



Peace III Southern Partnership  
Peace and Reconciliation Action Plan  
Phase II (2011 – 2013)



**17th September 2010**

Part A Reference Number: 19252

## CONTENTS

|        |  |    |
|--------|--|----|
| 1.     | PREFACE .....  | 1  |
| 1.1.   | STATEMENT OF PURPOSE FOR THE PLANNING PROCESS.....                             | 1  |
| 1.1.1. | Peace III Programme .....  | 1  |
| 1.1.2. | Southern Partnership.....  | 1  |
| 1.1.3. | Peace and Reconciliation Action Plan – Phase I .....                           | 2  |
| 1.1.4. | Peace and Reconciliation Action Plan - Phase II.....                           | 3  |
| 1.2.   | STATEMENT OF GEOGRAPHICAL AREA .....   | 4  |
| 1.3.   | LEAD PARTNER.....  | 5  |
| 1.4.   | STATEMENT OF ENDORSEMENT.....  | 6  |
| 2.     | EXECUTIVE SUMMARY .....  | 7  |
| 3.     | INTRODUCTION.....  | 12 |
| 3.1.   | DEVELOPMENT OF THE PLAN .....  | 12 |
| 3.2.   | DESCRIPTION OF THE PARTNERSHIP AND ITS MEMBERSHIP.....                         | 13 |
| 3.2.1. | Statutory Joint Committee .....  | 13 |
| 3.2.2. | Governance Review .....  | 14 |
| 3.2.3. | Review of the Partnership.....   | 14 |
| 3.3.   | CONSULTATION AND PARTICIPATION .....   | 16 |
| 3.4.   | STRATEGIC CONTEXT.....   | 19 |
| 3.5.   | GUIDING PRINCIPLES.....  | 19 |
| 4.     | AREA PROFILE .....   | 22 |
| 4.1.   | INTRODUCTION.....  | 22 |
| 4.2.   | SOUTHERN PARTNERSHIP AREA – SOCIAL, ECONOMIC AND ENVIRONMENTAL SITUATION ..... | 22 |
| 4.3.   | KEY SERVICE PROVIDERS AND DECISION MAKERS .....                                | 25 |
| 4.4.   | AUDIT OF CURRENT POLICIES, PLANS AND SERVICE PROVISION.....                    | 27 |
| 4.4.1. | Interim Aid for Peace Evaluation Findings .....                                | 30 |
| 4.4.2. | Other Projects Supported under the Peace III Programme .....                   | 32 |
| 4.4.3. | Louth and Monaghan Phase II Plans.....   | 34 |
| 4.5.   | STEEPLE ANALYSIS.....  | 35 |
| 5.     | AREA SWOT .....  | 38 |
| 5.1.   | SWOT ANALYSIS.....   | 38 |
| 5.2.   | STATEMENT OF NEED .....  | 40 |
| 6.     | VISION, AIMS AND OBJECTIVES .....  | 44 |
| 6.1.   | VISION .....   | 44 |

|        |   |    |
|--------|---|----|
| 6.2.   | AIMS AND OBJECTIVES.....                          | 45 |
| 7.     | OPTIONS AND PREFERRED STRATEGIES.....             | 46 |
| 7.1.   | STRATEGIC OPTIONS .....                           | 46 |
| 7.1.1. | Options Considered .....                          | 46 |
| 7.2.   | SELECTING PREFERRED OPTIONS .....                 | 46 |
| 7.3.   | DRAFT STRATEGIC PRIORITIES .....                  | 47 |
| 7.3.1. | Refinement of Priorities .....                    | 48 |
| 7.4.   | SELECTED STRATEGIC PRIORITIES .....               | 48 |
| 7.5.   | SUPPORTING PILLARS AND CROSS-CUTTING THEMES ..... | 59 |
| 7.5.1. | Overview .....                                    | 59 |
| 7.5.2. | Supporting Pillars.....                           | 60 |
| 7.5.3. | Cross-Cutting Themes .....                        | 62 |
| 8.     | PEACE AND RECONCILIATION ACTION PLAN .....        | 65 |
| 8.1.   | INTRODUCTION.....                                 | 65 |
| 8.2.   | ACTION PLAN .....                                 | 65 |
| 8.2.1. | Delivery Methods.....                             | 66 |
| 8.3.   | TIMELINE .....                                    | 77 |
| 8.4.   | RESOURCE ALLOCATION .....                         | 79 |
| 8.4.1. | Additional Resource Request .....                 | 79 |
| 8.5.   | PROJECT SELECTION.....                            | 80 |
| 8.6.   | SELECTION PROCESS .....                           | 81 |
| 8.7.   | MEASURE SPECIFIC .....                            | 81 |
| 8.8.   | TARGET AREAS.....                                 | 81 |
| 8.9.   | TARGET GROUPS.....                                | 82 |
| 9.     | MANAGING THE STRATEGY .....                       | 83 |
| 9.1.   | INTRODUCTION.....                                 | 83 |
| 9.2.   | DELIVERY APPROACH .....                           | 83 |
| 9.3.   | PROGRAMME MANAGEMENT.....                         | 85 |
| 9.4.   | MANAGEMENT SUPPORT COSTS.....                     | 86 |
| 9.5.   | PROGRAMME GOVERNANCE .....                        | 87 |
| 9.6.   | MONITORING AND EVALUATION .....                   | 87 |
| 9.6.1. | AID FOR PEACE APPROACH .....                      | 87 |
| 9.6.2. | MONITORING AND EVALUATION PROCEDURES .....        | 88 |
| 9.7.   | COMMUNICATIONS .....                              | 88 |

