

EU URBAN II Initiative in Ireland 2000-2006

Programme Complement

Contents

- 1. Introduction**
- 2. Information Systems**
- 3. Communication and Information Action Plan**
- 4. Measure Sheets**
- 5. Financial Plan**
- 6. Ex-Ante Evaluation**

CHAPTER 1

PROGRAMME COMPLEMENT

(This document should be read in conjunction with the EU URBAN II Initiative for Ireland 2000-2006 Community Initiative Programme)

INTRODUCTION

1.1 EU URBAN II Initiative in Ireland 2000-2006

Ireland will receive support from the European Union (EU) under the EU URBAN II Initiative for the period 2000-2006 and this support will amount to €5,300,000 from the EU over this period. A further €5,300,000 of National Government funding, through the Department of the Environment and Local Government, and €820,000 of Local Authority funding, through Dublin Corporation Development Department, will be committed to match the EU funding. In total, the URBAN II Initiative will be worth a minimum estimated amount of €11,420,000.

After a considerable process of submission and evaluation involving the ten most disadvantaged urban areas in Ireland the area of Ballyfermot, within the Dublin Corporation area, was chosen as the location for the URBAN II Initiative. The Irish Government ratified the selection of the Ballyfermot area on 12th September 2000.

The URBAN II Initiative in Ireland requires an integrated approach by Government, local government agencies and non-governmental organisations with the active involvement of the local community in a programme that sets out to tackle the problem of social exclusion within Ballyfermot. URBAN II in Ireland is designed very much in line with the objectives of the 'Fight Against Poverty and Social Exclusion' agreed by the EU Council in Nice and also incorporated in Ireland's Action Plan recently submitted to the EU Commission.

1.2 Purpose of the Programme Complement

The Programme Complement is a key document for guiding the implementation of the EU URBAN II Initiative in Ireland. It expands on the outline Priorities and Measures contained in the Community Initiative Programme (from herein referred to as the CIP), sets out what can be achieved under each Priority and Measure together with the associated targets and provides information on the appraisal and selection of projects. It also includes the detailed financial plans for the Initiative.

This document has been developed in accordance with Council Regulation (EC) No 1260/1999 and takes account of the Commission Guidelines on URBAN II dated 28.04.00 C (2000) 1100-EN. On approval by the Monitoring Committee of the URBAN II Initiative in Ireland this document will be sent to the European Commission for information. This is a working document and certain information contained herein will be updated as the URBAN II Initiative develops.

1.3 Distinctiveness

There are a number of key defining principles on which the URBAN II Initiative in Ireland is based which contribute to the achievement of the overall objectives of the programme but which, at the same time, make it distinctive from other local development actions.

All projects within the URBAN II Initiative in Ireland must accept and incorporate these defining principles:

- The emphasis must be on innovative actions
- There must be a commitment to communication and consultation
- There must be a commitment to dissemination and transfer of learning

1.4 Priorities

Five priorities have been identified for the URBAN II Initiative in Ireland as follows:

- Priority 1: Community Participation
- Priority 2: Civic Services Integration
- Priority 3: Infrastructure Development
- Priority 4: Youth & Family
- Priority 5: Technical Assistance

1.5 Elements of the Programme Complement

The Programme Complement contains, among other things, the following elements:

- Detailed outline of the processes of URBAN II;
- Details of the measures;
- Monitoring indicators and how they meet the requirements of the ex-ante evaluation;
- Definition of the final beneficiaries;
- Detailed financial plan; and
- Detailed publicity action plan.

1.6 Ex-Ante Appraisal of the Programme Complement

An independent ex-ante appraisal of the Programme Complement has been commissioned in accordance with Article 41 (3) of Council Regulation (EC) No 1260/1999. It will be concluded by mid December 2001 and included in this document upon completion.

1.7 Amendments to the Programme Complement

The Programme Complement is a working document and can be amended at any time with the approval of the URBAN II Initiative Monitoring Committee.

1.8 Duration of Funding

The available funding will be committed to projects during the period 2001 to 2004 and available for spending up to 31st December 2006.

1.9 Nature of Aid

All projects supported will be given EU funding up to a maximum of 50% accompanied by National Government and Local Authority funding of the remainder.

If there are any exceptions to this the details will be recorded on the specific measure sheet.

CHAPTER 2

INFORMATION SYSTEMS

2.1 Electronic Data Exchange

The Managing Authority will set up and operate a computerised system to gather reliable data required for the management, monitoring and evaluation of the Community Assistance available through the URBAN II Programme document.

The General Regulation EC1260/1999, and the Financial Control Regulation EC438/2001 require Managing Authorities to transmit information electronically to the European Commission.

The requirements are to transmit the following information:

Operational programme structure and financial allocations. The structure is entered on to the database as initially proposed by the member state, then amended as necessary by the Managing Authority throughout the life of the programme.

Request for interim payments, supported by statements of eligible expenditure, certified by the Paying Authority. These are expected, by EC Regulation 1260/1999, article 32(3), to be submitted three times each year and are further specified in EC Regulation 438/2001, article 9.

Forecasts of applications for payments for the current and following years. These are required, by EC Regulation 1260/1999, article 32(7), to be submitted by the Member State once a year.

Annual and final implementation report financial tables. The Managing Authority is required to submit the information required, by EC Regulation 1260/1999, article 37©, by 30 June of the year following.

National commitments and actual expenditure (not yet certified). The transmission of this information is optional.

And to receive the Commission messages of budget commitments and payments made.

The Managing Authority will develop an information system for the computerised exchange of the data needed to fulfil the management, monitoring and evaluation requirements following agreement of the arrangements with the Commission.

CHAPTER 3

COMMUNICATIONS AND INFORMATION ACTION PLAN

3.1 Purpose

This paper proposes an outline Communications Strategy for the URBAN II Programme.

The Communications Strategy aims to promote a positive image of the EU URBAN II Programme in Ballyfermot, while also promoting the European Union. It also aims to encourage uptake of URBAN II funding support.

3.2. Communication Objectives

In accordance with EC Regulations¹ the objectives are:

- To promote funding opportunities offered by the European Union by providing clear information about the Programme, and by disseminating best practice;
- To raise public awareness of the role of the European Union;
- To aid transparency of the operation of the Programme.

The overall communications objective is to ensure that the people of Ballyfermot are aware of the EU support and the overall aim of the funding.

It is considered important that all citizens have access to information about the URBAN II Programme and understand the benefits to the region arising from it. The aim of the communication strategy will be to inform the key audiences who include:

- The residents of Ballyfermot
- General Public in Ireland
- Elected representatives at regional and local level
- Regional and local authorities and other competent public authorities
- Sectoral, Voluntary and Community Bodies
- Economic and social partners
- Bodies working to promote equality between men and women
- Bodies working to protect and improve the environment
- Potential and final beneficiaries
- Project operators and promoters
- Press and Broadcast Media

3.3 Communication Methods

Following a competitive tendering process, Principle Concepts were appointed as Image Consultants to The URBAN II Programme on a one-year contract. The role of Principle Concepts is to develop a visual identity system for Ballyfermot URBAN that is unique and easily identifiable. This image will be transferable to stationery, business cards, signage, web-site, URBAN Multimedia, merchandise etc. and will be used on all literature, signage, reports, displays and other promotional material to advertise and promote the work of the EU URBAN II Initiative in Ballyfermot.

A key feature of URBAN's communication strategy will be to monitor, assess and promote URBAN projects and activities throughout Ballyfermot.

A proactive media strategy will be developed based on a comprehensive media plan to increase awareness and understanding and generate positive coverage. This will be achieved through the issue of press releases and the placement of stories / articles in suitable newspapers, magazines and other media. Appropriate methods of communication will be identified and used to target particular audiences.

The approach detailed below must be followed for all communication activities and proposals:

- (i) The target audience for URBAN II must be identified e.g. the residents of Ballyfermot, Community Groups, Government Departments, Statutory Bodies, Local Authorities, Media, The European Commission, potential applicants;
- (ii) Audience objectives e.g. what do you want to achieve with each audience?
- (iii) Current thinking and perceptions e.g. what does each audience think/know about the URBAN II Programme;
- (iv) The changes required e.g. what do you want each audience thinking, knowing or doing in 3/6/12 months time?
- (v) The messages e.g. what do you say or do to achieve that change?
- (vi) The methods e.g. what channels of communication do you use to get those messages across
- (vii) The tasks e.g. what needs to be done to get or use these channels?
- (viii) The timing e.g. when do they need to be done?
- (ix) The people e.g. who's going to do the tasks?

Messages, information, promotional products and activities will be tailored to meet the needs of target groups and will be delivered using the most appropriate method and effective style, for example:

- Professional and expert audience
(content can be detailed and technical as the audience will have prior knowledge. It must be accurate and of high quality, up to date and include where relevant information on ESF and employment policy and programming development);
- Beneficiary audiences
(content need not be too technical, must be user friendly, jargon free information on policies and concrete achievements);
- General public
(content must be clear, concise and jargon free and presented in an attractive manner to gain the attention of a group with no specific interest).

