Heritage Plan contained 13 objectives and while all are in some way relevant to the development of sustainable and accessible tourism products – a number will have direct impact on the quality of the visitor experience:

1. To raise awareness of the importance of Leitrim’s waterways, wetland habitats and species.
2. To promote sustainable planning for Leitrim’s Waterways.
3. To maintain and create access to Leitrim’s natural, built and cultural heritage.
4. To maintain and enhance the network of Leitrim’s walkways.
5. To increase our knowledge of and promote the appropriate care and conservation of our historic sites and monuments.
6. To increase our knowledge of and promote the appropriate care and conservation of our architectural and industrial heritage.
7. To promote the use of the Irish language in Leitrim.
8. To raise awareness of Leitrim’s cultural heritage.

*A fund of €300,000 will support this project strand. Further support has been built into our tourism measure. 10 projects will be assisted*

Strand 6.7  Waste Management and Energy Actions

There has been a very significant growth in environmental awareness at a local and regional level. Increasingly, individuals, companies, organisations and government bodies are seeking to or are being forced to improve their environmental performance. This has led to regulatory demands for businesses to become more energy efficient and more environmentally friendly. As a result there has also been an increase in demand for environmental products and services, and the sector is widely regarded as bearing significant job creation potential. Ireland is behind schedule in achieving their set reduction targets. Increased awareness for environmental techniques, their benefits, costs and what is involved in their implementation and adoption has to be achieved.

Strand 6.7.1  Leitrim Energy Agency

LEADER wishes to build on extensive animation work to develop a legally recognised Energy Agency as part of the Leitrim Integrated Development Company to nurture the energy sector as an instrument to develop business growth and job creation through the successful implementation of projects including Biomass Energy Chains and the "Point of Source Electricity Usage” concept.
The Agency would:

- Provide a point of contact within the county for all energy related queries.
- Enforce at policy level the need for change to allow for ease of deployment of energy production methods within the county.
- Develop a library of relevant material to aid in the development of projects within the county.
- Carry out Feasibility studies
- Provide an auditing and feasibility study service to community organisations and SME’s wishing to become involved in an energy project.
- Establish a Green Enterprise Network
- Provide Public meetings/workshops to raise awareness of funding opportunities under the new NRDP.
- Develop Competitions to create greater awareness among general public in newspapers, Schools, Mini Enterprises with Transition Year students.
- Promote Rational Use of energy education and awareness programmes.
- Provide a hand holding service through the application stage and implementation stage to ensure the successful completion of projects.
- Develop and Deliver Events and Workshops throughout the county with reference to Energy Audit of existing technologies
- Develop a scholarship programme developing research projects for students in various energy projects.

**Indicative output**  
*Energy Agency established for Co. Leitrim*

**Indicative cost**  
*€100,000 and €40,000 per annum thereafter*

**Strand 6.7.2  Diversification of traditional farming practices using modern Biofuel techniques.**

- Initiate the development of existing Biocrops in the county, including Short Rotation Coppice and Hemp on fair/good land.
- Assist in the development of local end users for the products produced ie Gate fees for sewage sludge and mixing the SRC chip with forestry wood chip, development of a hemp products business.
- Research in conjunction with Sligo IT the potential for suitable crops in poorer soil quality, hilly areas.
• Carry out a number of pilots to assess the viability of various crops on small holdings in poor soil quality hilly areas.

**Indicative output**  
3 beneficiaries per annum

**Indicative cost**  
€100,000 per annum

**Strand 6.7.3  Alternative methods to waste treatment and develop schemes to reduce waste produced in the county.**

• Community-based, organic waste management programme working with community, school and household composting initiatives, with a range of awareness-raising and educational measures.
• Provide grant assistance for the implementation of composting systems and rain water harvesting systems.
• Provide training on Waste Management and Waste Reduction.
• Develop further systems within the county to allow for increases in material recycled – a flagship project under this measure would be Ballinamore - Lisnaskea Partnership: Recycling Project – at a cost of €200,000
• Develop a Trans national project with Energidalen, Sweden, into the use of the Splitvision technology for the separation of domestic and agricultural wastes into dry solid matter and 95% pure water.

**Indicative cost**  
€400,000

**Strand 6.7.4  Improve the community building stock within the county to ensure high levels of Energy Efficiency and where feasible, the integration of renewable technologies.**

Community-owned projects can vary from small-scale installations serving individual buildings to schemes that generate income from the sale of renewable electricity. Small-scale examples include renewable heat from ground source heat pumps, Wind-2-heat and solar hot water systems, and biomass boilers. These have a key role to play in reducing the running costs of facilities such as village halls and community centres, as well as reducing greenhouse gas emissions, adding to their viability and sustainability.

• To raise awareness of good energy efficiency practices through training in Energy Management, Renewable Energy and Energy Systems.
• To provide an auditing service outlined how best to save energy and what techniques and/or technologies could be implemented.
To provide grant assistance where appropriate for the development/renovation of buildings and implementation of techniques and/or technologies to improve the Energy Rating.

**Indicative output**

40 Community Owned Projects assisted throughout the life of the project

**Indicative cost**

€400,000

**Strand 6.7.5  Wood Energy Development Project**

Following engagement with public and private stakeholders in the biomass sector the WDC initiated a Wood Energy Development Project. The aims of the project are:

- to complement and add-value to current initiatives in the wood energy sector; and
- work towards supporting the development of a regional wood energy sector in a co-ordinated and strategic manner.

The WDC established a Regional Wood Energy Advisory Group (August 2006) to guide the development of the project and act as a regional co-ordination mechanism. With the support of the Advisory Group and with close inter territorial links Leitrim Integrated Development Company intend to deliver the following:

- To stimulate business growth and job creation while allowing small forestry owners to obtain greater revenue per acre.
- Stimulate an initiation to the process by supporting large flagship end users to install Biomass Heating Systems suitable for forestry wood chip.
- Work with a pilot farmers supply chain to guarantee fuel for the flagship projects.
- Ensure strong legal contract in place to prevent breakdown in chain and to ensure all parties involved are obtaining sufficient revenue.
- Promote the growth of the sector by expanding the pilot to cover the entire region.
- Assess the viability of developing a pilot CHP plant producing electricity to be supplied to the national grid and heat to be utilised on site.
- Work closely with SEI to ensure funding for each step in the chain is coming from the proper source.

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6 SEI; Forest Service of Department of Agriculture and Food; Teagasc; Udarás na Gaeltachta; Institute of Technology Sligo; Rural Resource Development Ltd (LEADER programme); Rural Generation Ltd; Association of Irish Energy Agencies; Balcas Timber Ltd; Dept of Communications, Energy and Natural Resources; IFA; Imperative Energy Ltd; Dept of Community, Rural and Gaeltacht Affairs; Donegal County Council.
• Create linkages with other LEADER/Partnership Companies in the WDC region to ensure consistency of growth in the western region.
• Develop a Trans national project with Energidalen, Sweden, researching the possibilities for utilisation of branch wastage during the felling process.
• Develop a Trans national project with Energidalen, Sweden, researching the possibilities in Ireland of Bio-ethanol production from the wood sector.

**Indicative Output**  
At least 2 supply chains developed in the county with greater than 10 fuel providers and in excess of 1MW heat generation installed

**Indicative cost**  
€400,000

**Strand 6.7.6  Pilot a Wind Energy Chain model**

To develop a viable community Wind Farm model based on Point of Source Electricity Usage whereby added value is provided by job creation due to heavy electricity user factories being developed near to Wind Farms. Objectives would be to,

• initiate talks between the Government, ESB, Wind Farm Developers and suitable energy users to develop a model allowing Developers to sell electricity direct to the energy user.
• prepare a feasibility study based on the findings of the talks.
• Strive to set up a pilot within the county as a best practice model for replication.

**Indicative output**  
Successful implementation of one Point of Source Model in the county

**Indicative cost**  
€100,000

**Strand 6.7.7  To support unique and novel applications in relation to energy saving through research assistance and financial support.**

• Provide research support and technical expertise to promoters seeking assistance for unique projects in relation to energy saving and production.
• Develop networks throughout Europe to seek out and implement novel methods of Energy saving which have been trialled in other countries.
• Develop pilot projects in the county as best practice examples eg biofuel/electric vehicles for the RTI.

**Indicative output**  
Support provided to at least 10 projects leading to the successful implementation of at least 3 projects.

