



SAIL OF PAPENBURG

Association of European Border Regions

Enschede Str. 362
D-48599 Gronau

Phone: +49 - 2562 - 70219, Fax: +49 - 2562 - 70259

E-Mail: info@aebr.net

Internet: www.aebr.net

Application form "AEBR-Cross Border Award" 2005

Please, fill in the grey gaps and send us the application form by regular mail, fax or e-mail!

"Cross-border co-operation – substantial contribution to implementing the Lisbon Strategy"

1. General informations

1.1 Applicant border / cross-border region:

Irish Central Border Area Network (ICBAN) Ltd

The INTEC Centre

36, East Bridge Street

Enniskillen, Co. Fermanagh

Northern Ireland BT74 7BT

Note to AEBR:

The Irish Central Border Area Network (ICBAN) is a cross-border regional development organisation with a remit to facilitate and support the sustainable development of the cross-border region through direct development support, civic capacity building, policy analysis and lobbying, and delivery of measures of the Interreg IIIa Programme for Ireland/Northern Ireland.

ICBAN's Mission Statement is:

'ICBAN will continue to improve the quality of life and prosperity of the central border region by creating a dynamic model of best practice and partnership in cross-border development.'

We also attach the ICBAN Strategy 2004-2008 which gives an overview of our remit, structures and activities. (Annex 9).

1.2 Project initiator:

Caitriona Mullan

Programme Manager for Strategic Development

ICBAN

Contact:

The INTEC Centre

36 East Bridge Street

Enniskillen, Co. Fermanagh

Northern Ireland BT74 7BT

Office Tel: 0044-28-66340710

Mobile Tel: 0044-779-3041351

1.3 Partners:

** ICBAN is an integrated cross-border composite umbrella partnership organisation comprising 10 Local Authorities and Social Partners from 10 Local Authority areas as follows:

Republic of Ireland (RoI) Partners (Local Government Councils and County Development Boards - CDBs)

(Please note CDBs are intersectoral local strategic structures implementing the Republic of Ireland National Development Plan at local level)

Donegal County Council and Donegal CDB

Sligo County Council and Sligo CDB

Leitrim County Council and Leitrim CDB

Contact:

Via ICBAN Offices, as above.

Cavan County Council and Cavan CDB
Monaghan County Council and Monaghan CDB

Northern Ireland (NI) Partners (Local Government Councils and Local Strategy Partnerships- LSPs)

(Please note LSPs are intersectoral local structures administering ESF funds- Peace II- at local level)

Fermanagh District Council and Fermanagh LSP
Armagh City & District Council and Armagh LSP
Omagh District Council and Omagh LSP
Dungannon & South Tyrone Borough Council and LSP
Cookstown District Council and Cookstown LSP

1.4 Title of the project: JOINING UP DEVELOPMENT (PROGRAMME)

(Project aimed at civic capacity building on cross-border development issues by providing a space for intersectoral networking and discussion of key issues relevant for the future sustainable development of the Border Region)

1.5 Period

a) of development: November 2003-December 2004
b) of implementation: February 2005-March 2006

1.6 EU target area: Ireland/Northern Ireland Border

1.7 Total costs: €230,000

1.8 Financing scheme:

a) public funds (national, regional, local,...): €57,500 = 25%
b) INTERREG III: €172,500 = 75 %
c) others (e.g. private): Not applicable

1.9 Links to other projects and / or programmes (only if given):

Please note that we have opted to explain the links in detail and have then summarised these at the end of this section:

Programme and Project Links

Joining Up Development is funded under the Interreg IIIa Programme for Ireland/Northern Ireland, specifically under Priority 3 (Civic and Community Networking), Measure 3.1: Social and Community Infrastructure. This measure is jointly implemented by Co-operation Ireland (NI) and Area Development Management/Combat Poverty Agency (RoI). The project has active links with both organisations who are also implementing agents for the EU Special Programme for Peace and Reconciliation (Peace II) and is considered to add value to these activities.