## **Appendices**

|               |   |
|---------------|---|
| Appendix I    | Glossary  |
| Appendix II   | Plan for a Plan Timeline and Steering Group members                 |
| Appendix III  | Partnership Agreement & Membership, SJC Memorandum of Understanding |
| Appendix IV   | Governance Review   |
| Appendix V    | Consultation Documents and Attendees                                |
| Appendix VI   | Detailed Area Profile   |
| Appendix VII  | Council Good Relations Strategies                                   |
| Appendix VIII | Interim Aid for Peace Evaluation Findings                           |
| Appendix IX   | Other Projects Supported under the Peace III Programme              |
| Appendix X    | Delivery Approach Options   |
| Appendix XI   | Partnership Survey  |
| Appendix XII  | Detailed Budget   |
| Appendix XIII | Management Support –Job Descriptions                                |

## 1. PREFACE

This **Southern Partnership Peace and Reconciliation Action Plan** (PRAP, the Plan) outlines how the Council areas of Armagh, Banbridge, Craigavon and Newry & Mourne aim to deliver Priority 1.1 (Building positive relations at the local level) of the Peace III Programme during the period from mid-2011 to the end of 2013 (Phase II).

### 1.1. STATEMENT OF PURPOSE FOR THE PLANNING PROCESS

This section sets out the background to, and purpose for, developing the PRAP for Phase II.

#### 1.1.1. Peace III Programme

The overall objective of the Peace III Programme is to reinforce progress towards a peaceful and stable society and promote reconciliation in Northern Ireland and the Border Region of Ireland. Building on the success and lessons of the Peace I (1995 – 99) and Peace II (2000-06) Programmes, the Peace III Programme has a continued and renewed emphasis on reconciliation and specifically focuses on acknowledging and dealing with the conflict, building positive relations and contributing towards a shared society.

These two objectives are grouped in two Priority areas, namely ‘Reconciling Communities’ and ‘Contributing to a Shared Society’. Within Priority 1 ‘Reconciling Communities’ there are two key areas:

- 1.1 Building positive relations at the local level;
- 1.2 Acknowledging and dealing with the past.

Building positive relations at a local level (Priority 1.1) is being delivered through local authority led partnership arrangements. The objective is:

*To challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”*

This element of Priority 1 supports the implementation of strategic models of collaboration between the public, private and community sectors that focus on reconciliation, cultural diversity and equality. Under this partnership approach, the Priority aims to establish cross-border initiatives that will improve trust and tolerance and reduce levels of sectarianism and racism.

#### 1.1.2. Southern Partnership

Under Special European Union Programme Body (SEUPB) guidance local authorities were asked to form clusters to administer and manage Priority 1.1. The **Southern Partnership** was therefore formed between the four Councils of Armagh, Banbridge, Craigavon and Newry & Mourne; also working on a cross-border basis with Louth and Monaghan Councils, which border the cluster area.

### 1.1.3. Peace and Reconciliation Action Plan – Phase I

The Southern Partnership developed the **Beyond Tolerance** PRAP for the period 2008-2010 (subsequently extended to June 2011). The overarching aims of the Plan are:

- Increased community cohesion through attitudinal change - increased respect trust and understanding within and between communities providing sustained relationships;
- Positive impact upon behavioural patterns resulting in the reduced manifestation of sectarianism and racism in the community; and
- Good Relations embedded in the community at all levels through an increased shared vision of an interdependent and fair society.

The Plan sets out seven strategic priorities which aim to promote attitudinal and behavioural change under the theme of reconciling communities. They are:

| Priority | Aim  |
|----------|--|
| 1        | Challenge of Change<br>To facilitate greater involvement of people from BME communities in civic, community and political life, and increase community cohesion  |
| 2        | Good Relations Forums<br>To develop understanding and capacity across communities and influential leaders at interfaces around physical manifestations of sectarianism   |
| 3        | Alternative Focus<br>To create strong links between designated areas effected by the conflict (on a cluster basis) providing an opportunity for exploration of barriers to reconciliation and of issues that divide those communities, and issues that can bring communities together through celebration and outdoor civic events   |
| 4        | Small Grants<br>To help local groups identify and tackle sectarianism and racism at the coalface   |
| 5        | Investing in our Future<br>To improve inter community and intergenerational understanding and relationships, focusing on interface areas   |
| 6        | Community Engagement<br>To provide a stepping stone for those individuals and communities which are not yet ready to engage in themes such as Good Relations Forums<br>To increase the role and contribution local communities can make in the discussion and determination of how services and other activities which directly impact on their areas are put in place and delivered |
| 7        | Celebrating Communities<br>To promote positive cultural celebrations and genuinely inclusive profile and image of events   |

The priorities are being delivered through a partnership approach, with Newry & Mourne District Council acting as the Lead Partner. Investing in our Future is being led by Craigavon Borough Council, Small Grants by Armagh City & District Council and Community Engagement by Banbridge District

Council. The remaining priorities are being led by Newry & Mourne District Council with support from the other Councils.