**Indicative cost**  
€200,000
**Strand 6.7.8  Sustainable Development Mentoring Panel**

Under the remit of the Leitrim Energy Agency, this panel would work to

- provide a point of contact within the county for all energy related queries.
- enforce at policy level the need for change to allow for ease of deployment of energy production methods within the county.
- Develop a library of relevant material to aid in the development of projects within the county.
- Provide an auditing and feasibility study service to community organisations and SME’s wishing to become involved in an energy project.
- Provide a hand holding service through the application stage and implementation stage to ensure the successful completion of projects.
- Develop a scholarship programme developing research projects for students in various energy projects.

*Indicative cost*  €305,000
Training and information is a cross cutting measure, which aims to stimulate economic and social activity in all rural areas. Actions delivered under this measure will support the other main integrated actions proposed by Leitrim Integrated Development Company measures under the Leitrim Rural Development Plan including agri-diversification, ICT, renewable energy and environmental initiatives, enterprise and tourism development. We recognise the importance of training to improve the overall skills base in the area and to improve the competitiveness of Co. Leitrim.

**Objective**

To equip rural dwellers and communities with the appropriate range of skills and training to derive maximum social and economic benefit from the initiatives available under this axis.

**Indicative Projects**

- Development of training facilities in rural areas (fixed/mobile)
- Provision of general/specialised training courses in fixed/mobile facilities and in-house development of appropriate training facilities linked to the increased use of know-how and new technologies to make the products and services in rural areas more competitive.
- Provision of flexible learning opportunities in new technology for women, young people and minority groups in particular.
- Provision of relevant training courses to those wishing to add value to local products, in particular by facilitating access to markets for small production units via collective actions.
- Developing the capacity of rural dwellers to utilise ICT including Internet and broadband to access services and other public/commercial electronic applications

**Target Group:** All rural dwellers

Our community consultations verify the following needs under this measure:-

- Carry out training needs analysis in rural communities and pertinent sectors
- Projects to extending the range of learning opportunities through the Leitrim Third Level Initiative
- Projects which deliver learning in remoter communities development of local learning cooperatives which draw upon the knowledge, experience and skills of their own members
to organise and provide learning opportunities for people no longer in full time employment (the university of the third age)

- Projects which develop volunteering opportunities through which people can use and extend their skills
- Projects which address the learning needs of migrant workers
- Projects which help communities learn about other cultures within their communities.

Indicative content for Training Programme for Leitrim:

- Community Access to Training Initiative
- Improvement plan for Community Training Spaces
- Access to Training Initiative: Bespoke training for clusters of rural groups or businesses
- Essential Skills Programme for Rural Men at Risk
- Advocacy Training Programme
- Shannon Marine and Leisure Training Network – industry cluster of marine and tourism businesses on the Shannon corridor
- ICT and ECDL Training including workshops for Men
- Women and Young People with English as a Second Language
- Web awareness programme for SME operators
- Training for Small Tourism Operators
- Public Awareness Renewable Energy Training Programme
Measure 4.6.8  Skills-acquisition and animation measure
Total budget under this measure is €2,400,000 (8%).

The experience gained from past Leader programmes has shown that they offer a successful and appropriate model for the delivery of a range rural economy measures. Such a delivery mechanism strengthens territorial coherence and provides a concentrated programming impact. Since axis 3 measures will be delivered through the Leader methodology the animation and capacity building needs of the area are central to a successful uptake of the programme in all rural areas.

Objective  To utilise the bottom-up structures of the Leader methodology to create awareness, understanding and motivation in rural communities so as to enable their full participation and input into the preparation of local development strategies.

Content  Actions will include
- Animation activities at group and individual level to encourage community involvement in a broad range of social and economic activities
- Capacity building measures aimed at community and minority groups to foster the spirit of social capital and self-help
- Initiatives aimed at geographically disadvantaged communities or those lacking in sufficient mass to enhance cohesion and capacity to develop
- Initiatives to animate specific interest or marginal groups to harness unique potential

Target Group:  Community groups and all forms of local partnerships and area or sector based networks
BUDGET ALLOCATION SUMMARY

While our total budget under this measure is €2,400,000 we have allocated a contribution from this budget to animation actions which support development under each measure (4.6.1 to 4.6.5) as follows:-.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure 4.6.1</td>
<td>Diversification into Non-Agricultural Activities</td>
<td>animation budget for agri diversification of €340,000</td>
</tr>
<tr>
<td>Measure 4.6.2</td>
<td>Support for business creation and development</td>
<td>animation budget for rural business measure of €340,000</td>
</tr>
<tr>
<td>Measure 4.6.3</td>
<td>Encouragement of Tourism Activities</td>
<td>animation budget for rural tourism businesses measure of €340,000</td>
</tr>
<tr>
<td>Measure 4.6.4</td>
<td>Basic Services for the Economy and Rural Population</td>
<td>animation budget for basic services measure of €340,000</td>
</tr>
<tr>
<td>Measure 4.6.6</td>
<td>Conservation and Upgrading of the Rural Heritage</td>
<td>animation budget for rural heritage measure of €340,000</td>
</tr>
</tbody>
</table>

The remaining budget (€360,000) will be allocated to the following projects and others of a similar vein that will arise during the course of the NRDP.

Network of Leitrim Farmer's Groups

- South East Leitrim Farmers Group. 40 Suckler farmers in a producer / buyer group.
- Leitrim Ewe Group. 20 Hill sheep farmers producing cross bred breeding ewes.
- Ballinaglera Farmers Group. 20 mixed cattle and sheep farmers from the Ballinaglera area.
- Carrigallen Farmers Group. 10 Suckler farmers who work in co-operation in the Carrigallen area.
- Drumkeerin Farmers Group. A mixed group of 20 – 30 farmers from the Drumkeerin area in conjunction with the Lough Allen C.D.P.
- MED Farmers Group. 10 -15 Farmers from North Leitrim involved in suckler production. (Group also has members from Donegal, Sligo and Fermanagh)
• Mohill Country Markets. 10 Women, mostly from farms, producing a wide range of produce for sale at the market every Friday.

• Leitrim Organic Farmer’s Co-Op. 35-40 Members all organic beef and lamb producers.

• Leitrim and District Sheep Farmers. Fat lamb producers from Glenade, Kinlough area who were operating as a producer group.

• North Leitrim/North Sligo Uplands Group. 10 people, mostly farmers, examining the possibilities for developing a solution for access problems on the uplands of Sligo and North Leitrim.

These groups have requested support for committee development, membership development initiatives, including training, best practice visits, networking, specialist speakers, marketing supports, visit to projects of interest including projects abroad.

**Leitrim Women into the Network**

Women into the Network project was established as a cross border initiative to promote positive enterprise learning and networking opportunities for women, with an emphasis on mutual understanding and reconciliation within a cross-community and cross border context. The project also has a substantial element of compelling research, learning measurement, tracking, incremental advancement and development built into its operation and implementation. Leitrim will has emerged as a network project in its own right and for the last 18 months has met on the third Monday of each month in the Ramada Hotel, Drumshanbo. It has grown to 67 members and links in where appropriate with the County Leitrim Partnership, Leitrim VEC, Drumshanbo Enterprise Centre, Ballinaglera Boho Tourism Project and Arigna Leader.

The network needs support to plan its organisational future and in formulating a formal action plan of capacity building supports for its membership of rural business women.

**Graduate Placement Programme**

Building on Leitrim CEB’s Peace II funded Graduate Placement Programme we will work with same in a continuation of this important initiative to link third sector knowledge base with rural businesses
### Measure 4.6.1

**Diversification into Non-Agricultural Activities, Budget Request €1,429,500 (5%) and animation budget for agri diversification of €340,000**