Additionally, ICBAN itself is an implementing agent for the following measures of the Ireland/Northern Ireland Interreg Programme and ICBAN staff ensure synergies and added-value between activities relating to the measures below and the Joining Up Development Programme, for example through staff from ICBAN-funded Interreg projects participating in Joining Up Development Seminars as a professional development and networking exercise. Thus Joining Up Develop-

ment, an Interreg IIIa Priority 3 project, acts as a capacity-building measure for organisations who receive grants under Priority I of Interreg IIIa.

The measures of Interreg IIIa for which ICBAN is directly responsible as an implementing agent on behalf of the Special EU Programmes Body (SEUPB) are:

Priority 1 (Integrated Local Development Strategies)

Measure 1.1: Business and Economic Development

Measure 1.2: The Knowledge Economy

Measure 1.3: Human Resource Development and Skilling

Joining Up Development therefore links to over 50 individual Interreg IIIa Projects which are funded under the measures cited here.

ICBAN as an organisation also directly manages a number of Peace II-funded initiatives such as improvements to cross-border roads and a Third Level Education Network/Technology Transfer programme aimed at improving links between Third Level Institutions and Industry in the ICBAN region, which itself does not have a university. ICBAN is also involved in an Interreg IIIB project relating to water resource management.

Participants on the Joining Up Development (JUD) Programme come from a wide range of development organisations and stakeholders, many of whom are recipients of development funding under EU programmes such as LEADER + and Building Sustainable Prosperity (BSP). It is felt that the Joining Up Development Programme run by ICBAN fills a gap in capacity-building for people involved in the broader spectrum of local and regional development activities pertaining to the Ireland/Northern Ireland Border Region.

Significant Organisational Links:

The Special EU Programmes Body (SEUPB) for Ireland/Northern Ireland, one of the North-South bodies set up by the British and Irish Governments under the 1998 Peace Agreement in Northern Ireland, participates directly in the activities of the Joining Up Development Programme by participation and attendance of staff at the seminar events which form the JUD Programme. This link is well-supported by senior management of SEUPB and is demonstrated, for example, by the fact the the current module of the JUD, focusing on the specific implications of living and working in a border region (*The Border Experience*) will conclude on 10th August with a discussion chaired by the CEO of the SEUPB, Mr Pat Colgan. This event will also have participation from the North South Ministerial Council which is the official intergovernmental secretariat for co-operation between the Irish and British Governments in relation to North-South affairs on the island of Ireland.

Additionally, consultative group which ICBAN formed to inform the planning of the Joining Up Development Programme consists of representatives of the following stakeholders:

- Area Development Management/Combat Poverty Agency and Co-operation Ireland
- Irish Congress of Trade Unions
- Blackwater Regional Partnership (subregional cross-border partnership within the ICBAN region)
- Northern Ireland Local Government Association
- Northern Ireland Anti-Poverty Network and the Community Workers' Co-op.

SUMMARY:

In conclusion, then, Joining Up Development, as a major cross-cutting initiative of ICBAN, has links to the following programmes:

Interreg IIIa Ireland/Northern Ireland

Interreg IIIB (North West Europe)

EU Special Programme for Peace and Reconciliation (Peace II)

Building Sustainable Prosperity

Leader +

As an example of the range of Interreg IIIa Projects (Priority 1) which Joining Up Development is linked to and which Joining Up Development supports via capacity building for management and staff of these projects, we include as Annex 3 a summary of all Interreg projects currently funded by ICBAN (this does not include projects approved for funding in the last two months).

Other organisational links, also with implications for other EU and national programmes, therefore relate to the following organisations:

Special EU Programmes Body Ireland/Northern Ireland

North South Ministerial Council

Northern Ireland Civil Service

Republic of Ireland Civil Service

Social Partners including Trade Union movement North and South

Northern Ireland Local Government Association (currently facing a need for capacity building due to imminent reform of public administrative structures in Northern Ireland and for which Joining Up Development can form an important model for adaptation).