All priorities have commenced and are delivering actions across the cluster. There have been a number of notable achievements and examples of good practice delivery. These along with key findings from the Interim Aid for Peace Evaluation are presented in Section 4.4.1.

#### **1.1.4. Peace and Reconciliation Action Plan - Phase II**

It is recognised that there is now significant expertise and experience within the Peace III area in the development and implementation of PRAPs and SEUPB have requested the existing Partnerships to develop a Plan for the period from mid-2011 to the end of 2013 (Phase II). In order to develop the PRAP a Steering Group consisting of Officers from each of the cluster councils and members of the Southern Partnership was established<sup>1</sup>.

This Southern Partnership PRAP outlines how the Council areas of Armagh, Banbridge, Craigavon and Newry & Mourne will continue to deliver Priority 1.1 during Phase II. The Plan:

- Builds on the work and achievements of Beyond Tolerance;
- Is informed by the findings from the Phase I Interim Aid for Peace Evaluation, the Phase II consultation process, detailed analysis of available information and SEUPB guidance;
- Takes cognisance of the guiding principles of participation, openness, shared ownership, representative, mutual respect;
- Highlights issues and needs in the cluster area in challenging attitudes towards sectarianism and racism and supporting conflict resolution and mediation at the local community level;
- Complements existing and planned work of Councils, in particular the areas of Good Relations, Community Support and Community Safety;
- Complements the work of other statutory agencies (e.g. PSNI, NIHE, SELB), the community and voluntary sector and other stakeholders;
- Complements other projects in the area supported under the Peace III Programme;
- Contributes to cross-cutting themes of the Peace III Programme – cross border co-operation, equality, sustainable development, impact on poverty and partnership;
- Taking all of the above into consideration, proposes a range of realistic and deliverable interventions to address issues and needs, clearly evidencing the rationale for these; and
- Outlines how interventions will be delivered, through:

---

<sup>1</sup> See Section 3.1 for further details

- a clearly developed partnership approach;
- structured management and staffing arrangements;
- a flexible approach to allow the Partnership to react to new and emerging sectarian and racism issues, should they arise; and
- a detailed and fully costed action plan that minimises governance costs and maximises value for money.

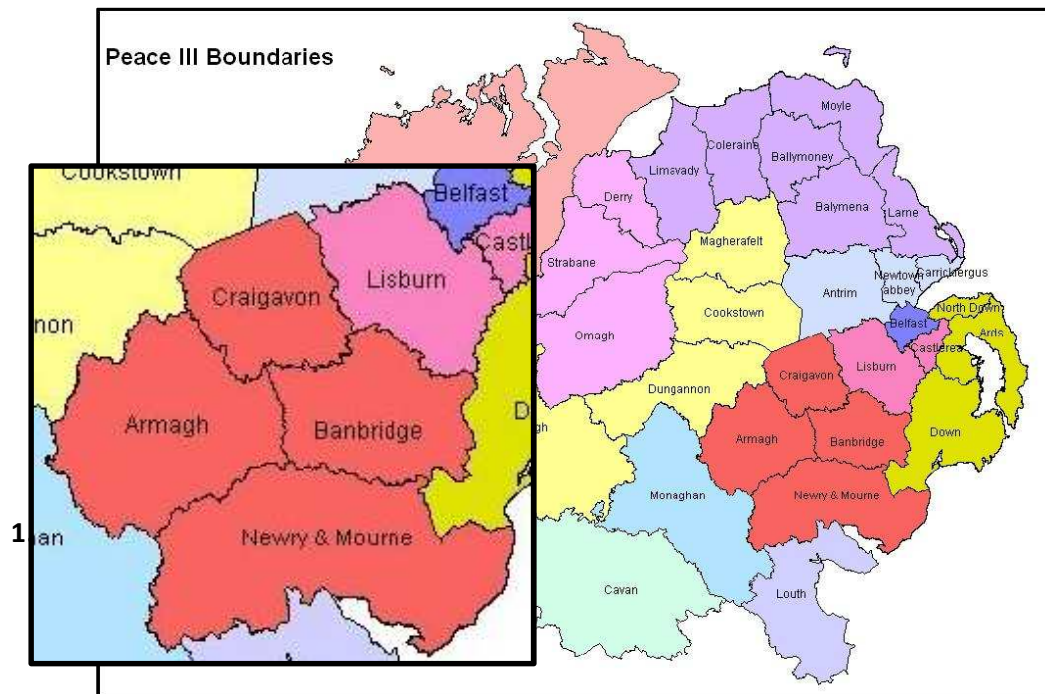
The four Southern Partnership Councils have been long-term advocates and supporters of the Peace Programme, and have developed a reputation locally and regionally as Councils' that:

- Make real the values of partnership working, not only through the Peace Programme but through other initiatives such as community support, rural development, tourism and economic development (see Figure 4.2);
- Acknowledge and are committed to working through difficult issues (e.g. through supporting Good Relations Forums and community mediation) and have achieved success in this area in Phase I;
- Have made in-roads into building better community relations (e.g. through the Good Relations Forums);
- Are committed to developing cross community leadership and partnership (e.g. through Investing in Our Future priorities);
- Actively engage in cross-border working (e.g. through Challenge of Change Officers in Louth and Monaghan, and planned cross-border projects through the Investing in Our Future priority);
- Actively promote and support the inclusion of ethnic minority communities (e.g. through Challenge of Change, the Ethnic Minority Support Centre in Newry and the Anti-Racism Reporting Scheme); and
- Recognise the need for sustainable development, particularly in the community and voluntary sector, and the need to consider the implications post Peace III funding for the sector and the wider community.

## **1.2. STATEMENT OF GEOGRAPHICAL AREA**

The Southern Partnership consists of Armagh City & District, Banbridge District, Craigavon Borough and Newry & Mourne District Councils. The area covers a significant proportion of the overall area and population of Northern Ireland. It represents the whole of County Armagh and a large part of County Down. In total it covers nearly 2,400 square kilometres (approximately 17% of Northern Ireland), has a population of nearly 265,000 people (representing 16% of the Northern Ireland population) and has 95 elected Council members (16% of the total elected member population).

Figure 1.1  
Cluster Area



Source: SEUPB

Although the planned merger of Councils in 2011 has been delayed, the cluster area and the Southern Partnership remain appropriate given:

- Their geographic location;
- The successful delivery to date of Beyond Tolerance;
- Existing relationships and partnerships:
  - between Councils, which continue to develop on a cross Council and cross-border basis;
  - with other networks and community support organisations; and
  - with other public bodies.

Further details of the geographic area are outlined in Section 4.1.

### 1.3. LEAD PARTNER

**Newry & Mourne District Council** will continue to act as the Lead Partner for the administrative and financial management of the programme with all four Councils actively engaged in its delivery.

The Lead Partner was agreed on the basis of:

- Experience of successfully managing Phase I of the programme;

- The need for continuity of management from Phase I to Phase II;
- Experience of managing significant Peace and other development budgets;
- Commitment to, through the area and existing work, supporting inclusion, good relations, community, urban and rural regeneration, and cross-border work;
- Commitment to the ethos of partnership, with cluster partners and all other sectors and stakeholder; and
- Strategically located for partnership working with both cluster partners and cross-border partners.

#### **1.4. STATEMENT OF ENDORSEMENT**

This Peace and Reconciliation and Action Plan has been fully considered and agreed by the four Councils within the Southern Partnership as a means of building positive relations at the local level within the context of the Peace III Programme.

The Plan was agreed by the Southern Partnership and the Statutory Joint Committee on Thursday 16<sup>th</sup> September 2010.

John Briggs  
Chief Executive  
Armagh City &  
District Council

Liam Hannaway  
Chief Executive  
Banbridge District  
Council

Michael Docherty  
Chief Executive  
(Interim)  
Craigavon Borough  
Council

Thomas Mc Call  
Clerk and Chief  
Executive  
Newry & Mourne  
District Council

## 2. EXECUTIVE SUMMARY

This **Southern Partnership Peace and Reconciliation Action Plan** (PRAP, the Plan) outlines how the Council areas of Armagh, Banbridge, Craigavon and Newry & Mourne aim to deliver Priority 1.1 (Building positive relations at the local level) of the Peace III Programme during the period from mid-2011 to the end of 2013 (Phase II).

The PRAP has been informed by comprehensive research, extensive consultations and the findings of the interim evaluation of Phase I. The Plan aims to learn from the experiences of Phase I, continue to deliver successful programmes and activities that were established in this phase, and move the Plan and the cluster forward in Phase II by building on achievements and developing new and innovative programmes.

Peace building is a gradual process and there are still significant issues to be addressed across the cluster; consequently some of the Phase I activities will continue. However there is a need to move the cluster and the Peace programme forward, therefore Phase II specifically aims to:

- Take a more targeted and holistic approach to the delivery of activities to areas of greatest need;
- Develop closer and sustainable links between priorities and ensure that participants are engaged in a broad range of activities;
- Develop sustained relationships and engagement on a cross-community and cross-border basis, and between indigenous and BME communities; and
- Equip people to deal with challenges and issues post Peace III by continuing to develop skills, awareness and understanding.

The following sections outline the key elements of the Plan, namely, the Statement of Need, Vision, Aims, Objectives, Strategic Priorities, Supporting Pillars, Cross-Cutting Themes and Indicative Actions. An overview of delivery mechanisms is also provided. A detailed Action Plan is presented in Chapter 8.