3.4 Measures

The input of EU assistance must be visible in the execution of all Structural Fund transactions. This can be achieved through the implementation of the following:

- The adoption of the URBAN Ballyfermot logo by all organisations involved in the URBAN II Initiative in Ballyfermot.
- The affiliated use of European emblem of the same size.
- The use of signage as requested by the EU and directed by Dublin Corporation.
- The identification of and agreement on spokespersons.
- Effective use of publicity guidelines.
- Constructive use of publicity and media tools in support of the programme, this can include paper-based media, internet, video, TV and radio.
- Agreed procedures for media relations, which must be proactive, reactive and include crisis management.
- Awareness campaigns designed to promote the programmes to eligible groups, communities or sectors.
- Publicity and information leaflets, posters and similar campaigns to attract and develop wide range of interest in the Programme and to attract applications for funding.

- Research and development of stories, articles or features for publicity and placement.
- Assessment, at regular intervals, of the level of public awareness and the methods in use.
- Where necessary provision of appropriate training for project promoters and all key players in the administration and delivery of the Programme.
- Use of templates for press releases and response mechanisms for media.
- Use of professional events for launches of publications, initiatives, tranches of funding and projects.
- Use of promotional campaigns to promote the success of the Programme.

3.5 Publicity and Information Material

3.5a Communications Network

Through the URBAN Multimedia project, URBAN II will provide a mechanism for promoting and publicising the activities undertaken by the URBAN II Initiative. URBAN Multimedia will provide a comprehensive communications network for dissemination of information to the key audiences identified in section 2.

URBAN Multimedia will use the following media for dissemination of information:

3.5b Documentaries

URBAN Multimedia will develop a number of documentaries for local, national and EU wide dissemination of the processes and lessons of URBAN in Ballyfermot. The production of the documentaries will be training and developmental initiatives in themselves.

3.5c Website

A website will be developed to promote key messages and as a source of up-to-date information.

The site will provide the widest possible accessibility both in terms of IT Internet browser software and simple design/large font for those with limited visibility. All documents available to download will be available in a variety of formats e.g. hard copies of documents and logos on disc.

3.5d Newsletters

The aim of the newsletters will be to inform the target audience of Programme news, to promote Programme events, to disseminate useful information and provide a contact point for the target audience(s).

The newsletters will be published monthly. The format will involve colour – featuring photographs where possible.

3.5e Programme Publications

5 Annual Reports will be published.

A range of programme publications will be published to assist delivery of the Programme.

These will include the publication of the Programme Complement and The Communications Action Plan.

3.5f Events

A series of seminars, workshops and conferences will be held throughout the duration of the Programme.

The Implementing Body will ensure that the nature of the event addresses the target audience. Workshops and seminars will be particularly important to increase the expertise of organisations new to the Programme. Guidance on issues such as selection criteria and eligibility will be of particular importance at the beginning of the Programme.

Generally publicity events will also help to raise the profile of the Programme with the general public and due to the importance of publicity issues URBAN Multimedia will act as the Information Office and will appoint an Information Officer for the Programme.

3.5g Press Campaign

The press campaign will be key to targeting the general public. It will also provide an effective method of reaching potential beneficiaries and the voluntary and community organisations, business community and the private sector.

3.6 Publicity Guidelines – Council Regulations (EC) 1260/1999 Article 46

The Implementing Body will ensure all projects will display the European Logo and acknowledge European Structural Fund support at each appropriate opportunity, particularly through the provision of publicity guidelines.

Infrastructure projects must display a billboard and a commemorative plaque.

The Implementing Body will ensure projects will use the European Logo on stationery, leaflets etc. and make access to the Logo as easy as possible via the website and discs on request. For training and employment schemes the Implementing Body will ensure that beneficiaries are aware that they are participating in a project part-financed by the European Union.

3.7. Budget

The main body of the budget for Communications and Information forms part of the project budget for URBAN Multimedia under Priority 1.

The budget for seminars, workshops etc. forms part of the Technical Assistance budget under Priority 5.

Total indicative budget for Communications and Information is €376,790.

3.8. Monitoring and Accountability

Dublin Corporation as Managing Authority will provide the Programme Monitoring Committee with information of the quality and effectiveness of the communication and information measures supported by evidence to assist with the input requirement of the Annual Implementing Report as follows:

- Number of Press releases issued.
- Quarterly report on media coverage.
- Bound Press Cuttings and Radio transcripts.
- Number of News Bulletins produced.
- Number of Common Chapter magazines produced.
- Number of publicity and information enquiries.
- Number of website visits.
- Number of promotional events held.

CHAPTER 4

Measure Sheets

Schedule

Page	Priority 1	Measure	Sub-Measure
28	Community Participation	Active Citizenship	Empowerment
32			Voter Participation
36			Volunteerism
40		Heritage	Heritage Initiative
44		Information & Communication Technology	URBAN Multimedia
50			IT Forum
	Priority 2	Measure	Sub-Measure
54	Civic Services Integration	Integrated Services	Tracking & Clearing House Systems
60			NGO Integration
	Priority 3	Measure	Sub-Measure
64	Infrastructure Development	Dedicated Youth Centre	Dedicated Youth Centre
69		Development & Refurbishment	Call for proposals
74		Environmental Enhancement & Security	'Deventer' Environmental Enhancement
78			Environmental Enhancement & Security
82			Air Quality Monitoring
	Priority 4	Measure	Sub-Measure
86	Youth & Family	Education	Fusebox & Youth Arts
90			Junior FIT
94			Training in Youth Work
98		Youth & Family Supports	Call for Proposals
101			Psychological Support Services
	Priority 5	Measure	Sub-Measure
105	Technical Assistance	Technical Assistance 1	N/A
108		Technical Assistance 2	N/A

Measure Sheets – Headings definitions

<u>Priority and Measure</u>	The Programme is divided into 5 Priorities, which address key strategic issues identified for the Programme. The relevant Priority title and number is the same as it is in the Programme. Each Priority is divided into Measures, which tackle specific topics within the overall context of the Priority.
<u>Rationale</u>	This is an explanation of the need for the Measure and it's consistency with the aims of the Programme Priority.
<u>Main Objectives</u>	This is a description of what the Measure is intended to achieve.
<u>Activities</u>	This is a description of the types of action, which will be funded under the measure.
<u>Fields of Intervention</u>	This indicates the link between each Measure and the corresponding category in the European Commission's list of areas of Structural Fund intervention.
<u>Project Selection Criteria</u>	This information is additional to the generic selection criteria used to enable the selection of projects to be funded under the Measure.
<u>Targeted groups, areas and sectors</u>	Those who will benefit from the projects funded under the Measure.
<u>Financial Summary</u>	This is a breakdown of the funding in euros.
<u>Indicators</u>	This is the information used as a means of monitoring and evaluating the performance of the Measure. The activities listed should not be considered as definitive.
<u>Managing Authority</u>	Any Public or Private Authority or Body at national, regional, or local level designated by the Member State to manage assistance for the purposes of Regulation 1260/1999. For the URBAN II Programme Dublin Corporation is the Managing Authority.
<u>Paying Authority</u>	The authority or body designated to draw up and submit payment applications to and receive payments from the Commission. For the URBAN II Programme the Dept. of Finance is the Paying Authority.
<u>Implementing Body</u>	This is the Agency or other organisation set up by the Managing Authority to implement the URBAN II Programme in Ballyfermot.
<u>Final Beneficiary</u>	The bodies and public or private firms responsible for commissioning operations.

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 1: Community Participation

Field of Intervention 22

1.	Measure Name:	Active Citizenship
2.	Description of Measure	<p>Community and Voluntary groups will be supported to:</p> <ul style="list-style-type: none"> • Expand their participant base • Be transparent and participation friendly • Empower their client groups through encouraging their democratic participation. • Strengthen the local community and voluntary sector voice. • Upgrade skills and capacity in project design, project implementation and facilities management. • Develop the capacity of community and voluntary organisations to work together, and to work with statutory partners, more effectively. • Be proactive in meeting the needs of existing and new client groups through voluntary activity. • To maximise volunteering activity, for the benefit of the volunteer, the organisation, and the community. <p>Individuals will be supported to:</p> <ul style="list-style-type: none"> • Empower themselves through, democratic participation and through active participation in their community. • Feel increased ownership and responsibility within their community. • Develop confidence in their personal, social and organisational skills.
3.	Anticipated themes	<p>The following themes will be explored within the Measure</p> <ul style="list-style-type: none"> • Empowerment • Voter Participation • Volunteerism
4.	Target Groups /Areas	<ul style="list-style-type: none"> • Community and voluntary organisations • Community facilities • Citizens • Youth • Senior citizens • Disabled • Other disadvantaged groups
5.	Financial Summary	<p>Total Estimated Public Funds Required - €2,582,170 100%</p> <p>ERDF Contribution - €1,184,860 45.98%</p> <p>National Contribution - €1,192,310 46.17%</p> <p>Local Contribution - €205,000 7.94%</p>
6.	Description of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – Gross or net	Gross
7.	Implementing Body	URBAN Ballyfermot Ltd

8.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	URBAN Ballyfermot will fully utilise the Communications and Information Technology Measure to promote and publicise actions and programmes under the Active Citizenship measure. URBAN will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to interested parties whatever their background or status.
10.	North / South Co-Operation	URBAN will explore the possibility of establishing links with relevant organisations in Northern Ireland to facilitate cross-border learning and develop mutually beneficial relationships.