2. Project contents

2.1 Project objectives: (Please note we have opted to set out firstly the aims/rationale – section A), followed by the project objectives – section B)

A) PROJECT AIMS:

- *To achieve enhanced strategic planning capacity within the ICBAN region across a range of sectoral stakeholders;*
- *To contribute to future capacity at local government area level for stakeholders to work in co-operation and with a fluent understanding of policy imperatives relating to strategic planning, joined-up development, intersectoral communication towards improvement of quality of life in the border region on a cross-border basis;*
- *To create the basis and capacity for formal cross-border inter-stakeholder networking in relation to specific common development agendas and service delivery in the cross-border area;*
- *To create a future capacity amongst public sector practitioners which is comfortable and familiar with these issues and best practice in the policy design process, participative decision-making and practical policy implementation options;*
- *To maximise capacity for the leverage of resources into the cross-border region to support its holistic development;*
- *To provide sustained networking opportunities for participants via the delivery structure of the programme and thereby to facilitate working relationships between and amongst participants which can be sustained beyond the lifetime of the programme.*
- *To achieve a co-ordinated approach to the highlighting of policy issues affecting the quality of life or the population in the ICBAN region and a co-operative approach to their resolution within the region and as the region relates to national structures;*
- *Facilitation of public servants at local and regional level in making connections with the issues, policies and stakeholder groups who experience the impact of public-sector decision-making;*
- *Facilitation of good working relationships between social partners and a familiarity with the issues and operations of different sectors, by other sectors;*
- *Facilitate an awareness at local authority level of best practice for the practical implementation of policy imperatives relating to social inclusion, democracy building, equality, gender issues, spatial planning, environmental management, and sustainable economic development in the border region;*
- *To allow the exploration of relevant policy contexts and implementation best practice in a pressure-free, learning-orientated environment which is not currently provided in the cross-border area;*
- *To enable stakeholders from different sectoral backgrounds in the cross-border area to engage in a reflective, positive and creative context within the policy agendas to which they work or are trying to develop;*
- *To contribute to the building of long-term social cohesion in the cross-border area and the creation of a public sphere dialogue which reflects the realities of day-to-day living in the border region;*
- *To contribute to the creation of a generation of social partners who have had the opportunity to explore and become comfortable with the issues which their position or role within their sector will require them to engage with.*

- To encourage co-operation between various sectoral stakeholders who communicate with each other and outwards in search of the establishment of best practice and inclusive, informed decision making and policy implementation;
- To afford participants the opportunity to engage directly with macro-policy issues as they apply to their own locality and to the cross-border region as a whole and to allow them to explore the relationships between these dimensions;
- To promote understanding of sectoral agendas and promote open and communicative styles of public policy development and implementation in the cross-border area;
- To stimulate conscious acknowledgement of and promote the methodology of the cross-border regional identity as a positive approach to solution-finding;
- To familiarise sectoral partners on either side of the border with the structures and policy imperatives which their colleagues in the other jurisdiction operate within;
- To create a critical mass of public sector practitioners, social partners and other sectoral stakeholders in the cross-border area who have had an opportunity to explore policy issues and their application in the cross-border area;
- To create a critical mass as above which will add future value to the workings of the CDB and LSP processes respectively, and to the workings of ICBAN and the ICBAN Strategic Cross-Border Partnership
- To complement the CDB and LSP processes in respect of providing the cross-border link and dimension.