### STATEMENT OF NEED

A **Statement of Need** for the cluster area has been developed. There are six key areas of need:

- We need to foster **mutual understanding of needs, trust and respect** between people from **different community backgrounds**;
- We need to foster **mutual understanding of needs, trust and respect** between people from **different nationalities and ethnic and racial groups**;
- We need to support the **development of skills** to work through difficult issues;
- We need to **develop community confidence and involvement** – providing opportunities for residents to have a voice;

- We need to work towards developing **an environment which enables and encourages contact and mobility**; and
- We need to ensure that the **work undertaken leaves a strong legacy** for future peace-building post-Peace III.

Leading on from the Statement of Need the PRAP sets out the Partnership's Vision, Aims, Objectives and Strategic Priorities for the period from 2011 to 2013.

## VISION

- **By 2013**, the cluster area will have significantly developed social partnerships on a cross community and cross border basis, taking forward reconciliation work, with a growing understanding of respective communities needs, development of trust and where people from all backgrounds are more comfortable using facilities and services across the cluster area.
- **By 2015**, the cluster area will endeavour to have well-developed and sustained cross-border and cross-community partnerships and will strive for integrated service delivery from public, private and voluntary/community sector organisations - accessible by people from all backgrounds, rural and isolated communities. It will aspire to be an area where issues of division and contention are increasingly mitigated.

## AIMS (Aid for Peace Indicators)

- **Increased community cohesion** through attitudinal change - increased respect, trust and understanding within and between communities providing sustained relationships;
- Positive impact upon behavioural patterns resulting in the **reduced manifestation of sectarianism and racism in the community**; and
- **Good Relations embedded in the community at all levels** through an increased shared vision of an interdependent and fair society.

## OBJECTIVES

- To encourage further **engagement** between and within the community, statutory organisations and political representatives;
- To identify **tomorrow's leaders** and build their capacity today;
- To eliminate "gatekeeper" issues and **encourage active participation**;
- To work towards a new 'normal' which creates a **welcoming environment**;
- To facilitate greater involvement of people from **BME communities** in civic, community and political life and increase community cohesion; and
- To encourage greater **cross-border** mobility, cooperation and mutually beneficial relationship development as a core element running through our planned activities.

## STRATEGIC PRIORITIES

There are three strategic priorities outlined in the PRAP:

### **PRIORITY 1 – INSPIRING CHANGE**

- **Sub-priority 1 – Investing in Our Future**

To identify tomorrow’s leaders and build their capacity today  
To eliminate “gatekeeper” issues and encourage active participation

- **Sub-priority 2 – Engaging in Good Relations**

To encourage further engagement between and within the community, statutory organisations and political representatives

### **PRIORITY 2 – FUTURE FOUNDATIONS**

Working towards a new ‘normal’ which creates a welcoming environment

### **PRIORITY 3 – CHALLENGE OF CHANGE**

To facilitate greater involvement of people from BME communities in civic, community and political life and increase community cohesion

## SUPPORTING PILLARS AND CROSS-CUTTING THEMES

In order to achieve a more targeted way of working, the three priorities will be underpinned by a number of **Supporting Pillars** and **Cross-Cutting Themes**.

The **Supporting Pillars represent the core elements at the heart of the Plan; these form the foundations on which the priorities will be delivered**. They are:

- |                         |                     |                 |
|-------------------------|---------------------|-----------------|
| ● Good relations        | ● Cross-border      | ● The Peace III |
| ● Community-based focus | partnerships        | Partnership     |
| ● Legacy planning       | ● Strategic grants  |                 |
|                         | ● Positive messages |                 |

The inter-linking **Cross-Cutting Themes represent areas of commonality** (such as activities and actions) **that extend across the three priorities**. In order to achieve a more targeted approach and reduce duplication and overlap, it was decided that certain areas should be grouped together. There are five themes:

- |                         |                         |                     |
|-------------------------|-------------------------|---------------------|
| ● Skills development    | ● Cohesion, sharing and | ● Anti-racism       |
| ● Relationship building | integration             | ● Anti-sectarianism |

## INDICATIVE ACTIONS

A range of innovative and challenging actions will take place to deliver the priorities. These actions are indicative at this stage and will be finalised through a detailed planning process. Examples of actions that will take place include:

- |   |   |
|---|---|
| ● Identifying, developing and supporting leadership | ● Capacity building, good relations, cultural awareness training, mentoring and experiential learning |
|---|---|

- Relationship building, mutual awareness and understanding
- Promoting and celebrating good relations and civic engagement
- Joint project working between communities and statutory providers
- Targeted work with a) young people and b) young and older people
- Engagement Mechanisms - e.g. Good Relations Forums
- Protocol engagement and discussions around parades, flags etc
- Exploration of barriers to shared space
- Encouraging involvement and promoting partnership building
- Targeted work at interfaces
- Developing inclusive community venues and shared spaces
- Inclusive celebrations
- Specialist advice and support for BME communities
- BME networking opportunities
- Supporting BME involvement in local community groups
- Integration Projects and projects which address racism
- Expansion of Racist Incidents Reporting Scheme
- Anti-racism campaigns

## DELIVERY MECHANISMS

The delivery of the PRAP will be overseen by the Southern Partnership and the Statutory Joint Committee. Newry & Mourne District Council will act as the Lead Partner and have overall responsibility for implementing, managing and monitoring the Plan.