Quantified Indicators for Active Citizenship Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€2582170
Consultation, participation and empowerment programmes.	Output	2002	3	8	13
Technical Support to community groups.	Output	2003	2	3	5
Disadvantaged groups engaged in Active Citizenship Initiatives.	Output	2002	5	10	15
Young people engaged in Active Citizenship Initiatives.	Output	2003	200	400	400
New learning tools/approaches developed and implemented.	Output	2002	2	4	5
New volunteers registered	Output	2002	30	60	100
New volunteer activities engaging target groups	Output	2002	1	3	4
Volunteer Bureau established	Output	2002	1	1	1
Actions to disseminate the learning	Output	2004	1	0	1
Infrastructure supported is sustainable.	Result				
Participants in A.C. initiatives are aware of the responsibilities and benefits of active citizenship.	Result				
Reduced gap in voter participation, Ballyfermot relative to the Dublin Average.	Result				
Broader based and increased volunteering in Ballyfermot.	Result				
Information relating to measures to promote Active Citizenship widely available.	Result				
More vibrant community and community infrastructure.	Impact				
Increased capacity of the community to continue development process post URBAN.	Impact				
<p>Source of Data Data supporting the qualitative indicators will be derived through sample survey of participants, management committees and community groups in Ballyfermot. This sampling will be conducted as part of on going monitoring and evaluation.</p>					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 1: Community Participation

Field of Intervention Code P22

1.	Measure Name:	Heritage
2.	Description of Measure	<p>Projects will be supported which examine and build on the tradition and history of the Ballyfermot area. The outcomes will be raised self-esteem and pride, youth skills development, community cohesion and a sense of place. Typical projects may include youth activities to gather and record the history of the area and the wealth of oral tradition amongst senior citizens, and to create film, written and other media histories.</p> <p>These projects will be supported with the following objectives:</p> <ul style="list-style-type: none"> • To encourage participation in, and empowerment through heritage actions. • To nurture awareness, appreciation and pride in Ballyfermot's heritage. • To explore heritage as a means of bridging the gap between generations, areas within the community, and ethnic groups. • To make heritage awareness part of the Youth Centre programme. • To maximise the benefits of the upcoming Dublin City Heritage Plan and National Heritage Plan for Ballyfermot. • To contribute to National and European learning with regard to the potential for, and positive effects of, heritage development in modern urban disadvantaged communities.
3.	Anticipated themes	It is not anticipated that this measure be implemented through themes.
4.	Targets groups / Areas	<ul style="list-style-type: none"> • Residents of Ballyfermot • Senior Citizens • Youth
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €66,362 100%</p> <p>ERDF Contribution - €43,427 45.89%</p> <p>National Contribution - €46,215 46.17%</p> <p>Local Contribution - €7,720 7.94%</p>
6.	Description of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co- Financed – gross or net	Gross
7.	Implementing Body	URBAN Ballyfermot Ltd.
8.	Final Beneficiary	URBAN Ballyfermot Ltd.
9.	Publicity/information Arrangements:	<p>URBAN Ballyfermot will use the Information and Communications Technology Measure to promote and publicise heritage actions and programmes. URBAN will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to interested parties whatever their background or status.</p> <p>The Heritage Project will comply fully with the criteria outlined in Chapter 7 of this document.</p>
10.	North / South Co-Operation	URBAN will explore the possibility of establishing links with similar organisations in Northern Ireland to facilitate cross-border learning and develop mutually beneficial relationships.

Quantified Indicators for Heritage Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€66,362
Heritage Projects Supported	Output	2002	3	5	7
Pilot Local Heritage (medium to long term) Plan developed	Output	2003	1	1	1
Young people directly engaged in heritage projects	Output	2002	50	100	150
Adults directly engaged in heritage projects	Output	2002	20	50	50
Increased local participation	Result				
Increased visibility of local heritage	Result				
Conservation of local heritage	Result				
Increased civic awareness and pride.	Impact				
Greater connections established between the generations, local areas and minority groups.	Impact				
New model for heritage development in disadvantaged urban areas.	Impact				
Source of Data					
Data supporting the qualitative indicators will be derived through sample survey of residents, community groups and project target groups. This sampling will be conducted on a periodic basis in line with evaluation requirements.					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 1: Community Participation

Field of Intervention Code 322

1.	Measure Name:	Information and Communication Technology
2.	Description of Measure	<p>The Information and Communication Technology Measure will provide experiential training for local people; to develop an access course for those without formal qualifications wishing to attend further education; to involve local community development agencies in the URBAN process; to document the development of URBAN funded projects and disseminate the message of URBAN into every house in Ballyfermot.</p> <p>A second challenge is to ensure that the concept of an Information Society is progressed in an inclusive and non-divisive manner. The Information and Communication Technology measure will address the key issues of access to, and ability to use, Information Technology. Objectives will include:</p> <ul style="list-style-type: none"> • To bring the benefits of high-tech society to all the citizens of Ballyfermot by promoting general access to information technology across the community. This increased access should be linked to, and facilitated by, a coherent, incremental and progressive training infrastructure for the general public to be delivered in partnership by existing local service providers • To ensure that the social and economic circumstances of all the citizens are such that access and opportunities to participate fully in the benefits of high-technology are denied to none in particular disadvantaged and marginalised groups • To ensure that Ballyfermot is an area where technology is visibly used for the welfare and benefits of all the citizens, where the social benefits of Information Technology are clearly identified, where the talents and potential of its' people are nourished and enhanced and where quality of life is paramount
3.	Anticipated themes	<p>The following themes will be explored within the Measure</p> <ul style="list-style-type: none"> • URBAN Multimedia • Information Technology Forum
4.	Target Groups/Areas	<ul style="list-style-type: none"> • Local Residents • Statutory Agencies • Local NGO's • All URBAN II Projects • IT Service Providers
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €1,266,119 100%</p> <p>ERDF Contribution - €580,974 45.89%</p> <p>National Contribution - €584,627 46.17%</p> <p>Local Contribution - €100,518 7.94%</p>
6.	Description of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – gross or net	Gross
7.	Implementing Body	URBAN Ballyfermot

8.	Final Beneficiary:	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	<p>This measure will act as the communications hub of the entire URBAN II Initiative in Ballyfermot.</p> <p>The Information and Communications Technology Measure will comply fully with the criteria outlined in Chapter 7 of this document.</p>
10.	North / South Co-Operation	URBAN Ballyfermot will, where appropriate, work closely with the URBAN II Initiative in North Belfast. It will encourage the transfer of creative influences between both areas and specifically endeavour to encourage technology transfer between the two communities and also to use technology to open lines of communication between residents.

Quantified Indicators for Information Technology and Communications Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€1,266,119
URBAN II website developed with links to other groups and information.	Output	2002	1	1	1
Number of hits on web site per year.	Output	2002	100	500	1000
Number of URBAN II Newsletters produced profiling URBAN and other community activities.	Output	2002	12	24	60
Number of social economy enterprises established	Output	2002	1	1	4
IT Forum established	Output	2005	1	1	1
Delivery of annual co-ordinated and integrated training programmes.	Output	2002	1	2	5
Increased number of Information Technology public access points.	Output	2002	15	15	30
Sustainable communication and IT network for Ballyfermot residents	Result				
Greater public awareness of URBAN II and its activities, as well as the activities of other community organisations.	Result				
Empowerment and higher participation levels through access to information and IT.	Result				
Increase in numbers employed in skilled/semi-skilled sectors	Result				
Greater social inclusion	Impact				
Ballyfermot perceived as a centre of excellence for communications and IT literacy	Impact				
Positive perception of Ballyfermot as a place to live	Impact				
Source of Data – data supporting the above indicators, in particular result and impact indicators, will be derived through sample survey of residents, community groups and statutory agencies in Ballyfermot. This sampling will be conducted on an annual basis.					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 2: Civic Services Integration

Field of Intervention Code 22

1.	Measure Name:	Civic Services Integration
2.	Description of Measure	<p>The Civic Services Integration measure will involve initiatives to improve both the quality of civic service delivered and the value for money this represents.</p> <p>Tackling the problems of poverty and social exclusion through this measure will require both financial resources and interagency and community cooperation. Appropriate organisational structures will be put in place, which explicitly involve those at whom the resources are being aimed. Solutions will be aimed at the state itself and at the extent to which its current policies are actually ameliorating poverty and its associated social problems.</p> <p>URBAN II will support the service delivery and community development organisations in modifying their work practices and providing their employees with the opportunity explicitly to address often-unseen exclusion issues ahead of organisational and bureaucratic priorities. URBAN II will assist these organisations to interact with their target groups in order to see that organisational priorities and actions are indeed reflecting the needs and preferences of those at whom they are aimed and that existing service delivery gaps are addressed. This will be achieved through a number of multi-agency Service Delivery Agreements.</p>
3.	Anticipated themes	<p>The following themes will be explored within the Measure</p> <ul style="list-style-type: none"> • Tracking and Clearing House • NGO Integration
4.	Target Groups/Areas	<ul style="list-style-type: none"> • Local NGO's • Communities of Interest • Service Users • Existing and/or Proposed Community Facilities • Management Committees of Community Facilities • Users of Community Facilities
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €1,799,560 100%</p> <p>ERDF Contribution - €284,050 46.03%</p> <p>National Contribution - €766,155 24.57%</p> <p>Local Contribution - €205,000 11.39%</p>
6.	Description of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – gross or net	Gross
7.	Implementing Body	This project will be implemented by URBAN Ballyfermot Ltd.
8.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	All projects funded under this Measure will comply fully with the publicity requirements of URBAN Ballyfermot Ltd. and the EU. In particular,

		emphasis will be placed on publicising the improved services on offer through the Communications and Information Technology Measure and the URBAN Ballyfermot web site.
10	North / South Co-Operation	URBAN will explore the possibility of establishing links with relevant organisations in Northern Ireland to facilitate cross-border learning and develop mutually beneficial relationships.