<table>
<thead>
<tr>
<th>Type of Indicator</th>
<th>Indicator</th>
<th>Target 2007-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTPUT</strong></td>
<td>Number of beneficiaries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Farm Families Rural Crossroads Programme</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Farm Families Rural Entrepreneurship Support Service (off farm)</td>
<td>30</td>
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<tr>
<td></td>
<td>Farm Diversification expansion programme (on farm)</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Agri-tourism Development Programme</td>
<td>15</td>
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<td></td>
<td>Social Farming Programme</td>
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<td>Organic Farming</td>
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<td></td>
<td>Thriving Rural Abattoirs Programme</td>
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<td></td>
<td>Farmers Market Supply Programme</td>
<td>50</td>
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<td></td>
<td>Farm gate sales Programme</td>
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<td></td>
<td>Adding Value to Wood Programme</td>
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<td></td>
<td>Food Specialist Mentoring programme</td>
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<td>Agri Services Opportunities for Farm Families Programme</td>
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<td></td>
<td>Environmental Craft Development Programme</td>
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<td><strong>Total beneficiaries</strong></td>
<td>683</td>
</tr>
<tr>
<td></td>
<td>Of whom male</td>
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</tr>
<tr>
<td></td>
<td>Of whom female</td>
<td>178</td>
</tr>
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<tr>
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<td>Craft Activity</td>
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<td>Trade/retail Activity</td>
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<td></td>
<td>Other</td>
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<tr>
<td><strong>RESULT</strong></td>
<td>Increase in non-agricultural GVA in supported businesses</td>
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</tr>
<tr>
<td></td>
<td>Gross number of jobs created</td>
<td>144</td>
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<td></td>
<td>Gender</td>
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<td></td>
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<td>108</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>36</td>
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<tr>
<td></td>
<td><strong>Additional number of tourists</strong></td>
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<tr>
<td></td>
<td>2,500 per annum increase in agri-tourists to County Leitrim</td>
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<tr>
<td><strong>IMPACT</strong></td>
<td>Net additional value expressed in PPS</td>
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<td>Net number of jobs created</td>
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<td>Gender</td>
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<td>Male</td>
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<td></td>
<td>Female</td>
<td>53</td>
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<tr>
<td>Measure 4.6.2</td>
<td>Support for business creation and development</td>
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<td>Indicator</td>
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<td>Rural Micro Enterprise stimulation in Leitrim</td>
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<td>Rural Enterprise Space</td>
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<td>Construction Diversification Programme</td>
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<td>Developing rural food sector in Leitrim</td>
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<td>2.6</td>
<td>Infrastructure support Programme</td>
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<td>Developing the crafts sector in Leitrim</td>
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<td>Developing the creative industry sector in Leitrim</td>
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<td>Green business stimulation Programme</td>
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<td>2.10</td>
<td>Support for other rural enterprises</td>
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</tr>
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</table>

**Gross number of beneficiaries**
- Of whom male: 482
- Of whom female: 321
- Age < 25 years: 115
- Age > 25 years: 688

**On Farm**
- 80

**Off Farm**
- 723

**Net number of jobs**
- Of whom male: 240
- Of whom female: 200
- Age < 25 years: 110
- Age > 25 years: 330
<table>
<thead>
<tr>
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<th>Target 2007-2013</th>
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</thead>
<tbody>
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<td>3.1</td>
<td>Outdoor recreation product development and marketing programme</td>
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<td>Leitrim Eco Tourism Plan</td>
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<td>3.3</td>
<td>Tourism Flagships</td>
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<td>Tourism Infrastructure ( Accommodation )</td>
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<td>Festivals and events development Programme</td>
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<td>Marketing Leitrim</td>
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<td>Number of new tourism actions supported</td>
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<tr>
<td></td>
<td>Small scale infrastructure</td>
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<tr>
<td></td>
<td>Recreational Infrastructure</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Developing / Marketing of Tourism Services</td>
<td>73</td>
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<tr>
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<td>Additional number of tourist visits per annum</td>
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<tr>
<td></td>
<td>Overnight stays</td>
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<td>Number of day visitors</td>
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<td>Gross number of jobs created</td>
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</tr>
<tr>
<td></td>
<td>Of whom male</td>
<td>30</td>
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<tr>
<td></td>
<td>Of whom female</td>
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<tr>
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<td>Age &lt; 25 years</td>
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<td>Basic Services for the economy and rural population</td>
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<td>Type of Indicator</td>
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<td>OUTPUT 4.1</td>
<td>Number of beneficiaries</td>
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<td>Access to activities facilities and services</td>
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<td>4.2 Community Centre enhancement Programme</td>
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<td>Number of new actions supported</td>
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<td></td>
</tr>
<tr>
<td>Amenities / Leisure facilities</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Arts / Cultural facilities</td>
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<td></td>
</tr>
<tr>
<td>Recreational Infrastructure</td>
<td>20</td>
<td></td>
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<tr>
<td>Number of communities benefiting from actions</td>
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<tr>
<td>Amenities / Leisure facilities</td>
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<td></td>
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<tr>
<td>Arts / Cultural facilities</td>
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<tr>
<td>Recreational Infrastructure</td>
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</tr>
<tr>
<td>Net number of jobs created</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Numbers benefiting from facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Of whom male</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Of whom female</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Age &lt; 25 years</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>Age &gt; 25 years</td>
<td>800</td>
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<tr>
<td>Measure 4.6.5</td>
<td>Village renewal and development</td>
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</tr>
<tr>
<td>---------------</td>
<td>--------------------------------</td>
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</tr>
<tr>
<td><strong>Type of Indicator</strong></td>
<td><strong>Indicator</strong></td>
<td><strong>Target 2007-2013</strong></td>
</tr>
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<td><strong>OUTPUT</strong></td>
<td><strong>5.1</strong></td>
<td>Number of beneficiaries</td>
</tr>
<tr>
<td></td>
<td>Village renewal and development</td>
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</tr>
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<td><strong>5.2</strong></td>
<td>Farmers market enhancement Programme</td>
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<td>Renovation of Buildings</td>
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<td>Environmental Upgrading</td>
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<td>Farmers markets</td>
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<td>Service and amenity improvements</td>
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<td>Other small scale infrastructure</td>
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<tr>
<td><strong>Population Benefiting</strong></td>
<td><strong>Renovation</strong></td>
<td><strong>Upgrading</strong></td>
</tr>
<tr>
<td>Small Towns</td>
<td>3000</td>
<td>3000</td>
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<tr>
<td>Villages</td>
<td>3000</td>
<td>3000</td>
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<tr>
<td>Country side</td>
<td>2000</td>
<td>2500</td>
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<td><strong>Net additional jobs created</strong></td>
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<td></td>
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<tr>
<td>Measure 4.6.6</td>
<td>Conservation and upgrading of rural heritage</td>
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</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------------</td>
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</tr>
<tr>
<td>Type of Indicator</td>
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<tr>
<td>OUTPUT</td>
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<td>Bio diversity support Programme</td>
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<td>6.2</td>
<td>Landscape improvements Programme</td>
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<td>6.3</td>
<td>Heritage Awareness Programme</td>
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<td>6.4</td>
<td>Heritage Asset Enhancement Programme</td>
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<td>6.5</td>
<td>Water Quality Supports</td>
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<td>6.6</td>
<td>Heritage &amp; Tourism</td>
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<td>6.7</td>
<td>Waste Management &amp; Energy Actions</td>
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<table>
<thead>
<tr>
<th>Natural/ Vernacular Heritage</th>
<th>Cultural Heritage</th>
<th>Environmental Initiatives</th>
<th>Renewable Energy</th>
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<tr>
<td>Number of rural Heritage actions supported</td>
<td>61</td>
<td>61</td>
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<tr>
<td>Total Volume of Investments</td>
<td>€910,000</td>
<td>€910,000</td>
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### Measure 4.6.7  Training, Learning Opportunities & Information

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<th>Number of rural dwellers trained</th>
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</tr>
<tr>
<td>Male</td>
<td>2500</td>
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<tr>
<td>Female</td>
<td>2500</td>
</tr>
<tr>
<td><strong>Age Group</strong></td>
<td></td>
</tr>
<tr>
<td>&lt; 25 years</td>
<td>1000</td>
</tr>
<tr>
<td>25 - 44 years</td>
<td>2500</td>
</tr>
<tr>
<td>&gt; 44 years</td>
<td>1500</td>
</tr>
<tr>
<td><strong>Social Group</strong></td>
<td></td>
</tr>
<tr>
<td>Groups prioritised in National training Strategy</td>
<td></td>
</tr>
<tr>
<td><strong>Number of days of training received by participants</strong></td>
<td>12500</td>
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<tr>
<td><strong>Number of participants that completed a training activity</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>2250</td>
</tr>
<tr>
<td>Female</td>
<td>2250</td>
</tr>
<tr>
<td><strong>Age Group</strong></td>
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<tr>
<td>&lt; 25 years</td>
<td>900</td>
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<tr>
<td>25 - 44 years</td>
<td>2250</td>
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<tr>
<td>&gt; 44 years</td>
<td>1350</td>
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<tr>
<td><strong>Social Group</strong></td>
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</tr>
<tr>
<td>Groups prioritised in National training Strategy</td>
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</table>
4.8 Interaction with other Programmes/Projects

Leitrim Integrated Development Company is committed to working closely with all other stakeholders in the county to ensure the maximum benefit from the NRDP 2007-2013. All of the main stakeholders have been consulted in the process of developing the plan and in many cases specific joint initiatives have been agreed.