To support the delivery of the Plan the Lead Council will appoint a Programme Support Team (as in Phase I). This will be led by a Programme Manager.

Each of the three priorities will be delivered through the Southern Partnership (i.e. Partner Delivery) and specialist services will be publicly procured as and if required. Officers will be appointed by Partner Delivery Agents to deliver the Action Plan (see Chapter 8). Strategic grants will be delivered by the Lead Partner (Newry & Mourne). There will be a call for proposals to deliver the priorities/actions in early 2011. The Implementation Guidelines issued by SEUPB (March 2010) will be followed at all stages.

The total budget for the Plan is £4,263,571 consisting of:

|                |                            | Total    |
|----------------|----------------------------|----------|
| Priority 1     | Inspiring Change           |          |
| Sub-Priority 1 | Investing in Our Future    | £689,348 |
| Sub-Priority 2 | Engaging in Good Relations | £753,859 |
| Priority 2     | Future Foundations         | £648,811 |
| Priority 3     | Challenge of Change        | £832,297 |
|                | Strategic Grants           | £784,992 |
|                | Management Support         | £554,264 |

An additional 22% (£943,045) is requested for a number of activities, namely:

- A reactionary fund;

- Additional communication and promotion of the Peace III Programme
- Enhanced programme delivery;
- Community Liaison Officers.

## 3. INTRODUCTION

### 3.1. DEVELOPMENT OF THE PLAN

The Peace and Reconciliation Action Plan has been drawn up in accordance with the detailed guidelines issued by SEUPB.

A **Steering Group** consisting of Officers from each of the cluster councils and members of the Southern Partnership was established in order to develop the PRAP<sup>2</sup>. The Steering Group also appointed consultants (Juniper Consulting) to assist them with the preparation, presentation and submission of the PRAP.

The members of the Steering Group were representative of each of the cluster Council areas from both elected and social partner backgrounds. The nominations for members from the Partnership were taken at their meeting on 20<sup>th</sup> May 2010. The first meeting of the Steering Group took place on 3<sup>rd</sup> June and the Group continued to meet regularly during the development of the Plan. The Steering Group meetings were attended by representatives from the Consortium (Pobal/CRC) who also provided regular advice and assistance.

The **seven-step planning process** outlined by SEUPB was followed by the Steering Group and a project plan and timetable for the development of the PRAP was devised (Appendix II). The guiding principles developed for the Beyond Tolerance strategy (as set out in Section 3.5) were also reviewed and updated.

**The development of the plan also involved:**

- The agreement of a Partnership and Lead Partner (Section 3.2 and 1.3);
- The updating of the existing Partnership Agreement (Appendix III);
- Extensive consultations (Section 3.3);
- An area audit of policies, plans and service provision (Section 4.4);
- Updating the STEEPLE and SWOT analyses developed for Phase 1 (Section 4.5 and 5.1)
- Consideration of the findings of the Interim Aid for Peace evaluation (Section 4.4.1);
- Identification and evaluation of issues and needs (Section 5.2);
- Analysis of the strategic context and complementarity of the Plan and proposed interventions;
- Development of a vision, aims and objectives for the Plan (Section 7);
- Development of strategic options, actions, performance indicators and targets (Section 7);
- Developing management arrangements, budgets and timetables; and
- Considering monitoring and evaluation arrangements.

---

<sup>2</sup> Please see Appendix II for a list of Steering Group members

### **3.2. DESCRIPTION OF THE PARTNERSHIP AND ITS MEMBERSHIP**

The Southern Partnership was established in February 2008, with its inaugural meeting in September 2008. Its membership is drawn from the four Council areas, and is representative of the demographic profile of the cluster area. It also draws on the experience of previous Peace Partnership members.

The current 36 member Partnership is made up of:

- Four elected members from each Council;
- Four social partners from each Council area; and
- Four statutory advisors (NIHE, SELB, PSNI and SHSCT).

Elected members were nominated by each cluster Council while statutory advisors were self-nominated. Social partners were appointed after an open advertising and recruitment process. The Partnership is at present jointly chaired by Cllr Charlie Casey (Newry & Mourne District Council) and Dr James McCammick (Social Partner, Craigavon). A list of partnership members is provided at Appendix III.

#### **3.2.1. Statutory Joint Committee**

The Statutory Joint Committee (SJC) was established in 2009 for the purpose of implementing the policies set out in the PRAP. The SJC considers and approves recommendations from the Partnership in relation to:

- Developing specifications and award criteria for projects and programmes;
- Inviting applications/tenders and award funding;
- Assessing all submissions made against agreed criteria;
- Issuing funding contracts to all approved applicants;
- Monitoring and evaluating the projects/programmes funded; and
- Recovering the relevant project/programme/management costs from the Participant Councils on the funding basis agreed<sup>3</sup>.