B) PROJECT OBJECTIVES:

The specific objectives of the project are as follows:

Objective 1: *To deliver a professional interagency development programme to a range of relevant stakeholders within the ICBAN region aimed at building capacity within the region for policy interpretation and strategic, joined-up local planning and development in terms of social, economic and cultural impacts in the ICBAN region. To build this capacity with a view to sustaining the formal establishment of working networks in a number of local development/service delivery areas on a cross-border basis (** Please see objective 5 below for further details on this aspect of the project's output).*

Objective 2: *To ensure delivery of the programme within the following framework:*

PROGRAMME STRUCTURE AND MODULES:

Modules:

1. *Introduction, context for the programme and overview of public administrative and strategic planning structures in NI and RoI; Gaps at local level in governance processes; Service delivery structures; Elected LA members' involvement in delivery of services/role division.*
2. *Communication, leadership and listening; facilitation skills;*
3. *Public Consultation and participative decision-making: The Good, the Bad and the Ugly - Identification of best practice models;*
4. *The Border Experience: Areas of Common Need and Activity: The Common Chapter and its relevance for the region;*
5. *The Equality Agenda: Translating policy into practice;*
6. *The Social Inclusion Agenda: Translating policy into practice; What is meant by Social Inclusion? What is understood by the term? EU and National relevant policy contexts; How is Social Inclusion progressing at local and regional level? Where are the gaps? What does Social Inclusion Mean in the Border Corridor? Who can address the gaps?*
7. *The Environment: New ways of meeting the environmental agenda;*
8. *Spatial Planning, Community Planning and Rural Development: Who impacts on who?*
9. *Bringing it back to the local: Feedback on Module 8, concluding event and overview with pointers for the future.*

Overall Methodology:

Modular programme based on policy issues and issues arising from application of policy agendas to date;

Each module, lasting approximately 6 weeks, will consist of three elements:

1. ***Regional Group Event:*** *Introduction to the issue and exposure to practitioners' experiences and views (this will involve bringing technical experts in the different topical areas to speak to and enter discussions with participants);*

2. **Sub-Regional Practical Exercise:** *Facilitated Practical cross-border project exercise at sub-regional level involving participants drawn from that area (counties will be clustered (1:1 i.e. five clusters for the ICBAN) on a cross-border basis for this element of the programme)*
3. **Regional Group Feedback:** *Facilitated de-briefing, presentation and critical self-analysis in terms of lessons learned and progress made by the sub-regional groups. This will be done in the context of the larger group so that knowledge and experience can be exchanged.*

In addition, attention has been given at the outset of the programme to specific skills training in reflexive listening, group facilitation etc, and it is envisaged that participants will have the opportunity to develop these throughout the programme in terms of the practical exercises and interaction/discussions with the larger group.

Objective 3: *To this end, to achieve the following actions:*

- a) *To establish a comprehensive strategic management advisory group to oversee the implementation of the project in conjunction with ICBAN (this exercise is complete and the group is convened quarterly to review progress while individual members of the group have informed the specific content of modules according to their areas of expertise).*
- b) *To recruit a project co-ordinator to oversee the day-to-day implementation of the project in conjunction with contracted facilitation; (this exercise is complete and a Project Co-ordinator has been in place since September 2004).*
- c) *Where required, to contract a suitable delivery agent or consortium of organisations or individuals who will be expected, in partnership and conjunction with the project co-ordinator, to plan the specific delivery of each module set out in this application, facilitate the delivery of the modules and to support the sub-regional activities linked to each modules; successful recruitment will be on the basis of methodological approach most likely to achieve the aims of the project, on innovative delivery techniques with proven effect, and on a combination of competencies within the team to reflect the module themes identified as above;(all module providers have now been identified and ICBAN is directly delivering three of the modules).*

Objective 4: *To recruit participation to the programme based on the following target groups and levels of participation:*

**** Please note numbers have been agreed on the basis of creating critical mass of improved civic capacity in the region and at sub-regional level.**

Please see next page for target participant profile (this has varied according to level of interest in particular modules from specific participants):