Quantified Indicators for Civic Services Integration Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€1,799,560
Two model Tracking Systems developed.	Output	2002	1	2	2
Multi-agency service delivery agreements developed.	Output	2003	5	5	10
Development, implementation and monitoring of pilot projects aimed at identified service gaps.	Output	2003	5	5	10
Number of strategic plans developed.	Output	2003	2	4	4
Directories of services published and distributed.	Output	2002	1	2	4
Effective social exclusion early warning system developed.	Result				
Improved qualitative and quantitative data available to all service providers	Result				
Reduced number of gaps in service provision.	Result				
Reduction in numbers of early cessation of education cases.	Result				
New linkages established between NGO's in Ballyfermot.	Result				
Better value for money and less duplication.	Result				
Awareness that better value for money is possible through integration.	Impact				
Increased understanding of the crucial role of NGO's in tackling social exclusion.	Impact				
Source of Data - data supporting the above indicators, in particular result and impact indicators, will be derived through sample survey of residents, community groups and statutory agencies in Ballyfermot. This sampling will be conducted on an annual basis.					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 3: Infrastructure Development

Field of Intervention Code 352

1.	Measure Name:	Dedicated Youth Centre
2.	Description of Measure	<p>The Dedicated Youth Centre Measure will provide an activity based Centre as a resource for all youth and existing youth service providers in the area. The Dedicated Youth Centre will provide user-friendly services seven days a week and will be open late at night to offer services at the times when youth are most vulnerable.</p> <p>The following indicative list of facilities which the Centre might offer:</p> <ul style="list-style-type: none"> ▪ A fully fitted, 100 seat, 'Black Box' style Theatre offering performance space for local youth and training for career opportunities in the arts. ▪ A fully fitted Recording Studio to encourage local musical talent and provide a range of personal development programmes. ▪ A suite of fully fitted Art Rooms catering for the visual and creative arts. ▪ An Internet Cafe. ▪ An adolescent friendly health service. ▪ Office accommodation, meeting and training rooms. ▪ 'Chill-Out' areas and a games area. ▪ A childcare facility for young parents either availing of programmes or working in the Centre <p>A development company will be established to oversee the designing and building of the Centre. The Board of Directors will be drawn from Youth Service Providers, Statutory Agencies, URBAN Ballyfermot and Local Elected Representatives. A Youth Consultation Group comprising a cross section of youth in Ballyfermot will be established to ensure that the development satisfies the needs of local youth in terms of available facilities, services offered and management structures. A management company will be established to oversee the day-to-day running of the Centre. The Board of Directors will comprise representatives of Youth Service Providers, Statutory Agencies, URBAN Ballyfermot, Local Youth and Local Elected Representatives. The Centre will provide significant local employment and this will be facilitated by the Youth Training Programme outlined under Priority 4.</p> <p>The estimated total area of the building is circa 1,350 square metres and projected total cost of the capital build and fit-out programme is estimated at €4.1m. A project development budget of circa €400,000 is envisaged. In addition to the URBAN II contribution of €2m another €2.5m in leveraged funding will be required to realise the project.</p> <p>It is projected that the Centre will be completed and opened by Spring 2004.</p>
3.	Anticipated themes	This measure will not be subdivided into themes.
4.	Target Groups/Areas	<ul style="list-style-type: none"> ▪ All Local Youth ▪ Local Youth Service Providers
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €2,376,357 100%</p> <p>ERDF Contribution - €1,097,208 46.17%</p> <p>National Contribution - €1,122,982 47.26%</p> <p>Local Contribution - €156,167 6.57%</p>

6.	Description of Financial Flows: Exchequer – Vote Co-Financed – gross or net	Department of the Environment & Local Government Vote Gross
7.	Implementing Body	A Development Company will be established to oversee the capital build programme. Control of ownership of the facility will continue to rest with the Development Company. On completion the building will be leased to a Management Company for a peppercorn rent. Control of usage will rest with the Management Company. Both companies will be established as Company's Limited by Guarantee, having no share capital and will operate on a not-for-profit basis. Charitable status will be sought in both instances.
8.	Final Beneficiary	The final beneficiary will be the Development Company in the first instance and the Management Company once the building has been handed over.
9.	Publicity/information Arrangements:	<p>This measure will produce the 'flagship' project of the URBAN II Initiative in Ballyfermot, the measure will be promoted extensively both at home and abroad. The Centre will conduct ongoing public consultation through the Youth Consultation Group to be established and several public events will be planned during the building programme including a 'Mock Youth Centre Weekend' where proposed programmes will be tested for suitability.</p> <p>The Ballyfermot Youth Centre will comply fully with the criteria outlined in Chapter 7 of this document. It will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to interested parties.</p>
10.	North / South Co-Operation	This project has already made contact with similar projects in Northern Ireland and will continue to examine opportunities to strengthen links between similar projects when the occasion arises.

Quantified Indicators for Dedicated Youth Centre Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding Allocation	Resource	2002			€2,376,357
Capital fundraising strategy developed and implemented.	Output	2002	Nil	€2.5m	€2.5m
Revenue fundraising strategy developed and implemented	Output	2002	Nil	€200k	€200k p/a
15,000 sq. ft. facility developed comprising: (see 3 above.)	Output	2004	1	1	1
Over 500 users of the facility each week	Output	2004	500 p/w	500 p/w	750 p/w
Dedicated Youth Centre offering a range of youth friendly/designed programmes.	Result				
Improved quality of youth service provision in the area.	Result				
New perceptions of career opportunities for youth.	Result				
Broadening of the concept of youth services in an Irish context.	Impact				
Safer environment for all the residents of Ballyfermot.	Impact				
Model presented for reduction of youth related social issues.	Impact				
<p>Source of Data - data supporting the above indicators, in particular result and impact indicators, will be derived through sample survey of residents, youth groups and statutory agencies in Ballyfermot. This sampling will be conducted on an annual basis. In addition, the level of recorded incidence of youth anti-social behaviour will be monitored.</p>					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 3: Infrastructure Development

Field of Intervention Code 352

1.	Measure Name:	Infrastructure Development & Refurbishment
2.	Description of Measure	<p>This measure will enable a select number of existing community facilities to be enhanced. The measure will enable development and upgrading of cultural and arts activities, sports and community services, tied with the programming of infrastructure usage for the benefit of the local community. Typical projects may include refurbishment of Community Halls in the area, some of which are seriously lacking in facilities and capacity for mixed usage.</p> <p>The Measure will support development initiatives aimed specifically at:</p> <ul style="list-style-type: none"> ▪ Developing/enhancing community facilities within Ballyfermot. ▪ Improving the range of facilities open to all residents in Ballyfermot. ▪ Increasing the range of services available within Ballyfermot. ▪ Improving the quality of the services provided. ▪ Increasing the usage levels of available facilities. ▪ Improving the skills of the workforce in existing facilities to meet the new challenges. ▪ Increasing the opening hours of existing facilities. ▪ Strengthening the management committees of existing facilities. ▪ Introducing professional business planning techniques into local facilities. ▪ Improving the financial performance of existing facilities thereby ensuring sustainability. ▪ Leveraging additional funding where required.
3.	Anticipated themes	This measure will not be subdivided into themes.
4.	Target Groups	<ul style="list-style-type: none"> ▪ Existing and/or Proposed Community Facilities ▪ Management Committees of Community Facilities ▪ Users of Community Facilities
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €1,271,353 100%</p> <p>ERDF Contribution - €587,007 46.17%</p> <p>National Contribution - €500,796 47.26%</p> <p>Local Contribution - €67,783 6.57%</p>
6.	Description of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – gross or net	Gross
7.	Implementing Body	URBAN Ballyfermot Ltd.
8.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	URBAN Ballyfermot will use the Information and Communications Technology Measure to promote and publicise actions under the Development and Refurbishment Measure. URBAN will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to interested parties whatever their background or status.

		All supported projects under this measure will comply fully with the criteria outlined in Chapter 7 of this document. They will agree to publicly acknowledge the support of the EU on all their documentation and will willingly disseminate any lessons learned to interested parties.
10.	North / South Co-Operation	Every effort will be made to learn from the success stories and experiences of other areas/facilities both north and south of the border.