4.8.1 LDSIP

Co. Leitrim Partnership is a key partner in the cohesion process in Co. Leitrim. The Partnership has been delivering the Local Development Social Inclusion Programme and it’s predecessor the Local Development Programme for over a decade. The final guidelines for the new LDSIP programme have not been issued at the date of submission, however there is likely to be a high level of complementarity in the areas such as:

- Young People, services and facilities;
- Small holders
- Training;
- Older People, service and facilities; and
- Community development.

4.8.2 Leitrim County Enterprise Board

Arigna LEADER has operated a sectoral agreement with Leitrim County Enterprise Board for the programme period 2000 - 2006. A new sectoral agreement will be put in place between Leitrim Integrated Development Company and Leitrim CEB within national guidelines.

4.8.3 Fáilte Ireland – NorthWest

Consultations with Fáilte Ireland North West on the development of tourism in Co. Leitrim resulted in a number of very specific recommendations for operations, programmes and projects, which have been included in our programme.

4.8.4 Leitrim County Council

Leitrim Integrated Development Company will maintain close links with Leitrim County Council and the County Development Board to ensure that their specific short term plans and longer term sectoral and community stimulus programmes are complementary to both of their strategies and plans.
### Chapter 5 – Financial Plan, Monitoring, Evaluation and Review

#### 5.1 Overall Financial Plan

**SUMMARY**

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<tr>
<th>Measure</th>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>MEASURE 4.6.1</td>
<td>DIVERSIFICATION INTO NON-AGRICULTURAL ACTIVITIES</td>
<td>1,782,500</td>
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<td>MEASURE 4.6.2</td>
<td>SUPPORT FOR BUSINESS CREATION AND DEVELOPMENT</td>
<td>4,825,000</td>
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<td>MEASURE 4.6.3</td>
<td>ENCOURAGEMENT OF TOURISM ACTIVITIES</td>
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<td>MEASURE 4.6.4</td>
<td>BASIC SERVICES FOR THE ECONOMY AND RURAL POPULATION</td>
<td>4,078,000</td>
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<td>MEASURE 4.6.5</td>
<td>VILLAGE RENEWAL AND DEVELOPMENT</td>
<td>5,440,000</td>
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<td>MEASURE 4.6.6</td>
<td>CONSERVATION AND UPGRADEING OF THE RURAL HERITAGE</td>
<td>5,140,000</td>
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<td>Measure 4.6.7</td>
<td>TRAINING, LEARNING OPPORTUNITIES AND INFORMATION</td>
<td>2,100,000</td>
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<td>Measure 4.6.8</td>
<td>Animation</td>
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<td><strong>subtotal</strong></td>
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<td><strong>28,565,500</strong></td>
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**ADMINISTRATION @ 9%**

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<td>2,570,895</td>
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**Total Application**

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<td>31,136,395</td>
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5.2 Financial management and indicative resource allocation across measures and on a year by year basis;
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<th>Diversification into Non-Agricultural Activities</th>
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<th>2009/10</th>
<th>2010/11</th>
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<th>2012/13</th>
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<td>Farm Families Rural Entrepreneurship Support Service</td>
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<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
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<td>Farm Diversification Expansion Programme</td>
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<td>Adding value to wood programme</td>
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<td>Agri Services Opportunities for Farm Families Programme</td>
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<td></td>
<td>1,782,500</td>
<td>332,500</td>
<td>372,500</td>
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<td>Rural Micro Enterprise Stimulation</td>
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<td>80,000</td>
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<td>80,000</td>
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<td>Rural Enterprise Space</td>
<td>1,025,000</td>
<td>505,000</td>
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<td>505,000</td>
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<tr>
<td>Strand 2.3</td>
<td>Rural Service into Manufacturing</td>
<td>100,000</td>
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<tr>
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<td>500,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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<tr>
<td></td>
<td><strong>Start up Food Business Programme</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Gearing up for Business Growth</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>New Product Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Development &amp; promotion of local food brand</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strand 2.6</td>
<td>Infrastructure Support Programme</td>
<td>750,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
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<tr>
<td>Strand 2.7</td>
<td>Developing the Craft Sector in Leitrim</td>
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<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
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<tr>
<td>Strand 2.8</td>
<td>Developing the Creative Industries Sector in Leitrim</td>
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<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Workspace development</strong></td>
<td>200,000</td>
<td>100,000</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Training &amp; networking</strong></td>
<td>125,000</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
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<tr>
<td>Strand 2.9</td>
<td>Green Business Stimulation Programme</td>
<td>700,000</td>
<td>140,000</td>
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<td>140,000</td>
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<tr>
<td></td>
<td><strong>Rural ReGeneration</strong></td>
<td>250,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td><strong>Improve the SME building stock, greening measures</strong></td>
<td>150,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
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<tr>
<td>Strand 2.10</td>
<td>Support for other rural enterprises</td>
<td>700,000</td>
<td>140,000</td>
<td>140,000</td>
<td>140,000</td>
<td>140,000</td>
<td>140,000</td>
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<tr>
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<td><strong>Total</strong></td>
<td>4,825,000</td>
<td>1,225,000</td>
<td>825,000</td>
<td>1,325,000</td>
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### Measure 4.6.3 Encouragement of Tourism Activities

<table>
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<tr>
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<th>Description</th>
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<th>2008/9</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
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<tr>
<td>3.1</td>
<td>Outdoor Recreation Product Development &amp; Marketing Programme</td>
<td>1,400,000</td>
<td>280,000</td>
<td>280,000</td>
<td>280,000</td>
<td>280,000</td>
<td>280,000</td>
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<tr>
<td>3.2</td>
<td>Leitrim Eco Tourism Plan/ greening tourism</td>
<td>540,000</td>
<td>108,000</td>
<td>108,000</td>
<td>108,000</td>
<td>108,000</td>
<td>108,000</td>
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<tr>
<td>3.3</td>
<td>Community Flagships (4)</td>
<td>1,500,000</td>
<td>300,000</td>
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<td>300,000</td>
<td>300,000</td>
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<tr>
<td>3.4</td>
<td>Tourism infrastructure (accommodation)</td>
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<td>100,000</td>
<td>125,000</td>
<td>125,000</td>
<td>75,000</td>
<td>75,000</td>
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<tr>
<td>3.5</td>
<td>Festivals sustainability programme</td>
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<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
<td>3.6</td>
<td>Marketing Leitrim</td>
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</table>

**Total** | **4,540,000** | **908,000** | **933,000** | **933,000** | **883,000** | **883,000** |

### Measure 4.6.4 Basic Services for the Economy and Rural Population

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<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Access to activities, facilities and services</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Community broadband</td>
<td>468,000</td>
<td>156,000</td>
<td>156,000</td>
<td>156,000</td>
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<tr>
<td></td>
<td>Friendly call service</td>
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<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Inter generational playgrounds</td>
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<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td>Youth Cafés</td>
<td>350,000</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
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<tr>
<td></td>
<td>Intercultural integration programme</td>
<td>150,000</td>
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<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
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<tr>
<td></td>
<td>Elderly friendly Community gardens</td>
<td>100,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Pilot programme for volunteerism awareness &amp; recognition</td>
<td>60,000</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
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<tr>
<td></td>
<td>Arts facilities</td>
<td>600,000</td>
<td>120,000</td>
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<td>4.2</td>
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<td>400,000</td>
<td>400,000</td>
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**Total** | **4,078,000** | **883,000** | **883,000** | **883,000** | **727,000** | **702,000** |

### Measure 4.6.5 Village Renewal and Development

<table>
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<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
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<td>Village Renewal and Development</td>
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<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
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<td>1,000,000</td>
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<tr>
<td>5.2</td>
<td>Farmers Market Enhancement project</td>
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<td>40,000</td>
<td>100,000</td>
<td>100,000</td>
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</table>