The SJC is currently made up of 24 members from the Partnership – 16 elected members (four from each Council area) and eight social partners (non-voting members). This is the maximum proportion of non-elected member representatives on the SJC local authorities are legally allowed to have. It also ensures representation of all political parties on the committee in the spirit and nature of the overall programme.

---

<sup>3</sup> Source: Terms of Agreement (Agreement to Establish a Joint Committee to implement Measure 1.1 of the Peace III Programme in the Newry & Mourne District, Armagh City & District, Banbridge District and Craigavon Borough Council Areas)

### 3.2.2. Governance Review

As part of the Interim Aid for Peace Evaluation a governance review was undertaken in early 2010. The review examined information in relation to the operation of the Partnership, levels of engagement by Partnership members and the views of members and programme officers on the governance and management of the Partnership. A copy of the Governance Review is provided at Appendix IV.

The review made a number of recommendations in relation to the delivery of the programme. These focused on:

- **Attendance at Partnership Meetings** – the need to encourage members to attend more frequently;
- **Engagement** – the need to further support the engagement of social partners in the Partnership and in the building of relationships with other Partnership members, for example through a workshop;
- **Communications** – the need to increase awareness in the community of the Southern Partnership, its members, and of the priorities; and
- **Cross-border working** – the need to further involve Louth and Monaghan Councils in the delivery of the programme.

It was also recommended that consideration is given to establishing an **induction/familiarisation workshop** or event for all Partnership members when the new Partnership structure is established for Phase II. The aim of this would be to help address issues and expectations of how meetings operate, how decisions are made, roles and responsibilities of members and help partnership members to get to know each other.

### 3.2.3. Review of the Partnership

The Partnership has taken onboard the recommendations from the Governance Review and those of the external evaluators. As a result, a survey was conducted with Partnership members between July and August 2010. This flowed from the findings of the Interim Evaluation, which recommended that the Partnership Training Programme under the Phase I Good Relations Forums priority needed to be progressed in order to help re-engage the membership and to promote feelings of ownership of the work conducted.

The survey aimed to ascertain member's feelings about the work and effectiveness of the Partnership in order to understand strengths and areas that could be developed. Fundamentally it aimed to glean support about whether or not there would be support for an ongoing Partnership Development Programme in Phase II that would extend member's knowledge and commitment to delivering and promoting the Plan going forward. The questionnaire comprised of the following sections:

- **Member Details** – Demographic information, type of membership (social, elected, officer, statutory), roles (Partnership, SJC, Chair/Vice Chair);
- **Member Connections and Experience** – Sector of interest (e.g. interface areas, victims/survivors, BME communities, ex-combatants and ex-prisoners), knowledge and experience (e.g. marketing, cross-community working, conflict transformation, monitoring and evaluation);
- **Perceptions of Partnership Effectiveness** – Partnership values (e.g. cohesion, equality, visionary), Partnership processes (e.g. meetings, communication, induction) and knowledge of the Phase I programme and other members; and
- **Areas for Development** – recommendations for the future direction and format of the Southern Partnership.

A copy of the questionnaire is presented in Appendix XI.

Overall, 18 completed questionnaires were returned (50% response rate). Key findings were:

- Social and elected members who completed the survey generally had good links with the voluntary and community sector, but had **comparatively less knowledge/connections with interface areas, areas with limited cross-border links, women, Travellers, displaced persons, BME communities, ex-combatants and ex-prisoners;**
- A higher proportion of social and elected representatives had experience and expertise in community development, whereas **areas such as performance review, legal issues, equality, marketing, conflict transformation and inter-racial issues were represented to a lesser extent;**
- The majority of values were rated as “Average” (i.e. effectiveness, transparency, cohesion, efficiency). However, **respondents rated the Partnership more highly with regards to visionary, democracy and equality (although social partners were less likely to agree with the equality aspect);**
- Although rating the information provided by Officers highly, the **majority of respondents felt that the Partnership’s links to projects was “Poor”;**
- **Partnership development overall was also thought to be “Poor”;** and
- **Knowledge and interaction/engagement between members, Partnership and SJC attendance and the promotion of Beyond Tolerance by members was also thought to be “Poor” by a number of participants.**

Suggestions for development included changing the meeting format to allow for less formal meetings which would showcase the projects funded by the Partnership and allow time for members and grantees to “get to know each other”, the development of Priority sub-groups which would help aid understanding of the overall aims and work conducted under the various

delivery strands and increased opportunities for skills development. There was also a feeling that the work of the Partnership and its members should be performance based.

Fifteen of the 18 respondents stated that they would support an ongoing Partnership Development Programme (three respondents “Did Not Know”). Suggested activities included:

- Away day / teambuilding exercises;
- Good practice visits;
- Training needs assessment and corresponding training programme;
- Relationship-building;
- Sharing expertise/local knowledge between members; and
- Speakers / networking / showcasing of projects at meetings.