Quantified Indicators for Development & Refurbishment Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€1,271,353
Up to 4 existing or proposed community facilities developed/refurbished.	Output	2003	Nil	2	4
1,000 sq. mtrs. of community facility refurbished.	Output	2003	Nil	500	1,000
Up to 4 management committees strengthened.	Output	2002	4	4	4
Increased quality of service to local residents.	Result				
Improved financial performance of assisted community facilities.	Result				
Increased levels of usage of assisted community facilities.	Result				
Ballyfermot an active community.	Impact				
Greater social inclusion.	Impact				
<p>Source of Data - data supporting the above indicators, in particular result and impact indicators, will be derived through sample survey of residents, youth groups and statutory agencies in Ballyfermot. This sampling will be conducted on an annual basis. Throughput of people in the assisted community facilities will also be measured as will membership and participation levels.</p>					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 3: Infrastructure Development

Field of Intervention Code 352

1.	Measure Name:	Environmental Enhancement & Security
2.	Description of Measure	<p>The Environmental Enhancement and Security Measure will support projects to improve the local environment, particularly projects that embrace the security of the senior citizen population and add to the upgrading of estates, parklands and shopping areas. Projects including the selective use of CCTV will be used where they will help to reduce anti social behaviour.</p> <p>Typical projects could also include children's play areas, tree planting and street furniture. Outcomes will include an improved physical environment and reduction of fear.</p> <p>The main objectives of projects will be;</p> <ul style="list-style-type: none"> • To promote a new bottom-up approach to sustainable urban regeneration. • To empower local residents to take responsibility for the local environment. • To promote a greater sense of ownership and responsibility within the community. • To encourage the involvement of a wider cross section of the community in local development. • Developing/enhancing the local environment within Ballyfermot. • Increasing the programming of environmental facilities within Ballyfermot. • Increasing the usage levels of environmental facilities. • Increasing through security the access to environmental and community facilities. • Study local traffic management i.e. the impact of traffic interventions such as roundabouts, traffic lights, speed bumps etc. on local air quality.
3.	Anticipated themes	<p>The following themes will be explored within the Measure:</p> <ul style="list-style-type: none"> • 'Deventer' Environmental Enhancement • Environmental Enhancement and security • Air Quality Monitoring
4.	Target Groups/Areas	<ul style="list-style-type: none"> • Individual Residents • Residents Groups • Environmental Groups • Youth Projects • Identifiable Communities • Areas of considerable environmental degradation/opportunity • Local Authority Policy Makers
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €1,031,440 100%</p> <p>ERDF Contribution - €476,235 46.17%</p> <p>National Contribution - €487,422 47.26%</p> <p>Local Contribution - €67,783 6.57%</p>

6.	Description of Financial Flows: Exchequer – Vote Co-Financed – gross or net	Department of the Environment & Local Government Vote Gross
7.	Implementing Body	URBAN Ballyfermot Ltd. and Dublin Corporation will jointly implement this Measure.
8.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	URBAN Ballyfermot will fully utilise the Communications and Information Technology Measure to promote actions and programmes under the Environmental Enhancement and Security Measure. All selected projects will comply fully with the criteria outlined in Chapter 7 of this document. They will agree to publicly acknowledge the support of the EU on all their documentation and will willingly disseminate any lessons learned to interested parties.
10.	North / South Co-Operation	As this is an innovative approach to urban regeneration in an Irish context, URBAN Ballyfermot Ltd. will share the lessons learned with the URBAN II Programme in North Belfast.

Quantified Indicators for Environmental Enhancement and Security Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding Allocation	Resource	2002			€1,031,440
Number of projects implemented.	Output	2002	4	10	20
Number of local residents engaged in the process.	Output	2002	100	200	400
50,000 sq. mtrs. of 'green area' enhanced and/or secured	Output	2003	37,500	37,500	50,000
Report on Air Quality/Traffic Management	Output	2005	0	0	1
Local environment enhanced.	Result				
Greater sense of ownership and responsibility among residents.	Result				
Improved programming and usage of community parks assisted.	Result				
Higher satisfaction ratings among residents with local environment.	Impact				
Ballyfermot an active community.	Impact				
Greater social inclusion	Impact				
Source of Data - data supporting the above indicators, in particular result and impact indicators, will be derived through sample survey of residents in the areas selected for pilot projects. This sampling will be conducted on an annual basis.					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 4: Youth and Family

Field of Intervention Code 23

1.	Measure Name:	Education
2.	Measure Description	<p>The Education Measure will support projects that fill clear service delivery gaps to support and maintain young people in education. Outcomes will include renewed access to education for those families excluded by the normal system.</p> <p>Projects supported will;</p> <ul style="list-style-type: none"> • Explore the medium of music and the arts to create positive learning experiences for participants. • Offer participating young people the opportunity to gain IT industry skills and personal skills that will compliment academic qualifications. • Explore a model of youth work training which will support, recruitment to the youth work sector and the employment of local people in local facilities. • Support current voluntary and statutory service providers to develop innovative projects.
4.	Anticipated themes	<p>The following themes will be developed within the Measure;</p> <ul style="list-style-type: none"> • Youth Arts • Junior FIT (IT Training) • Youth Work Training • Call for Innovative Proposals (Education)
5.	Target Groups /Areas	<ul style="list-style-type: none"> • Youth • Youth Service Providers • 'At risk' groups/individuals
7.	Financial Summary	<p>Total Estimated URBAN Budget Required - €791,863 100%</p> <p>ERDF Contribution - €368,047 46.48%</p> <p>National Contribution - €307,167 46.75%</p> <p>Local Contribution - €3,649 6.78%</p>
8.	Description Of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – gross or net	Gross
9.	Implementing Body	URBAN Ballyfermot Ltd.
10.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency.
11.	Publicity/information Arrangements:	URBAN Ballyfermot will fully utilise the Information and Communications Measure to promote and publicise the actions and programmes supported by this Measure. It will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to interested parties whatever their background or status.
12.	North / South Co-Operation	URBAN will explore the possibility of establishing links with relevant initiatives in Northern Ireland to facilitate cross-border learning and develop mutually beneficial relationships.

Quantified Indicators for Education Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2002			€791,863
Early school leaver programmes	Output	2004	10	0	30
Primary school programmes	Output	2003	20	20	80
Transition Year Programmes	Output	2003	1	1	3
Other Education Programmes	Output	2002	3	4	5
Participating Young People more confident in them selves and their abilities.	Result				
Young People progressing to further education.	Result				
Improved opportunities for young people in Ballyfermot	Impact				
<p>Source of Data Data supporting the qualitative indicators will be derived through sample survey within the community and the users of the facilities and programmes. This sampling will be conducted on a periodic basis in line with evaluation requirements.</p>					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 4: Youth and Family

Field of Intervention Code 22

1.	Measure Name:	Youth and Family Support
2.	Description of Measure	<p>The Youth and Family Support Measure will support families and youth at risk due to issues of dysfunction, substance abuse and exclusion. An outcome will be reduction in the numbers of 'at risk' families and youth. Projects will be funded for short periods only – perhaps up to two years, by which time they should have established their potential for mainstreaming.</p> <p>The objectives of the Measure will be;</p> <ul style="list-style-type: none"> • To support current voluntary and statutory service providers to develop innovative projects. • To develop a model for a pilot psychological service which <ul style="list-style-type: none"> a). Meets the priority needs that cannot be met through existing or proposed services. b). Is flexible to avail of current school and youth service resources to offer support at a number of locations through a clinic structure. c). Makes the best use of scarce financial and professional resources by identifying appropriate staffing structures and models of working. d). Provides a recognised system of monitoring using targets, indicators and evaluation. e). Links strategically with the Health Board, NEPS and voluntary psychological services. f). Is feasible to mainstream.
3.	Anticipated themes	<p>The following themes will be explored within the Measure;</p> <ul style="list-style-type: none"> • Call for Innovative Proposals (Youth and Family) • Psychological Support Services
4.	Target Groups / Areas	<ul style="list-style-type: none"> • Families • Youth
5.	Financial Summary	<p>Total Estimated URBAN Budget Required - €721,057 100%</p> <p>ERDF Contribution - €35,138 46.48%</p> <p>National Contribution - €337,068 46.75%</p> <p>Local Contribution - €48,851 6.77%</p>
6.	Description Of Financial Flows:	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co-Financed – gross or net	Gross
7.	Implementing Body	URBAN Ballyfermot Ltd.
8.	Final Beneficiary	URBAN Ballyfermot Ltd. or another recognised and appropriate implementation agency will be the final beneficiary.
9.	Publicity/information Arrangements:	URBAN Ballyfermot will fully utilise the Information and Communications Technology Measure to promote and publicise the Youth and Family Supports Measure. It will publicly acknowledge the support of the EU on all its documentation and will willingly disseminate any lessons learned to

		interested parties whatever their background or status.
10.	North / South Co-Operation	URBAN will explore the possibility of establishing links with similar organisations in Northern Ireland to facilitate cross-border learning.

Quantified Indicators for Youth and Family Measure

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding Allocation	Resource	2002			€721,057
Number of Projects Supported	Output	2002	3	3	4
Number of school children receiving support.	Output	2002	The missing indicator targets will be set following detailed research		
Number of 'out of school' children and youths receiving support.	Output	2002			
Number of families receiving support.	Output	2002			
Families and Individuals supported better able to cope.	Result				
Multi-disciplinary psychiatric services within reach and accessibility of children and young people.	Result				
Stronger more empowered families and young people in Ballyfermot.	Impact				
<p>Source of Data Data supporting the qualitative indicators identified at the project proposal stage will be derived through sample survey. This sampling will be conducted on a periodic basis in line with evaluation requirements. The missing indicator targets will be set following detailed research</p>					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 5: Technical Assistance

Field of Intervention Code 411

1.	Measure Name:	Technical Assistance 1.
2.	Description of Measure	This Measure will provide Technical Assistance to cover costs of management, implementation, monitoring and control. This Measure will provide the resources to enable these requirements to be met.
4.	Anticipated themes	It is not anticipated that this measure be implemented through themes.
5.	Target Groups	<ul style="list-style-type: none"> ▪ Providers of expert advice ▪ Internal and external networks ▪ Implementing Body ▪ Managing Authority
7.	Financial Summary	Total Estimated URBAN Budget Required - €530k 100% ERDF Contribution - €265k 50% National Contribution - €265k 50%
8.	Description of Financial Flows	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co- Financed – gross or net	Gross
9.	Implementing Body	Managing Authority and URBAN Ballyfermot
10	Final Beneficiary:	Dublin Corporation and URBAN Ballyfermot
11	Publicity/information Arrangements:	This project will comply fully with the criteria outlined in Chapter 4 of this document.
12	North / South Co-Operation	This project will provide a resource to develop the links with the URBAN Programme in North Belfast.