TARGET PARTICIPATION PROFILE for JOINING UP DEVELOPMENT:	No. per LA area	Total no. in region
<i>Local authority staff from each member council of ICBAN</i>	3	30
<i>Local authority elected members from each council of ICBAN (those in their first or second electoral term).</i>	3	30
<i>Trade Union activists and representatives based in the ICBAN area (via ICTU North South Group)</i>	1	10
<i>Farming sector representatives (U.F.U. / I.F.A./ Young Farmers' Club/Macra na Feirme).</i>	1	10
Unpaid <i>Voluntary and Community Sector representatives and workers active in the ICBAN region</i>	2	20
Paid <i>Voluntary and Community Sector Workers</i>	1	10
<i>Representatives of regional/national networks dealing with anti-poverty and social inclusion agendas either impacting on or based in the ICBAN region</i>	1	10
<i>Representatives of networks dealing with the equality agenda either impacting on or based in the ICBAN region</i>	1	10
<i>Representatives of the business sector based in the ICBAN region</i>	1	10
<i>Northern Ireland Government Departments/Agencies (including DCAL, DRD, DoE, DARD, DSD, DETI, DENI) with a service delivery, development or funding remit which impacts on the ICBAN region.</i>	-----	7
Total Proposed Number of Participants:	14	147

Objective 5: Establish a minimum of three service-delivery/joined-up development- orientated working networks in the ICBAN cross-border region, co-ordinated and maintained by ICBAN in the context of the organisation's middle- to long-term strategy for the ICBAN region.

The purpose of establishing the networks, which will pursue specific actions identified in the course of the programme as well as strategic joint agendas, is to carry on the work of the programme which is essentially the first step in a process. The purpose of the programme is to deliver the capacity as a foundation on which working linkages within the ICBAN region can be built and maintained for the purposes of implementing a joined-up and consultative approach to local development and service delivery.

ICBAN will establish at least three networks which will function as vehicles for future specific development activity (incorporating the application of broader policy imperatives such as those covered in the programme modules) in the region. These networks will identify their formal terms of reference and future programmes of work during Module 9 of the Joining Up Development Programme and will be formally launched at the end of Module 9. Indicative themes for the networks are:

- Environment and Infrastructure/Spatial Planning;
- Equality and Social Inclusion including service provision;
- Rural Economic Development and Sustainable Communities

Note to AEBR: Please note that at time of this application, the Environment and Infrastructure/Spatial Planning network has already emerged amongst participants and has participated in a consultation exercise as part of a wider regional spatial planning lobbying process which ICBAN is currently conducting with both Northern Ireland and Irish authorities with a view to future support for the development of the region. Discussions amongst participants during the current module (The Border Experience- Module 4) indicate a high interest in issues relating to social inclusion/equality and service provision, and also in rural community and economic development. It is envisaged that the upcoming modules on Equality, Social Inclusion, the Environment, and Spatial Planning will act as a catalyst to building the capacity of these networks and ICBAN staff are currently monitoring participant discussions with a view to helping to build the capacity of these networks and integrating them into ICBAN's wider consultative lobbying which is an ongoing process.

2.2 Implementation (genuine) of the project:

Below is a timescale for the project in terms of specific modules delivered and indicative content of those modules. **In terms of genuine implementation, the Joining Up Development Programme is currently about to conclude Module 4 of the Programme, and this Module is entitled 'The Border Experience'.**

Project Management and Delivery Structure:

The project is implemented via a management structure comprising of the ICBAN Programme Manager for Strategic Development (Caitriona Mullan) supported by a consultative group comprising stakeholders from other sectors as identified earlier in this document. The executive team for implementing the project consists of the Programme Manager for Strategic Development as line manager, supported by the Joining Up Development Project Co-ordinator, an Administrative Officer, and also the ICBAN Communications and Information Officer. The internal processes for implementing the programme on a day-to-day basis are contained in the attached Internal Implementation Manual ([Annex 4](#)).

The specific modules are delivered by various third party expert providers who work to a brief. We include as [Annex 5](#) the generic terms of reference issued to providers of the various modules. We also include as [Annex 6](#) a sample contract for services – in this case the contract was issued for the provision of Module 3, which focused on public consultation – the good, the bad and the ugly! Module 3 has already been delivered.