**Total** | **5,440,000** | **1,040,000** | **1,100,000** | **1,100,000** | **1,100,000** | **1,100,000** |
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<td>Bio diversity support programme</td>
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<td>Landscapes Development Plan</td>
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<td>Heritage Awareness Programme</td>
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<tr>
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<td>Heritage and Tourism projects</td>
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<td>Alternative Energy Actions ( Energy Agency)</td>
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<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
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<tr>
<td></td>
<td>Diversification of traditional farming practices using modern Biofuel techniques.</td>
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<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Alternative methods to waste treatment</td>
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<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
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</tr>
<tr>
<td></td>
<td>Improve the community SME building stock</td>
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<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
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<td>Wood Energy Development Project</td>
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<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
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<td>Pilot Wind Energy Chain Model</td>
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<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>To support unique and novel applications in relation to energy saving through research assistance and financial support.</td>
<td>200,000</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
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<tr>
<td></td>
<td>Sustainable dev mentoring panel</td>
<td>305,000</td>
<td>105,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
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<td>Total</td>
<td>5,140,000</td>
<td>1,080,000</td>
<td>1,015,000</td>
<td>1,015,000</td>
<td>1,015,000</td>
<td>1,015,000</td>
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</tbody>
</table>

| Measure 4.6.7 | Training, learning opportunities and information | 2,100,000 | 420,000 | 420,000 | 420,000 | 420,000 |

| Measure 4.6.8 | Animation (balance remaining after animation allocations to above measures) | 360,000 | 60,000 | 75,000 | 75,000 | 75,000 |

| Transnational | Transnational Elements | 300,000 | 60,000 | 60,000 | 60,000 | 60,000 |

| TOTAL         | 28,565,500 | 6,008,500 | 5,683,500 | 6,183,500 | 5,357,500 | 5,357,500 |
5.3 Internal Systems for Monitoring, Evaluation, Review and Reporting

Establishing internal systems and setting evaluation indicators at action-and organisational level is a priority of Leitrim Integrated Development Company. These systems and indicators will be entirely compatible with complying with funder's requirements for monitoring and evaluation.

1. Evaluation and monitoring templates must be cognate with measure-level indicator framework provided by Department of Community, Rural and Gaeltacht Affairs and the paying authorities of the Rural Development Programme.

2. Quantitative monitoring indicators as presented in this funding application are the baseline from which more qualitative indicators can be clustered around specific activities.

3. Indicators of success and impact are best devised at a local planning level which will give them meaning.

4. Leitrim Integrated Development Company will also seek to design an evaluation framework which will measure the impact of the LEADER/bottom-up approach throughout all activities; this is essentially an action which will measure the extent to which the bottom-up methodology is observed and implemented.

5. Internal monitoring evaluation systems will be complemented by the engagement of independent Ex-Ante, Interim and Final Evaluation reports on the strategic work contained in this strategic plan. The template and terms of reference for the independent evaluation will be cognate with all departmental requirements regarding evaluation and monitoring.

6. Evaluation systems will be established at the outset of all proposed activity to ensure a density of data and genuinely reflective data.

7. Evaluation systems will be used as an ongoing management tool i.e. ongoing evaluation will be used by Leitrim Integrated Development Company to critically operate its activities with a high degree of self-awareness, flexibility, and ability to respond to obstacles or problems with a solution-orientated approach. We believe this constitutes a rolling guarantee of value for money on individual actions.
Performance Measures
The outcomes proposed are framed so that they can be quantified to enable progress to be measured over the life of the programme.

Information systems to monitor progress
Leitrim Integrated Development Company will adopt the pre requisite Department’s systems for information input and retrieval. Where appropriate this will be augmented to act as a performance management system that:

- Focuses on achievement of goals and strategies based on public interests.
- Prioritisation of transparency and accountability.
- Promotes a shared sense of responsibility among all staff for the achievement of organisational effectiveness.
- Enables staff to create an enabling environment for goals and strategies to be achieved.

Review
At least once a year, the Board will conduct a review of the effectiveness of the Company's system of internal controls including financial, operational and compliance controls and risk management systems. The Board will ensure that the Company has in place an appropriate system of control of its operations and records and systems of inspection and report thereon. The Board will make provision for, receive and understand regular reports concerning:

- Internal audits;
- Financial exposure through regular management accounts;
- Cash-flow forecasts;
- Overview of contracts; and
- Incidents in the workplace, e.g., health and safety issues.

The Board will ensure that it is supplied in a timely fashion with information that is of a suitable quality to enable the Directors to satisfactorily discharge their duties.
Financial Information Systems

The overview of project and financial management procedure can be presented as follows:

**Project Management**

- Pre-application discussion
- Application submitted
- Application Appraisal (Project Officer)
- Application Appraisal (Independent Eval. Committee)
- Decision (Board)
- Post Decision Monitoring
- Payment
- Post Approval Monitoring

**Financial Management**

- Set Budget
- Processing Payments
- Complete returns to D.C.R.G.A
- Monitor Speed

**Programme Management**

- Set targets
- Pro-active programme of Promotion animation and capacity building
- Monitor impact
- Revise programme of promotion, animation and capacity building

The current Arigna LEADER procedures manual developed under the National Rural Development Programme 2000 – 2006 will be revised and extended to incorporate the new operating rules and the Department's new Information Technology reporting system. The management of the programme will be further complimented and supported through the use of appropriate software and accounting systems as follows:

**TAS Accounting:** Tracks company accounts and ensures efficiency of financial management.
- Produce detailed account management reports such as profit and loss.
- Account for income and expenses
- Identify and display trends with 3-year monthly summaries and unlimited history.
• Outstanding invoices.
• Trial balance.
• Profit & Loss and balance sheet.
• Audit trail.
• Recurring transactions.
• Un reconciled transactions and previously reconciled bank statements

Colsoft Payroll: Wage Processing

Banking on Line: View balances and transactions online, payments, order cheque books, transfer money to other accounts, and set up and edit standing orders and direct debits (Wages payroll).

Leitrim Integrated Development Company commits to

• Aspire to the highest standard of financial management and fiscal discipline.
• Fulfil responsibilities with professionalism.
• Recognise and respect staff as valued assets, offering them opportunities to enhance their skills and have access to the best technology to achieve their potential
• Acknowledge the importance of delivering an effective service to clients by planning with precision and executing responsibilities with enthusiasm and commitment.
• Act fairly, objectively, transparently and with encouragement when interacting with clients.

5.4 Capability and track record, where relevant, in relation to the leverage of funding from other sources, including public, private and community sources

Arigna LEADER has accrued impressive experience in building a track record and ability to manage multi-based programmes. The company has formed closely working relationships with all agencies and other government bodies in implementing programmes through Pobal, Skillnets, Interreg and PEACE. Arigna LEADER has administrated in the region of 4.75 million euro in direct grant support including NRDP funding, additional CLAR funding through community top up programme and CLAR village enhancement programme.
A full evaluation has been completed on LEADER I and LEADER II, the key findings verify the success of the Arigna LEADER approach:

- 70% of LEADER I projects still trading / expanded current employees 215 people
- 80% of LEADER II still trading / expanded current employees 222

A core policy of the Company was to ensure maximum funding is invested in beneficiary projects by a highly efficient management team keeping administration costs to a minimum.

The following programmes have been delivered:

- LEADER: National Rural Development Programme 2000 – 2006, funded by the Department of Community Rural & Gaeltacht Affairs and the European Union
- CLAR programmes: Community initiative programme, three phase electricity & village enhancement, funded by the Department of Community Rural & Gaeltacht Affairs
- Rural Tourism Development Programme, funded under the Special EU PEACE II programme, administered by ADM / CPA.
- Creative Industries Development Programme, supported by the INTERREG IIIA programme Ireland/Northern Ireland
- Renewable Energy Development Programme, supported by the INTERREG IIIA programme Ireland/Northern Ireland
- Rural Social Scheme funded by the Department of Community Rural & Gaeltacht Affairs.

As of 31/12/07, this programme represented:

- Payroll €9,429,240.00
- Materials €577,342.25
- Administration €202,012.00
- Animation €16,000.00
- Number of Workers 206
- Cost of running programme is 4%
The highlights of the organisation 2000 – 2006 can be summarised:-

- Created 87 full time jobs & 72 part time jobs
- Created 36 seasonal jobs
- Number of individuals directly assisted/advised 663
- Number of enterprises directly assisted/advised 424
- Additional €2,153,306.80 CLAR funding secured
- Additional LEADER funding: 2 allocations totalling €700,000
- 90% of all funding received goes directly to the beneficiary
- Assisted 38 schools in receiving CLAR funding
- Provided training to 353 participants
- Funded 209 projects undertaken by the community and voluntary sector
- Developed 37 tourism amenities and visitors attractions and accommodation units
- Developed trans-national linkage between Arigna and 15 countries
- Contact point & Secretariat for LEADER nationally
- Implemented 10 national and EU programmes through a single administrative structure.
The budget for the period 2000 – 2006 can be represented by:-