Quantified Indicators for Technical Assistance 1

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2001	€130k	€288k	€530k
Monitoring Committee Meetings	Output	2001	1	5	11
On the spot checks	Output	2002	50	100	250
Company audits	Output	2002	1	2	5
Steering Group Meetings	Output	2001	12	36	72
Advisory Group Meetings	Output	2001	96	160	280

Appraisal Committee Meetings	Output	2001	2	14	26
Implementation of the recommendations of the Monitoring Committee	Result	2001	100%	100%	100%
Projects prepared, selected, appraised and approved	Result	2001		100%	100%
Recommendations carried out as a result of spot checks and audits	Result	2001		100%	100%
Improved performance of the Programme	Impact				
Source of Data – URBAN Ballyfermot					

URBAN Ballyfermot Community Initiative Programme
Programme Complement

Priority 5: Technical Assistance

Field of Intervention Code 411/412/413

1.	Measure Name:	Technical Assistance 2.
2	Description of Measure	This Measure will provide Technical Assistance to cover costs of management, implementation, monitoring and control. This Measure will provide the resources to enable these requirements to be met.
3.	Anticipated themes	It is not anticipated that this measure be implemented through themes.
4.	Target Groups	<ul style="list-style-type: none"> ▪ Providers of expert advice ▪ Internal and external networks ▪ Implementing Body ▪ Managing Authority
5.	Financial Summary	Total Estimated URBAN Budget Required - €16,200 100% ERDF Contribution - €158,100 50% National Contribution - €158,100 50%
6.	Description of Financial Flows	
	Exchequer – Vote	Department of the Environment & Local Government Vote
	Co- Financed – gross or net	Gross
7.	Implementing Body	Managing Authority and URBAN Ballyfermot
8.	Final Beneficiary:	Dublin Corporation and URBAN Ballyfermot
9.	Publicity/information Arrangements:	This project will comply fully with the criteria outlined in Chapter 4 of this document.
10.	North / South Co-Operation	This project will assist in resourcing the links with the URBAN Programme in North Belfast.

Quantified Indicators for Technical Assistance 2

Indicator	Class	Start Date	First Year Target	Mid-Term Target (2001 – 2003)	Final Target (2001 - 2006)
Funding allocation	Resource	2001			€16,200
Mid-term and final evaluations	Output	2001	0	1	2
Transnational contacts	Output	2001	2	8	16
URBAN interim and final reports	Output	2001	0	1	2
Equipment purchased and installed	Output	2001	100%	100%	100%
Seminars held	Output	2001	0	0	3

Implementation of the recommendations of the mid-term evaluation	Result	2001		100%	
Access to information gleaned from each Transnational contacts	Result	2001		8	16
Access to information on the midterm and final reports	Result	2001		1	2
Report on best practice seminar produced	Result	2001			3
Improved performance of the Programme	Impact				
Increased awareness of EU support and the overall aim of the funding	Impact				
Further contacts with Transnational partners post URBAN	Impact				50%
Source of Data – URBAN Ballyfermot					

Chapter 6

Table 6: Financial table for Programme Complement

Title:

CCI Number :

Structure	Field(s) of intervention (code + %)	Total Eligible cost	Public	Community	participation	National public participation					Private Elig. Cost	Revenue	Cohesion Fund	Other Financial instruments	EIB Loans	
			Total Public Elig. Cost	Total	ERDF	Total	Central	Regional	Local	Other						
			1=2+13	2=3+8	3	4	8=9to12	9	10	11						12
1. Community Participation		2,582,170	2,582,170	1,184,860	1,184,860		1,397,310	1,192,310	0	205,000	0	0	0			
Measure 1.1:Active Citizenship	22 (8.46%)	966,362	966,362	443,427	443,427		522,935	446,215		76,720						
Measure 1.2:Heritage Development	22 (3.06%)	349,689	349,689	160,459	160,459		189,230	161,468		27,762						
Measure 1.3:IT & Communications	322(11.09%)	1,266,119	1,266,119	580,974	580,974		685,145	584,627		100,518						
2. Civic Service Integration		1,799,560	1,799,560	828,405	828,405		971,155	766,155	0	205,000	0	0	0			
Measure 2.1:Tracking & Clearing House System	22 (15.76%)	1,799,560	1,799,560	828,405	828,405		971,155	766,155		205,000						
3. Community Infrastructure		4,679,150	4,679,150	2,160,450	2,160,450		2,518,700	2,211,200	0	307,500	0	0	0			
Measure 3.1:Dedicated Youth Centre	352 (20.81%)	2,376,357	2,376,357	1,097,208	1,097,208		1,279,149	1,122,982		156,167						
Measure 3.2:Infrastructure Development & Refurbishment	352 (11.13%)	1,271,353	1,271,353	587,007	587,007		684,346	600,796		83,550						
Measure 3.3:Environmental Enhancement & Security	352 (8.20%) 341 (0.83%)	1,031,440	1,031,440	476,235	476,235		555,205	487,422		67,783						
4. Youth and Family		1,512,920	1,512,920	703,185	703,185		809,735	707,235	0	102,500	0	0	0			
Measure 4.1:Education	23 (6.93%)	791,863	791,863	368,047	368,047		423,816	370,167		53,649						
Measure 4.2:Youth & Family	22 (6.31%)	721,057	721,057	335,138	335,138		385,919	337,068		48,851						
5. TECHNICAL ASSISTANCE		846,200	846,200	423,100	423,100		423,100	423,100	0	0	0	0	0			
Measure 5.1	411 (4.64%)	530,000	530,000	265,000	265,000		265,000	265,000								
Measure 5.2	441 (1.50%) 412 (0.83%) 413 (0.44%)	316,200	316,200	158,100	158,100		158,100	158,100								
TOTAL		11,420,000	11,420,000	5,300,000	5,300,000		6,120,000	5,300,000	0	820,000	0	0	0			

Ex-Ante Evaluation of the Programme
Complement for the EU URBAN II
Initiative in Ireland 2000-2006

December, 2001

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Table of Contents

		Page Number
Section 1	Introduction	44
Section 2	Brief Overview of URBAN Ballyfermot	46
Section 3	Results of the Ex-Ante Evaluation of the Programme Complement	49

1 Introduction

1.1 Introduction

URBAN is the EU Community Initiative under the Structural Funds, which supports innovative regeneration programmes in disadvantaged urban areas across the community. URBAN II, the Programme for the 2000-2006 period, is defined by the Commission as the Community Initiative concerning

*“economic and social regeneration of cities and of neighbourhoods in crisis
in order to promote sustainable urban development”*

Ireland will receive support from the European Union (EU) under the EU URBAN II Initiative for the period 2000-2006 and this support will amount to €5,300,000 from the EU over this period. A further €5,300,000 of National Government funding, through the Department of Environment and Local Government, and €820,000 of Local Authority funding, through Dublin Corporation Development Department, will be committed to match EU funding. In total, the URBAN II initiative will be worth a minimum estimated amount of €11,420,000.

After a considerable process of submission and evaluation involving the ten most disadvantaged urban areas in Ireland, the area of Ballyfermot, within the Dublin Corporation area, was chosen as the location for the URBAN II Initiative. The Irish Government ratified the selection of the Ballyfermot area on the 12th September 2000.

1.2 Purpose of the Programme Complement (PC)

The Programme Complement is a key document for guiding the implementation of the EU URBAN II Initiative in Ireland. It expands on the outline Priorities and Measures contained in the Community Initiative Programme (from herein referred to as the CIP), sets out what can be achieved under each priority and Measure together with the associated targets and provides information on the appraisal and selection of projects. It also includes the detailed financial plans for the Initiative.

The PC document has been developed in accordance with Council Regulation (EC) No 1260/1999 and takes account of the Commission guidelines on URBAN II dated 28.04.00 C (2000) 1100-EN.

1.3 Elements of the Programme Complement

The Programme Complement contains, among other things, the following elements:

- Detailed outline of the processes of URBAN II;
- Details of the Measures
- Monitoring indicators;
- Definition of the final beneficiaries;
- Detailed financial plan; and
- Detailed publicity action plan.

1.4 Ex-Ante Appraisal of the Programme Complement

Article 41(3) of the regulation requires an Ex-Ante Evaluation of the Programme Complement. The Ex-Ante Evaluation will ensure that the Priorities and Measures outlined in the Programme Complement are compatible with those presented to the EU Commission through the CIP. The Ex-Ante Evaluation will also check that the indicators within the Measure sheets are appropriate to monitor the implementation of the Programme and measure the achievement of objectives.