Quality Control and Participant Consultation:

ICBAN reviews feedback from participants after each event of the Programme and uses this to inform features or modifications for future events. Included as [Annex 7](#) and [Annex 8](#) are sample feedback questionnaires which participants complete after each event. The first form ([Annex 7](#)) relates to the first event of each module, and the second form ([Annex 8](#)) relates to the subregional and final events of each module.

TIMESCALE AND ACTUAL IMPLEMENTATION OF THE PROJECT:

<p>Series 1 3rd March to 6th April 2005</p>	<p>Introduction and overview of public administration and strategic planning structures in NI and Rol</p> <ul style="list-style-type: none"> • Introduction of the strategic and highest governance levels • Identification of gaps at local level in governance processes • Detail of service delivery structures • The role/involvement of elected LA members' in delivery of services and role division • The RPA and its anticipated effects for structures and policy making in NI
<p>Series 2 12th April to 19th May</p>	<p>Communication, leadership and facilitation</p> <ul style="list-style-type: none"> • Leadership skills • Listening skills • Facilitation skills • New ways for effective communication - including how communication and feedback can improve processes
<p>Series 3 25th May to 28th June</p>	<p>Public Consultation and participative decision making</p> <ul style="list-style-type: none"> • Identification of stakeholders • Reasons for consulting • Good and bad practice • Positive ways of engaging stakeholders
<p>Series 4 30th June to 10th August</p>	<p>The Border Experience, The Common Chapter and Border Regions in Europe</p> <ul style="list-style-type: none"> • Areas of common need and activity • The common chapter and its relevance for the border region • Border regions in Europe

<p>Series 5 16th August to 21st September</p>	<p>The Social Inclusion Agenda: Translating policy into practice</p> <ul style="list-style-type: none"> • What is meant by Social Inclusion? • What is understood by the term? • EU and National relevant policy contexts - How is Social Inclusion progressing at local and regional level? • Where are the gaps? • Who can address these?
<p>Series 6 27th September to 3rd November</p>	<p>The Equality Agenda: Translating policy into practice</p> <ul style="list-style-type: none"> • What is meant by Equality? • What is understood by the term? • EU and National relevant policy contexts - How is Equality progressing at local and regional level? • Where are the gaps? • Who can address these?
<p>Series 7 9th November to 13th December</p>	<p>The Environment – new ways of meeting this agenda</p> <ul style="list-style-type: none"> • New ways of meeting the environmental agenda – the challenges • Current legislation • Impending legislation • Economic development issues with an environmental agenda
<p>Series 8 15th December to 1st February 2006</p>	<p>Spatial Planning, Community Planning and Rural Development</p> <ul style="list-style-type: none"> • Differences in cross border responsibilities for planning • Area based planning approaches • Consultative approaches • The cross border spatial planning issue
<p>Series 9 7th February to 15th March 2006</p>	<p>Bringing back learning from all modules to how they can work on the ground</p> <ul style="list-style-type: none"> • Consolidating methods for working within the contextual areas and structures of the previous 8 modules. • Linking the differing decisional and operational levels from the global, international and regional to the local level. • Identifying ways for learnings accrued to be brought to bear operationally within individuals working remits - bearing in mind the variety of sectors that participants represent <p>Concluding event with the formal launch of networks to carry the work forward.</p>

2.3 Measurable results:

Finalised project:

The Joining Up Development Programme has been under direct delivery to participants in the region since early 2005 and will run formally until spring 2006. While the finalised project is a series of modules based on seminars relating to specific development themes, the programme aims to have an impact in a longer-term way. At present the programme has seen over 100 participants attend the various modules to date and has received substantial media coverage in local and regional newspapers (see Annex 10) as well as radio coverage. The participation has been enthusiastic from many sectors and a wide range of organisations send staff to the programme events.