<table>
<thead>
<tr>
<th>Action / Measure</th>
<th>NRDP</th>
<th>CLAR TOP UP</th>
<th>CLAR Village Enhancement incl. of Co. Council &amp; Local Contribution</th>
<th>Additional Funds Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>€575,548.12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff training</td>
<td>€5,172.89</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Action 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>€118,352.71</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Analysis and Development</td>
<td>€114,097.12</td>
<td></td>
<td>€50,331.00</td>
<td></td>
</tr>
<tr>
<td>Innovative Rural Enterprises Craft and local services / facilities</td>
<td>€409,177.03</td>
<td>€103,513.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploitation of Agriculture, Forestry and Fisheries products</td>
<td>€100,000.00</td>
<td>€174,750.00</td>
<td>€84,750.00</td>
<td></td>
</tr>
<tr>
<td>Enhancement of natural/built/social and the cultural environment</td>
<td>€693,575.29</td>
<td>€627,792.00</td>
<td>€762,225.47</td>
<td>€341,286.00</td>
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<tr>
<td>Environmentally friendly initiatives</td>
<td>€107,525.38</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Animation and capacity building</td>
<td>€462,927.99</td>
<td></td>
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<tr>
<td><strong>Action 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inter-territorial (co-operation with groups within Ireland)</td>
<td>€27,701.58</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trans-national (co-operation with groups within Nth. Ireland)</td>
<td>€213,783.99</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trans-national (co-operation with groups within Member States)</td>
<td>€10,606.51</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trans-national (co-operation with groups outside the EU)</td>
<td>€6,945.36</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Action 5</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural - Tourism</td>
<td>€533,369.75</td>
<td>€137,638.91</td>
<td>€103,633.00</td>
<td></td>
</tr>
<tr>
<td>Agri - Tourism</td>
<td>€129,141.70</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>€3,507,925.42</td>
<td>€1,043,693.91</td>
<td>€762,225.47</td>
<td>€610,000.00</td>
</tr>
<tr>
<td><strong>OVERALL FUNDS ADMINISTERED</strong></td>
<td>€5,923,844.80</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Chapter 6 – Networking and Co-operation

6.1 National Networking and Co-operation

The value and critical importance of partnerships can never be over emphasised. The very crosscutting nature of rural community & enterprise development necessitates partnerships. On the policy and strategy levels, we will strengthen our current excellent working relationships with the relevant stakeholders outlined earlier. Not only will their buy-in and support be critical to the success of the interventions, but also the synergies between programmes need to be exploited. In addition to local and regional stakeholders outlined above, Leitrim Integrated Development Company will remain an active member of the CLE LEADER Network (Martina Earley, Manager, Arigna LEADER is Secretary of this organisation).

Leitrim Integrated Development Company will promote external linkages and co-operation. This strategy is devised to develop the exchange of best practice between Leitrim Integrated Development Company and fellow participating companies with the view to ensuring the experience of co-operation leads to a significant increase in the practical skills and knowledge levels of all participants is enhanced and to the highest possible standards. This strategy also aims to either introduce new products or services based on significant achievements either in the County or as sourced from partner companies or alternatively to significantly upgrade those products and services that exist in the area but require upgrading to the best international standards.

The strategy has a two-pronged approach.

- Firstly we will build on existing co-operation projects, which have been successfully delivered under the previous LEADER programmes.
- Secondly we will deliver projects with new partners who will be identified during the period of the new programme with the view to delivery under the proposed programme.

6.2 International Networking and Co-operation

Leitrim Integrated Development Company recognises that rural people all over Europe have common life experiences, hopes, aspirations and love of their countryside, and given that real and positive policy change can happen at inter regional level within Ireland, Europe and emerging countries.
Leitrim Integrated Development Company intends to deliver Trans-national and Inter-territorial projects under five primary themes. These are listed below with the project partners clearly indicated:

6.2.1 Rural Enterprise supporting the following projects:

**Origin: Farmers markets**

The Origin Farmer's Market project is a cross border food initiative with Origin – Farmers Markets being run in the 5 LEADER areas of Arigna LEADER (market established in Manorhamilton), Sligo LEADER, West Tyrone LEADER and North Antrim LEADER and Donegal LEADER. (Inter-territorial). It arose from the need to support the existing agri-food industry to provide additional sources of farm income, encourage farm diversification and support the food sector with greater access to markets and increased profit margins by selling direct to the consumer. This was the largest project supported by the Department of Community Rural & Gaeltacht Affairs in the Republic of Ireland and by the Department of Agriculture Food & Rural Development in Northern Ireland. The project was developed and jointly led by Arigna LEADER and West Tyrone Rural Development Company. Origin has created a network of high quality farmers markets and is supporting new and existing producers through training, mentoring and capital aid.

**Source developing rural creativity**

From 2005 -2008, Arigna LEADER led a major sectoral stimulus programme for the creative industries sector - Source, developing rural creativity programme - [www.ruralcreativity.com](http://www.ruralcreativity.com) to build advantage into companies and individuals working in the design, fashion, software & computer services, architecture, the performing arts, advertising & P.R., publishing and the media sectors. This transnational and cross border initiative. We intend building on the successes of this trans national project under the national rural development programme 2007- 2013 (Transnational, Sligo, Fermanagh and Vasternorrland, Sweden)

Leitrim Integrated Development Company will foster and develop other transnational linkages with a view to developing projects concentrating on strategically increasing employment opportunities in a rural enterprise in County Leitrim.
6.2.2 Quality of life supporting the following projects:

Equestrian skills for youth
To deliver an Equestrian Skills for Young People project with aims to involve rural youth to develop skills, with a particular emphasis on safety and skills standards, with the view to expanding participation and standards in the sector this will see the establishment of Bursary scheme to support exchange visits of young between Ireland and Sweden to assist them to study and understand their cultures, Learn Language, work placement in rural tourism product provider. (Trans-national with in Sweden)

Training for Rural Youth
A Youth Quality of Life Project seeking to maximise the social, economic and personal development opportunities specifically targeted at youth who wish to remain in rural Leitrim (Trans-national with Sweden).

6.2.3 Environment supporting the following projects:

Dare to grow Renewable Energy
To overcome the barriers currently associated with the development of local renewable energy projects, three border LEADER groups, Arigna LEADER, Sligo LEADER Partnership Co. and Fermanagh Local Action Group (FLAG) joined forces to develop the Dare to Grow Programme. The LEADER funded Programme "Dare to Grow" was primarily designed to provide grants, information and training services to businesses interested in installing renewable technologies within the areas of Fermanagh, Leitrim/ N. Roscommon & Sligo. The Dare to Grow programme was in response to an ever increasing interest in Renewable Energy in the local area and was delivered through a four strand service.

- A Renewable Energy Conference and Trades Fair
  On the 6th April 2006 a Renewable Energy Conference and Trade Fair took place in Sligo Radisson SAS providing local businesses and individuals the opportunity to learn more about the potential of renewable technologies. The Trade Fair provided over 30 exhibition stands on all current technologies including wind, hydro and solar systems and although the event was primarily developed for the business sector, everyone was welcome to attend with just under 500 delegates in attendance on the day.
• **The Renewable Energy Fund**
  The Renewable Energy Fund, which opened on 20th February 2006 was designed to provide profit making and community businesses with a grant incentive to realise their renewable energy projects. Grants of up to 50% are available throughout rural Fermanagh, Sligo, Leitrim and North Roscommon for the installation of renewable technologies. Arigna LEADER supported 20 rural enterprises under the measure.

• **The Biomass Installation Training Programme**
  To broaden the Installer base of Biomass Heating Systems within the local area a Biomass Installation Training Programme commenced on the 7th April 2006 in the Killyhevlin Hotel, Enniskillen. Presentations were provided by Mr John Gilliland OBE, N.I. Commissioner for Sustainable Development Commission and Mr Peter Kernohan, Marketing Development Manager Biofuels, Balcas Ltd. Swedish Energy Experts Energidalen administered the training programme by installing four pellet boilers, one per county, to act as training and accreditation facilities for local plumbing engineers.

• **Business Energy Audits**
  Finally 40 profit making and community business benefited from energy audits and received recommendations in terms of energy efficiency measures and renewable technologies are most suitable for their particular circumstances.

  Leitrim Integrated Development Company intend to building on the successes of this transnational project with partners; Sligo Leader Partnership, Fermanagh District Council, Northern Ireland and Energidalen in Sweden.

6.2.4 **Culture and Heritage** supporting the following projects:

**Baera Sullivan walk**
The solidification of the Baera Sullivan walk in Leitrim as link northwestwards from Cork with interpretive and marketing supports (Inter territorial in the Republic of Ireland).