According to the Ex-Ante Evaluation of the CIP (Fitzpatrick and Associates 2000) the Programme Complement is defined as the document implementing the Programme strategy and priorities, and containing detailed elements at the measure level drawn up by the authorities responsible in the Member State and revised as necessary by the Monitoring Committee as proposed by the Managing Authority. The PC is required to include:

- Detailed information on the content of the measures, including their ex-ante evaluation and relevant monitoring indicators;
- Definitions of the types of beneficiaries;
- Measure-level financial plan
- Details of publicity measures; and
- Details for the arrangements for the exchange of monitoring, management and evaluation data with the Commission.

It is also recommended that Programme Complement includes draft selection criteria to be adopted at a later date by the relevant Monitoring Committee.

1.4 Purpose of the Ex-Ante Evaluation of the Programme Complement

The purpose of the Ex-Ante Evaluation of the PC is:

- To ensure consistency with CIP;
- To address the development of the Measures;
- To make recommendations in relation to implementation.

1.5 Issues addressed in the Ex-Ante Evaluation of the Programme Complement

The key issues that are addressed in the PC are outlined below:

- Consistency between the CIP and PC;
- Adequacy of Target setting;
- Adequacy of Measure level indicators;
- Relevance of selection criteria; and
- Arrangements for monitoring progress.

2 Brief Overview of URBAN Ballyfermot

2.1 Objectives OF URBAN Ballyfermot

The objectives of URBAN Ballyfermot can be summarised as follows:

- To increase community participation through the implementation of participation strategies and the development of sustainable infrastructure to support and maintain increasing levels of participation.
- To achieve and maintain increased co-ordination, targeting and responsiveness of statutory and community services through the implementation of effective cross service tracking and sustainable planning mechanisms.
- To refurbish, support and improve the sustainability of existing community infrastructure and to fill the current gap in infrastructure with sustainable new facilities.
- To improve the appearance of the estates and public amenity areas and increase the use of amenity areas through better security and programmed activities.
- To provide the necessary infrastructure and supports to enable young people to develop their social, cultural and educational potential as a foundation for personal achievement and increased community well being.
- To support the family as a particular unit of the community giving particular support to families experiencing difficulty due to structural, social or economic deficiencies.
- To provide technical assistance to aid and disseminate learning at local, National and European levels.

In summary URBAN II provides the opportunity to:

- Tackle issues of social exclusion in an urban area of high deprivation;
- Learn new methods of working in partnership;
- Develop and disseminate new practices and learning around issues of Local Governance; and
- Provide a tool for innovation in addressing the issue of urban disadvantage.

2.2 Strategy for URBAN Ballyfermot

In general terms the strategy devised for URBAN II in Ballyfermot is designed to enable local development through innovative flagship models. In pursuit of this strategy, URBAN II will endeavour to maximise other resources available under the National Development Plan 2000-2006 and to complement the services of other existing core-funded agencies thereby preventing duplication and ensuring difference between URBAN projects and Objective 1. Building on the experience of the URBAN I Initiative, the agreed strategy will target the creation of stronger links between local government and the people of the area, to create a sense of ownership and participation around social and economic development.

The overall strategic methodology for the achievement of the URBAN objectives rests in a new institutional framework for neighbourhood management rooted in a partnership between residents, local authority, community-supported organisations and other relevant local actors.

The central role of the local authority within URBAN II initiative is a key difference from the Objective 1 programmes that have been implemented to date. This difference is facilitated by recent reform of local government including the establishment of Area Committees within the Dublin local authority, which enables a vital link to be created between the local authority and local residents.

A key feature of this approach is represented by the management structure for URBAN II with a key reporting arrangement from URBAN management through the area committee of the local authority in addition to the URBAN Steering Group. This local authority led action is re-enforced by a strong emphasis on the existence and functions of locally elected Advisory Groups. For the development and implementation of URBAN II a separate Advisory Group in respect of each non-technical assistance Measure has been established. These Advisory Groups comprise of representatives of the URBAN Ballyfermot Steering Group, representatives of an elected community panel, and representatives of the URBAN Executive.

2.3 Summary of Priorities of URBAN II

There are 5 priorities under URBAN Ballyfermot. These are:

- Priority 1- Community Participation
- Priority 2- Civic Services Integration
- Priority 3- Infrastructure Development
- Priority 4-Youth and Family
- Priority 5-Technical Assistance

Priority 1 is designed to fulfil the capacity building needs of the local community in becoming involved in the Programme and is a response to issues identified in the Mid Term Review of URBAN I (Farrell Grant Sparks 1998). Priority 2 of this CIP is specifically designed to achieve integrated responses. This priority has substantial potential to produce local governance learning and inform national policy. The consultation phase has also identified key infrastructure deficiencies in the area, which have a direct affect on growing problems of substance abuse and criminality. This is particularly (but not exclusively) the case where youth facilities are concerned. Currently there are no proposals or services to address these issues, and Priority 3 has been designed specifically to meet these identified needs. The Measures associated with this Priority will address not only the youth facilities issues, but also the general level of community facilities and issues around security and safety, which are of concern to the older population of the area.

The consultation phase has also strongly influenced the design of Priority 4-Youth and Family. This is a response to the initial service delivery gaps, identified by both the community and the agencies operating in the area. The selection of individual projects under this priority will be strongly influenced by levels of innovation, mainstreaming capacity, the avoidance of dead weight and their complementarity in filling service gaps.

Priority 5 will provide the Technical Assistance budget for developing, managing, monitoring and publicising the actions proposed under Priorities 1 to 4.

2.4 Horizontal Principles of URBAN II

The CIP identifies the key horizontal principles in relation to project selection and project development and implementation. These are spelt out below:

Horizontal Principles Primarily Involving Project Selection Criteria

- Innovation.
- Dissemination and Transfer of Learning.
- Physical, Social and Environmental Sustainability.
- Informing and Influencing Policy.
-

Horizontal Principles Primarily Involving Project Development and Implementation

- Consultation and Communication.
- Accountability.
- Publicity and Transparency.
- Partnership.

- Equality of Opportunity.
- Additionality & Complementarity.
- Transnational Exchange._

2.4 Selection Process in URBAN Ballyfermot

The Implementing body, URBAN Ballyfermot Ltd, has developed a common method for assessing and approving projects. The basis for this process will be a standardised Project Proposal Form. Completed project proposals will be referred to the Appraisal and Evaluation Committee. Projects will be examined for coherence with the overall objectives of the URBAN II Initiative and, if successful, a further examination for compliance with the EU guidelines for URBAN II and compliance with the horizontal principles will be undertaken.

Projects, which satisfy the above criteria, will then be assessed with regard to value for money, sustainability and mainstreaming potential. On completion of this appraisal process, projects will then be referred to the Board of URBAN Ballyfermot Ltd. for approval. While the Appraisal and the Evaluation committee will make a recommendation with regard to approving or rejecting the proposed project, the final decision on allocating funding will rest with the Board of Directors.

The generic selection criteria are outlined in the project proposal form and in the horizontal principles contained in CIP. In the main, projects will be assessed on the basis of the following:

- How effectively they contribute to the relevant Priority and Measure as outlined in the CIP;
- How effectively they target the social and / or economic needs of the prime target groups identified in the CIP; and
- How effectively they deal with the issues of innovation, dissemination, sustainability and mainstreaming.

2.5 Target Groups

The strategic challenge for URBAN II is to tackle the social exclusion of key target groups through the delivery of integrated services that maximise existing agency inputs, identify service gaps and provide demonstrative projects to fill those gaps.

In this regard, social exclusion includes key target groups of:

- Disengaged youth
- Dysfunctional Families
- Substance abusers
- Travellers
- Teenage mothers
- Early school leavers
- People with disabilities
- Senior Citizens

There are already identified service gaps, such as continuing education for teenage pregnant women, outreach activities to drug users, lack of childcare facilities. All agencies consulted in the drawing up of the CIP confirmed the lack of an integrated response and the need for more cohesion, which will in itself identify further service delivery gaps. In this context, the developing strategies around new forms of Local Governance will enable the Local Authority to play a key role in addressing these issues. The URBAN II Initiative will be instrumental in developing this strategy and in disseminating the learning.

3: Results of Ex-Ante Evaluation of the Programme Complement

3.1 Introduction

In this section the results of the Ex-Ante Evaluation are presented under the headings outlined in Section 1.

3.2 Consistency between Community Initiative Programme (CIP) and the Programme Complement (PC).

We conclude from our analysis that there is a high level of consistency between CIP and the PC. The measures developed in the PC are clearly directed at addressing the needs of the Ballyfermot area, as outlined in the CIP, and at putting into action the strategy proposed in the Programme document.

In terms of identified needs, the measures as developed in the PC, are strongly focused on:

- Addressing alienation and anti-social behaviour;
- Combating early school leaving and low educational qualifications;
- Developing the community infrastructure, both hard and soft;
- Meeting the needs of young people;
- Meeting the needs of families at risk;
- Developing community capacity; and
- Addressing the poor environment within which Ballyfermot residents currently live.

Overall, the PC addresses the identified need to support the Ballyfermot community and the related geographical area to 'catch' up on a wide range of potential developments that would improve their quality of life.