Concrete impacts of the project in the cross-border region:

The Joining Up Development Programme was designed by ICBAN in response to a perceived lack of capacity for inter-sectoral working and understanding of the issues of other sectors within the existing local development structures North and South. The Joining Up Development Programme draws its participants from the public, private and voluntary/community sectors and has to date built capacity amongst participants and delivered skills training in a number of areas, relating to public consultation theory and practice, communication skills, and an awareness of public administrative and development structures in both Northern Ireland and the Republic of Ireland.

Further skills and training in policy and exposure to best practice in the areas of Equality, Social Inclusion (including Social Economy development methods), the Environment (including new economic and rural development opportunities

arising from the Environmental agenda), and Spatial and Community Planning will be delivered between now and early 2006.

Groups of participants have conducted practical exercises in all of the above themes as part of each module and will continue to do so, since the aim of the programme is to translate the significance of policy issues into a day-to-day context. Participants are asked in the first instance to identify practical exercises that would be of use to them in their day-to-day working environment and can use ongoing work activities as a platform for practising the skills which they receive from Joining Up Development. Participants have formed connections with their counterparts and have employed skills in their everyday work. For example, elected representatives from local government within the ICBAN region are now communicating with their counterparts in other councils and are liaising with local community groups. They have learned new facilitative skills relating to progressing local development issues within their own constituency, such as the establishment of private-community sector partnership projects to deliver broadband to clusters of communities (e.g. Group Broadband Scheme, Strandhill, Co. Sligo- Cllr Deirdre Healy-McGowan has led this process and has been a regular participant in the ICBAN Joining Up Development Programme). These skills have created more capacity for informed and effective lobbying on development issues.

The programme is currently facilitating workshops on what participants think the priorities of future cross-border development funding should be and these have related to issues such as infrastructure and connectivity between areas of the region, improved rural transport linkages, joined-up health service provision, adequate provision of community facilities and amenities in the planning process, water resource management, integration of ethnic and cultural minorities to indigenous communities, and access to citizens' information and entitlements for residents and workers in the border region. These discussions have been assisted through comparative discussion at the beginning of the module on the issues affecting other EU cross-border regions, in particular the Nestos-Mesta region (Greece-Bulgaria).

The outcomes of these workshops are being currently collated and will be presented to a panel which includes the Special EU Programmes Body and other influential figures on 10th August. It is hoped that this will be useful material for these authorities in determining the specific form of post-2006 ERDF funding programmes relating to cross-border and interregional development.

The programme has linked with current leading experts for the provision of the individual modules- for example, the Spatial and Community Planning Module (Module 8) will be delivered by the Centre for Local and Regional Planning which is a new consortium of spatial planning experts drawn from Harvard University, USA, the National University of Ireland and the University of Ulster. Dr John Driscoll of Harvard University has already indicated to ICBAN that Module 8 will be adapted for future repeated delivery through the Centre for Cross-Border Studies (Armagh) beyond the lifetime of ICBAN's Joining Up Development Programme, which itself is a pilot programme designed to introduce this particular methodology as a model for civic capacity building within the region.

Civil servants, particularly from Northern Ireland Central Government Departments, have also attended the programme, and are finding it informative and beneficial in informing them on regional development issues. This is significant since the social partnership model has not been adopted in Northern Ireland to the same extent as in the Republic and the programme has provided public servants with the opportunity to learn about the County Development Board process in the Republic of Ireland, an opportunity which has not been readily available until now.

Public servants from Local Authorities have had the opportunity to explore policy agendas which they have been charged with implementing but for which they have received little training until participating in the Joining Up Development Programme. Particular examples of such policy agendas include Social Inclusion and Equality, to which all public authorities are required to subscribe and to implement. The programme has contributed to their understanding of local issues, and has imparted new communicative and consultative methods, as well as bringing a new awareness of their role in relation to the communities which they serve. The programme has also provided them with access to practical methods and models for implementing larger policy agendas at a local level.