6.2.5 **Tourism** supporting the following projects:

**English Language School development**
Arigna LEADER formed a transnational partnership with ‘The Strug Valley’ in Poland, a delegation from the area visited Ireland in 2003 & 2004 resulting in the signing of a Co-operation Agreement
between the two areas. The area has a population of circa 40,000 people located in one of 16 regional areas in Poland, this region has a population of 16,000,000.

Following signing of co-operation agreement it was felt the development of Language Schools in this area whereby Polish Students would visit Ireland to learn English, represented a significant opportunity. Arigna LEADER welcomed representatives from YES Language School who are based in Rzeszow South East Poland one of the largest cities in this region. We intend building on the successes of this trans national project under the National Rural Development programme 2007-2013 with the aim of further development to include supporting facilities, marketing resulting in a vibrant and sustainable English Language School in the County (Trans-national with Strug Valley Development Organisation, Poland).

Further development and marketing of Walking Wild Ireland

Walking Wild Ireland, Walks Network was set up in February 2004 with approx 20 members. Represented in the Network are; Lough McNea Tourism Project, Ballinaglera Walks, Strokestown Community Development, Sliabh an Iarainn Walks, Arigna Miners Way and Historical Trail, Suck Valley Way, Una Bhan Tourism Co-Operative, Leitrim Tourism, Ballinamore Angling and Tourism, Curlew Walkers, Kilronan Ramblers, Willowbrook Activity Centre, Green Box, Leitrim County Council, Roscommon County Council which included representatives from community groups, walking clubs, County Councils and Tourism bodies in the area.

The Network was successful in receiving funding from LEADER and through this, developed a brand for walking in our area – ‘Walking Wild Ireland’. Following on from this achievement and the increasing investment being ploughed into walks development nationally, the group decided to plan for the future and better outline their path forward – hence the development of the Strategy Plan. Walking Wild Ireland has developed linkages with other walk networks in Ireland as well as in the UK with the North Pennies LEADER group. These linkages will be further developed by transnational work in the areas of joint marketing, promotion and development. (Transnational & Interterritorial, North Pennies LEADER, England)

6.3 Co-operation and Co-ordination with other public bodies at local, regional and national level

We can assure our funder that based on the track record of the incoming development agencies (Arigna LEADER and County Leitrim Partnership) and the depth of contacts and relationships brought to the new Leitrim Integrated Development Company by its very experienced Directors. As a reiteration, we verify that we will co-operate and co-ordinate as appropriate with the following public bodies:-
<table>
<thead>
<tr>
<th>National</th>
</tr>
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<tbody>
<tr>
<td>Dormant Accounts Fund</td>
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<tr>
<td>Millennium Fund</td>
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<tr>
<td>Rural Transport Initiative</td>
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<tr>
<td>Rural Social Scheme</td>
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<tr>
<td>Community Services Programme</td>
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<tr>
<td>Department Justice, Equality and Law</td>
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<tr>
<td>Irish Rural Link</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>WDC</td>
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<tr>
<td>BMW Regional Assembly</td>
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<tr>
<td>HSE</td>
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<tr>
<td>FAS</td>
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<tr>
<td>Enterprise Ireland</td>
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<tr>
<td>FAS</td>
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<tr>
<td>Advance NW</td>
</tr>
<tr>
<td>IBEC North West</td>
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<tr>
<td>Green Box</td>
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<tr>
<td>Failte Ireland, North West</td>
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<tr>
<td>3 level colleges – Sligo IT, Athlone IT, Fermanagh College, Omagh College</td>
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<table>
<thead>
<tr>
<th>Cross Border</th>
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<tbody>
<tr>
<td>PEACE II</td>
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<tr>
<td>SEUPB</td>
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<tr>
<td>IFI</td>
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<tr>
<td>InterTrade Ireland</td>
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<tr>
<td>ICBAN</td>
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<table>
<thead>
<tr>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leitrim County Council</td>
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<tr>
<td>County Development Board</td>
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<tr>
<td>County Childcare Committee</td>
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<tr>
<td>Leitrim VEC</td>
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<tr>
<td>IFA and ICOS</td>
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<tr>
<td>County Enterprise Board</td>
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<tr>
<td>Community Fora</td>
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<tr>
<td>Leitrim Traveller Support Group</td>
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<tr>
<td>Citizens Information Services</td>
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<tr>
<td>National Learning Network</td>
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<tr>
<td>Irish Wheelchair Association</td>
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<tr>
<td>Chambers of Commerce and Enterprise Forums</td>
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<tr>
<td>La Nua</td>
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<tr>
<td>Leitrim Association for People with Disabilities</td>
</tr>
</tbody>
</table>
Chapter 7 – Horizontal Principles

7.1 Innovation

By its very nature the proposed Leitrim Rural Development Programme is innovative, taking a truly integrated approach to Programme delivery. Innovation should be about originality and experimentation within the local context where possible. Many projects, if not most, are likely to fit that definition, even if few are innovative in a wider context. Under the previous LEADER Programme, funding support led to a wide number of initiatives being tried and implemented which were unlikely to have gone ahead otherwise. LEADER funding should allow for a degree of experimentation, of trying things for the first time, or trying a new way of doing things.

The Leitrim Rural Development Programme will be innovative in relation to process and projects. This will involve actions taking calculated risks, managing change, and exploiting novel ideas and introducing good practice from and to other areas. It will actively encourage innovation in project purpose and delivery. It will do this by supporting projects that aim to:

- Provide new value adding services or products locally.
- Deliver existing services or products in new or different ways.
- Work across geographic areas and/or sectors by developing new partnerships or networks where added value has been identified.
- Include target groups in project development and delivery.
- Promote economic, social and environmental sustainability in new ways.
- Provide opportunities for job or career advancement.
- Provide wider opportunities for people to contribute to and become involved in the life and wellbeing of their communities.
- Share information and knowledge about good practice across communities and LEADER groups within and outside Leitrim.

The strategy will also deliver against the main Axis IV outcome of “Innovative governance and rural capacity building”. The programme will strive to remove the blockages and barriers preventing the development of rural areas, and to build confidence, knowledge and ability in rural areas for communities to assume the role of taking development of their area into their own hands.

The key to improving the quality of life and living standards of rural communities and businesses is to increase value added through innovation. Innovation and farm diversification are important
components of the rural development agenda. The Lisbon strategy states the need to “encourage diversification and innovation in rural areas” and to pursue a route towards “a higher value added, more flexible rural economy” (CEC, 2007). LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to expanding the knowledge base in Co. Leitrim and thereby to ensure that the rural economy is an active player in the “knowledge economy”.

The diagram below demonstrates the enormous structural change that has taken place in the Irish economy in the past 35 years, from a situation where agriculture and industry were very significant sectors to a situation where the service industry accounts for approximately 65% of all jobs in the state.

![Figure 1 – Structural Change - Nationally](Source: Teagasc, 2006)

This structural change places an enormous onus on rural development organisations to promote innovation and support change within rural areas. Agri-Vision 2015 states that

- Agricultural employment is reducing;
- There is an increasing proportion of farm families with off farm income; and
- Without off farm employment, 70% of farm families are vulnerable.

Farm families and rural communities must innovate and change to adapt to the new economic environment.

LEITRIM INTEGRATED DEVELOPMENT COMPANY has placed a high priority on promoting innovation across the plan. The company has planned integrated development strategies across many sectors, including agriculture, food production, crafts, enterprise and tourism.
The company will provide a range of supports through these strategies including:

- Promotional strategy;
- Training (focusing on innovation);
- Mentoring;
- Capital support; and
- Marketing.

7.2 Sustainability

The Cork declaration for the first time married the importance of rural development and sustainability in a policy statement. Since then, Local Agenda 21, which is the response to the Rio Convention in 1992, has placed sustainable local development on the international agenda and a local Agenda 21 committee was established in Ireland in 1998.

Sustainable Development is "Development which meets the needs of the present without compromising the ability of future generations to meet their own needs." This definition has been adopted in a report by the world environment and development (the Brundtland report). Sustainable development according to Agenda 21 is not just about environmental protection, it is also concerned with quality of life, the range and distribution of resources and benefits and the interaction between the environment and development. It is the need to strike an appropriate balance between development and conservation. LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to ensuring that all initiatives supported are ‘proofed’ to ensure that they meet this criterion.

LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to being at the forefront of promoting and supporting environmentally friendly, sustainable initiatives in the private and community sector. The company has agreed a package of measures which include training of private promoters as well as community and voluntary organisations and analysis and development and research into areas as diverse as biogas, sustainable energy, organic waste, green transport, wood energy, eco construction and eco car washes. Once clear need has been established further supports will be provided to viable community or private projects through capital supports and collective marketing.