The Measures as outlined in the PC are well positioned to fulfil the strategy as presented in the CIP. The Measures are likely to:

- Increase Community Participation (e.g. Active Citizenship, Heritage, Information and Communication Technology Measures)
- Improve the co-ordination, targeting and responsiveness of statutory and community services (e.g. Integrated Services Measure)
- Improve the quality and range of community-based infrastructure (e.g. Dedicated Youth Centre and Development and Refurbishment Measures)
- Improve the physical environment and amenities of the area (e.g. Environmental Enhancement and Security Measure)
- Support families experiencing difficulties (e.g. Education, and Youth and Family Support Measures)

The Dedicated Youth Centre Measure accounts for 21% of the overall budget. This measure clearly has the potential to act as a flagship and demonstration project and as a model for similar developments in other urban areas. The Information and Communication Technology Measure, which accounts for 11% of the overall budget, is likely to play an important role in developing the communications infrastructure of the Ballyfermot area.

The Integrated Services Measure, accounting for 16% of the budget has the potential to improve the responsiveness and relevance of the state services currently being provided to the people of Ballyfermot—particularly for young people at risk and their families. This Measure however, depends largely on the co-operation and support of a wide range of mainstream agencies. It will therefore require a particularly high level of review and monitoring to ensure that it is meeting its objectives, producing tangible outputs and providing additionality.

The Measures outlined in the PC, place a strong emphasis on the URBAN horizontal principles in terms of their objectives, planned delivery mechanisms, and related impact indicators.

For instance ‘**Sustainability**’ is addressed in a range of ways:

- All project proposals must articulate an exit strategy, including relevant financial projections; and
- Capacity building clearly compliments planned physical developments, thus helping to ensure that local management will have the capacity to sustain projects beyond the period of URBAN II.

Innovation is also strongly addressed. Planned measures demonstrate innovation both in terms of the type of projects to be selected and in terms of the processes to be used to implement them.

On-going communication and feedback are central themes of URBAN II with high levels of community involvement incorporated into all elements of the Initiative. New models of local governance are clearly being tested in URBAN Ballyfermot, incorporating a strong local authority role, complemented by actions aimed at increasing the democratic accountability of existing agencies.

Additionality is ensured in terms of the concentration of funding on areas not covered by other mainstream programmes, as well as by means of the high level of direct involvement by the URBAN management team in project implementation.

Equality of Opportunity is also being addressed by means of a separate study aimed at investigating experiences under the six grounds of equality and the implications for URBAN II.

Issues relating to **Drawing out the Learning** and **Influencing National Policy** are more nebulous and difficult to assess at this stage of the Programme. While the PC spells out a detailed publicity, promotion and information programme, it is not clear what mechanisms will be available to ensure that lessons are ‘heard’ by the relevant mainstream agencies, and by those with responsibility for developing and reviewing national policy. This is an area that requires to be addressed at an early stage in the implementation of the Programme.

In relation to the targeting of Measures on specific target groups, the PC clearly identifies the main beneficiaries of each of the Measures. An analysis of this information indicates that measures are strongly targeted on the following target groups:

- Young people; (Dedicated Youth Centre)
- Families; (Youth and Family support)
- Those with low educational qualifications; (Training and Information and Communication Technology); and
- Ballyfermot Community as a whole (Active Citizenship).

This targeting reflects the priority needs and related strategy outlined in the CIP. Actions targeted at the Community as a whole are clearly designed in response to the issue of low community participation and involvement at the present time, as spelt out in the CIP. Providing meaningful measurements of the impact of such inventions will be a major challenge for the monitoring of the Programme.

Overall, we would conclude that there is evidence of a high level of consistency between the CP and CIP and that this is demonstrated across all the Measures. This is reflected in terms of:

- Meeting the identified strategy;
- Actioning the strategy;
- Focusing on key identified target groups; and
- Building the horizontal URBAN principles into all stages of the Programme.

In relation to future implementation we would highlight the following issues:

- The need to ensure that sufficient resources are available to allow URBAN II play the strong management role proposed in the PC. (URBAN Ballyfermot is the main implementing body for almost all Measures);
- The need to pay particular attention to Measures that require a high level of co-operation in order to achieve their objectives; and
- The need to develop clear mechanisms for ensuring that lessons are learnt and are effectively disseminated and 'heard' by mainstream agencies and policy makers.

3.3 Adequacy of Target Setting

Key targets have been set at the Programme level for URBAN II in the CIP. These cover a range of physical infrastructure development targets and a number of enterprise and training targets. Very detailed targets have also been developed by the URBAN Management team at the theme level. These have been aggregated to the Measure level for the purpose of reporting to the Monitoring Committee.

From the point of implementing and monitoring the Programme there is a need to link the core Programme level targets with the Measure level targets. There is also a need to identify key targets at the Measure level to allow for effective management of the Measures and to facilitate the introduction of meaningful progress reports to the Steering Group and Monitoring Committee. These key targets should focus on outputs and 'specific impacts' (i.e. impact on direct beneficiaries), as well as including a small number of 'general impact' targets. These 'general impact' targets will need to be evaluated by means of specific follow-up / research projects (e.g. the impact of URBAN II on community participation and inclusion).

3.4 Adequacy of Measure Level Indicators:

As referred to above, a wide range of indicators and related targets have been identified at the Programme, Measure and thematic level. The comments made above regarding targets also apply in relation to indicators. With regard to implementation, there is a need to:

- Develop more specific impact indicators;
- Limit the number of output, results and impact indicators that will be reported on to a manageable level; and
- Carry out a programme of research aimed at measuring success in achieving the agreed general impact indicators

From an overall monitoring point of view there is a need to place the agreed indicators and targets within a coherent and co-ordinated Performance Monitoring System that can be used to monitor progress and report on same to the Monitoring Committee.

3.5 Relevance of Selection Criteria:

The CIP includes a very detailed project proposal form to be completed by all project promoters. This form requires all applicants for funding to spell out the needs they are addressing, intended beneficiaries, financial forecasts etc, as well as to describe how the various URBAN horizontal principles will be addressed by the project (e.g. proposed exit strategy to ensure sustainability, innovative elements etc).

This project proposal form includes all the key selection criteria required to ensure that projects are relevant and meet the overall requirements of URBAN II.

From an implementation perspective it will be essential to ensure that project applicants are supported to complete these forms accurately and comprehensively. This work is allowed for within the Programme Complement. The Evaluation and Appraisal Committee and the Priority Advisory Groups, will play a key role in ensuring that the selected projects meet the criteria agreed. In this context, it will be very important to ensure that such Committees/ Groups develop very clear criteria for assessing whether project proposals meet URBAN requirements. For example an agreed set of criteria for assessing whether project proposals meet innovation, sustainability, additionality and the other horizontal principles, needs to be developed.

3.6 Information Systems

The PC contains a commitment to set up and operate a computerised system to gather the type of reliable data required for the management, monitoring and evaluation of the community assistance available through the URBAN II Programme document.

3.7 Communication and Information

The PC also contains a detailed communication strategy for the URBAN II Programme. This outlines communication objectives, methods and related measures. It also spells out the type of publicity and information material that will be developed and disseminated. This includes the planned use of documentation, websites, newsletters, publication events, press campaigns and publicity guidelines.

The PC also states that Dublin Corporation, as Managing Authority will provide the Programme Monitoring Committee with information on the quality and effectiveness of these measures.

Given that the main part of the communication and information budget will be drawn from the URBAN multi-media theme of the I&CT Measure, it will be important that any monitoring of the effectiveness and impact of the communication and information activities is included as part of the proposed overall monitoring system.

3.8 Overall Conclusions:

The PC is clearly consistent with the CIP in terms of the way in which it develops the URBAN II Priorities and Measures. The Measures as spelt out in the PC are strongly focused on addressing the needs identified in the CIP. They also represent a relevant and comprehensive development of the overall strategy for URBAN II as presented in the CIP.

The Measures are clearly targeted on the key target groups identified as requiring support in the CIP. These include young people, families at risk and the Ballyfermot Community as a whole.

The Measures as spelt out in the PC address the URBAN horizontal principles and spell out how these principles will be addressed at the Measure, theme and project level.

The PC also outlines the proposed targets and indicators against which the performance of the Programme will be assessed. As the Programme moves into the implementation and monitoring stages there will be a need, in our view, to co-ordinate and streamline the targets and indicators that have been set at the Programme, Priority, Measure and theme level, in order to ensure effective management and monitoring of the Programme by the Monitoring Committee.

Clear selection criteria have been identified at the Measure, theme and project level in the PC and CIP. Again, when it comes to implementation there will be a need to develop clear criteria by which the Evaluation and Appraisal Committee can measure the extent to which the proposed projects meet URBAN horizontal criteria.

The PC also spells out the Managing Authorities plans in relation to the development and implementation of the required information systems for the Programme.

The PC also provides a detailed Communication and Information Action plan with a commitment to monitoring its effectiveness over the course of the Programme.

Overall, the PC provides the necessary framework for guiding the implementation and monitoring of URBAN II. The next step required, in our view, is to develop a coherent and co-ordinated monitoring system (PMS) which reflects the objectives, targets and indicators as set out in the PC. This PMS can then become an effective working tool for the Monitoring Committee in monitoring the performance of the Programme over the next 5-6 years.