Community and Voluntary Sector participants on the programme have had opportunities to meet with their counterparts and to form working linkages across the border with those working in similar areas e.g. rural transport provision, local economic development. The programme has also provided them with the opportunity to make contact and network with public servants from central and local government, as well as elected representatives, in an atmosphere which is non-confrontational and which facilitates mutual understanding.

All participants have benefitted from the intersectoral dialogue and discussions which form an integral element of each module on the Joining Up Development Programme.

2.4 Specific cross-border effects:

Specific cross-border effects of the programme already are:

- Improved capacity amongst all participant target groups for understanding of policy issues as they relate not only to their own sector and sphere of operation but also as they relate to other groups and stakeholders e.g. local authority officials understand issues of sustainable community planning from the perspective of people who live in those communities;
- Improved awareness of common issues in the cross-border region and identification of areas of common concern e.g. social insurance and barriers to labour mobility, the need for cross-border management of freshwater systems such as the Erne and Blackwater river and lake catchments, cross-border anomalies in citizens' entitlements, disadvantages of consumers in the cross-border area, gaps in cross-border co-operation between specific areas of the public service on either side of the border, and a recognition of the commonality of issues to residents of the border region in both jurisdictions;
- Greater awareness of the generic issues and specific needs of border regions in an EU context- this is particularly important in terms of encouraging stakeholders in the Ireland/Northern Ireland Border Region to see themselves as part of a greater EU phenomenon rather than just focusing on domestic political issues. Seeing border issues in an EU context helps to defuse the specific sensitivities relating to the Ireland/Northern Ireland border and provides a context for discussion of cross-border issues and for achieving cross-border linkages and co-operation in a context which is inclusive, multi-cultural and which players from opposing political backgrounds feel that they can subscribe to without feeling threatened; this awareness of being part of a greater EU whole combats the double isolation felt in the Irish Central Border Area of not only being distant from domestic member state decision-making but also being peripheral in EU terms. The sense of connection with other border regions is particularly important since the island of Ireland is not connected by land to the rest of Europe.
- Improved capacity for cross-border co-ordinated lobbying on issues important to the cross-border region- for example, the exercise currently under way in relation to key infrastructural transportation corridors which cross the border and which benefit the whole region- these issues require lobbying two governments with the same message;
- Many more opportunities for person-to-person networking on a cross-border basis;
- Understanding of the public administrative landscape on either side of the border, which must be understood and negotiated in order for many 'joined-up' services to be achieved;
- Awareness of the programme amongst key players at central government level with a cross-border remit;
- Contribution to active current negotiations on future cross-border co-operation measure through exploration of the needs of the region;
- Opportunity for participants to relate to each other the common experiences which their communities have historically had although they are on different sides of the border;
- Contribution to mutual understanding and reconciliation in the context of the Northern Ireland conflict and the demilitarization of the Ireland/Northern Ireland Border (i.e. thinking of the Border as a place for communication between neighbours rather than a line of separation);
- Creation of intersectoral networks for the future which can be used by central decision-makers for consultation on issues affecting the border region;
- Creation of greater social cohesion and combating the fractured nature of communities within the region as a result of the Northern Ireland conflict;
- Greater ability to obtain resources in a co-ordinated fashion to contribute to sustainable social, economic and cultural development of the region;
- Politicians and community representatives transcending political/sectarian and ideological differences to work for the common good of the region and doing this in a very practical way through exercises and networking during the programme.

Future Sustainability of the Project:

Future sustainability of the Joining Up Development Programme and its activities can be defined in a number of areas:

1. **Sustainability in the context of Ireland/Northern Ireland cross-border co-operation and development** through the establishment of formal networks which will feed into the activities of regional/cross-border development bodies such as ICBAN and SEUPB, and which will form a point of contact for public decision-makers;
2. **Sustainability in the context of greater cross-border social cohesion** with the opportunity for voluntary/community sector players to network and form lasting connection, also to participate in the formal networks which will form a recognised part of the partnership-based development process which ICBAN has pioneered in the Irish Central Border Area;