The manufacturing sector in the rural economy has been slow to respond to the positive economic climate of the past decade and a half. This fact combined with the dramatic down turn in the
construction industry suggests that the long-term sustainability of rural employment needs to be underpinned by a wider range of job creation initiatives. Co. Leitrim has traditionally been relatively unsuccessful at attracting Foreign Direct Investment (FDI), however the businesses which are located in the county are intrinsic to the economy and all efforts should be made to maintain and support these industries, while at the same time working to encourage and promote local businesses to underpin the rural economy and ensure sustainable jobs for the future.

Rural tourism, which has traditionally been a mainstay of rural employment, faces serious challenges. The tendency for tourists to concentrate in Galway, Westport and other well known tourist hot spot along the coast mitigates against Co. Leitrim positioning itself as a major tourism destination. The role of LEITRIM INTEGRATED DEVELOPMENT COMPANY is to ensure that the rural tourism offering in Co. Leitrim is attractive and sustainable.

Agriculture can contribute negatively as well as positively to environmental sustainability. LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to working in close partnership with farmers who are interested in on-farm or off farm diversification to build new opportunities in Co. Leitrim.

The Leitrim Rural Development Programme will adopt a holistic approach to sustainable development and equality of opportunity. This will include issues such as tackling injustice, championing transparent decision-making, saving energy, re-using and recycling materials and doing things locally. The Rural Development Programme will contribute to the sustainable development of Leitrim in environmental, economic and socio-cultural terms through the Programme’s own activities and by giving a high level of guidance to communities, groups and organisations applying for funding to ensure that sustainability and equality of opportunities criteria are recognised and implemented.

In adopting this holistic approach, the Leitrim Rural Development Programme will work to ensure that projects supported strive to achieve key outcomes: where Leitrim enjoys a high level of wellbeing through:

- Increased economic opportunities for all
- An environment that provides the conditions for health and well-being
- A focus on the promotion of thriving communities
- Well connected places
- The regeneration of local environments
• People at the heart of change where we are making an equitable global contribution,
• Are reducing our ecological impact
• Where our natural heritage and resources are protected for the long term, and:
  • Biodiversity loss has been halted
  • Natural resources are managed sustainably
  • The environment is protected effectively, on the basis of evidence and using the best available science

It will do this by providing project applicants with advice and guidance on aspects of sustainable development such as:

• Ensuring the fair and equal treatment of individuals and groups and providing for equality of access to the opportunities offered by the project
• Ensuring the well being of their community or group, in terms of relationships with others, the ability to participate effectively in society and to plan constructively for the future
• How to take account of the social and environmental impacts of their project
• Encourage open, inclusive and accountable decision making based on the best and fullest information available
• Celebrating the diversity of the community
• Understanding and committing to using the natural resources of Leitrim in a sustainable way.

The project is wholly consistent with NAPS poverty proofing in that it seeks to present new opportunities for disadvantaged groups in a disadvantaged area to access self improvement measures and financial stability. The project is completely committed to incorporating the principles of the National Anti-Poverty Strategy (NAPS) in the implementation of each element of its activity plan. Close attention has been paid to the core principles of NAPS in devising the strategies for the project. To be specific, the promoters have encapsulated the following into the project design:

• Equality
• Partnership – building on cross border and local partnership process.
• Involvement of the Community & Voluntary Sector.
• Self-Reliance – respecting individuality and promoting empowerment.
Consultation – especially with users of services
- Equal Access and Participation for all.
- Rights for Minorities – especially through anti-discrimination measures.

7.3 Economic Viability

LEITRIM INTEGRATED DEVELOPMENT COMPANY has framed this plan to be coherent and based soundly on the needs of the area. The plan has been carefully assessed to prove it’s economic viability and sustainability in the sense that resources will be used in such a way that the options available to future generations are not impaired.

Viability in economic development indicates the ability of benefits to cover costs in development projects. This definition allows us to assess not just the economic benefits of the overall project or programme but also the social and societal benefits, which will accrue through the implementation of the LEITRIM INTEGRATED DEVELOPMENT COMPANY NRDP plan.

For example in tourism is an integral component of wider rural enterprise and both should be developed in an integrated manner as a result. Rural tourism is also very closely correlated with agricultural activity. LEITRIM INTEGRATED DEVELOPMENT COMPANY will take an integrated view of development to include all aspects of rural recreation including infrastructure needs and synergy with the Countryside Recreation Strategy.

At a micro level LEITRIM INTEGRATED DEVELOPMENT COMPANY will assess all development projects for their economic viability. Where promoters are looking for funding for a business project, whether it is an agri-diversification project, enterprise development, tourism or other, the promoters will be supported to develop a business plan for the project and the development team will assess the plan for it’s economic viability and sustainability.

7.4 Linkages

7.4.1 Linkages with EU strategies

The current plan proposed by LEITRIM INTEGRATED DEVELOPMENT COMPANY is based on the guidelines as set out under the Irish Government’s national rural development strategy. This strategy has clear linkage to its Lisbon Reform Programme that was launched in October 2005. That programme accepted the emphasis on growth and jobs while also recognising social equity and environmentally sustainable development as inter-related goals.
The strategy has clear links to specific EU strategies and the local plan proposed by LEITRIM INTEGRATED DEVELOPMENT COMPANY likewise will support the achievement of many of these targets.

On 10 January 2007 the European Commission set out proposals and options for keeping climate change to manageable levels in its Communication "Limiting Global Climate Change to 2° Celsius: The way ahead for 2020 and beyond". LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to sustainable development and will actively promote renewable energy and environmental projects.

6th Community Environment Action Programme – LEITRIM INTEGRATED DEVELOPMENT COMPANY will promote sustainable use of local resources and waste reduction initiatives.

EU i2010 ICT Strategy – LEITRIM INTEGRATED DEVELOPMENT COMPANY is committed to rolling out ICT infrastructure and training supports in rural areas.

7.4.2 Linkages with other Stakeholders
Specific complementarity with other key priority areas such as rural enterprise and tourism will be achieved through consultation with Fáilte Ireland and a formal sectoral agreement will be put in place with Leitrim County Enterprise Board. The board contains a good mix of social partners and statutory agencies.

7.4.2.1 Social Partners
The Irish Farmers Association (IFA), Macra na Feirme, Irish Congress of Trade Unions (ICTU) and Irish Business and Employers Confederation (IBEC) are the social partners represented on the board of LEITRIM INTEGRATED DEVELOPMENT COMPANY. Various sub-committees will be established over the duration of the programme and other social partners will be invited to sit on these as appropriate. The county community and voluntary forum provides a wider consultative structure involving representatives from all the partners operating in the area.

7.4.2.2 State Agencies
The board of LEITRIM INTEGRATED DEVELOPMENT COMPANY currently has representation by the Department of Social and Family Affairs, Teagasc, Co. Leitrim VEC, FÁS, Leitrim County Enterprise Board and Fáilte Ireland.
7.4.2.3 Local Authorities

Councillors T Mulligan, F Gilmartin, P O'Rourke and D. Brennan are representing Leitrim County Council on the new board of LEITRIM INTEGRATED DEVELOPMENT COMPANY.

7.4.2.4 Leitrim County Development Board and SIM

The management team of LEITRIM INTEGRATED DEVELOPMENT COMPANY is represented on Leitrim County Development Board and the Social Inclusion Measures board. The new plan has been carefully proofed against the CDB strategy and a number of actions agreed in the strategy will be carried forward by the new board.

7.4.2.5 Other Groups and Organisations

LEITRIM INTEGRATED DEVELOPMENT COMPANY is an active member of Irish Rural Link. The group is an excellent resource for networking various community and voluntary groups across the country and between Northern Ireland and the republic. We have participated in a number of seminars organised by the group and are current members of the Directory of Community Networks, Ireland North and South.

7.5 Marketing & Communications

Leitrim Integrated Development Company plans a comprehensive, multi faceted marketing and communications strategy in order to ensure maximum awareness of the Leitrim Rural Development Programme. This awareness campaign has already begun through the consultation workshops and meetings with various stakeholders in agriculture, business and the community.

We will place special emphasise on the acknowledgement of the role of the EU and Department of Community, Rural and Gaeltacht Affairs in all publicity and promotion of the programme, should we be successful. This will include all press releases, promotional events, marketing materials, website, and advertising in the local and national press. We will also produce a regular newsletter and ezine and we will ensure that written acknowledgement of the funding is provided in any written material produced as a result of this project.
APPENDICES