Upon the basis of the survey findings, it was recommended that certain changes could be implemented in the short-term (e.g. attempts made to fill key gaps in the Partnership’s on the ground contacts (e.g. interfaces, ex-combatants/ex-prisoners, conflict transformation), changes made to the meeting formats, improved promotion of wider training and project opportunities to Partnership members and increased encouragement to participate, progression of the planned Phase I training programme). However, it was recommended that significant resources and efforts are dedicated to ongoing Partnership development through a dedicated programme under Phase II. This programme will be informed by the Partnership principles within the guidance and would firmly place the Partnership at the core of programme delivery and promotion. As a result, it was recommended that the envisaged Partnership Development Programme must have strong linkage with an enhanced Communications Strategy and fundamentally, local communities and beneficiaries.

### 3.3. CONSULTATION AND PARTICIPATION

The Partnership is committed to consultation with the local community as an ongoing process in the delivery of the Peace III Programme. This Plan has been informed by an extensive consultation process including:

- **Four roadshows** (Newry, Craigavon, Banbridge and Armagh) led by Steering Group members. Invitations were issued to over 850 Council contacts and were advertised through local press and the Southern Partnership website. Consultations were attended by a range of statutory agencies, community and voluntary groups and the general public<sup>4</sup>. The purpose of the roadshows was to gather views on:
  - The key needs and issues in relation to sectarianism and racism in the area;
  - The draft priorities and themes for Phase II; and

---

<sup>4</sup> See Appendix V for consultee list

- Potential delivery mechanisms.

The roadshows also promoted the Peace III Programme. Attendees were asked to complete a short questionnaire to capture their views. A copy of this is attached at Appendix V.

- **Consultation with the Southern Partnership** at their June, July and August meetings;
- **Consultations with key stakeholders** including Council Directors, PSNI, NIHE and SELB. Peace III Programme Managers in Louth and Monaghan Councils were also contacted;
- **An information session** on 7<sup>th</sup> July in Craigavon to present the draft PRAP and receive feedback. Invitations were again issued to over 850 Council contacts. A further information session was held on 8<sup>th</sup> September to present the PRAP; and
- **Feedback received** in August and September 2010 on a summary of the PRAP (which was issued to Council contacts, placed on the Southern Partnership website and advertised through the e-newsletter sent out through the website). A consultation response form was provided with the summary<sup>5</sup>.

Key issues that were raised during the consultation process were:

- **Continuation of deep divisions within and between communities** – physically manifested in interfaces, territory marking and disputes. Consultees highlighted the fact that parading, flags and territory marking continue to be of local concern and that issues of culture and heritage are often shrouded in negative connotations. The psychological divisions between the towns of Lurgan, Craigavon and Portadown within Craigavon Borough Council area were also highlighted, as was the social distance between indigenous and BME communities. Individuals also voiced the opinion that young people need to be involved in integrated activities in order to break the cycle of division, myths and misunderstanding;
- **A lack of engagement around hard issues** with many individuals and communities finding it difficult to come to terms with the past. Feedback highlighted the need to vocalise feelings around unresolved issues and to develop structures and processes to encourage engagement;
- **Lack of knowledge, understanding and respect for cultural awareness** – this included one's own cultures as well as the culture and traditions of others;
- **Identification of skills gaps in relation to the ability to deal with difficult or unknown situations** (e.g. speaking to members of BME communities and other religions);
- **The need for the development of strong leadership at all levels** to help communities to break out of segregation. The desire for positive role models who could lead at grassroots was voiced;

---

<sup>5</sup> See Appendix V

- Recreational rioting was thought to be due to a lack of understanding of one's actions upon other members of the community. It was thought that activities involving **young people** should play a central role within the Plan. However, this work should be advanced in conjunction with the rest of the community;
- It was widely acknowledged that **sectarianism and racism are still core problems** across the cluster. In some parts of the cluster attitudes towards the other religion appear to be softening over time, however a reduction in sectarianism was not noted in Craigavon. In addition attitudes towards other nationalities, races and ethnic groups appear to have become increasingly negative within some neighbourhoods. Racism was considered to be a growing problem within Armagh in particular, although the majority of individuals felt that there were few opportunities to learn about and meet with people from different races/ethnic groups on a social basis. In Craigavon it was noted that perhaps racism had veiled sectarianism in the area;
- It was suggested that the Plan should attempt to improve understanding and relationships between Councils, statutory agencies and the community/voluntary sector. There was a view that the efforts and value for money of the community sector is not always recognised and that groups often feel that they are “begging for handouts”, rather than respected service providers with in-depth local knowledge and contacts;
- There was a sense through the community and Partnership consultations that a firm stance against sectarianism and racism needed to be undertaken, in light of the current economic climate, proposed funding cuts and increased paramilitary and dissident activity. During the Partnership consultation in August, one member stated:
 

*“We have to push the boundaries, we can't be soft...need to be hard on how we judge [the value of] projects...we can't be left with tokenism”*; and
- Although there is still a long way to go with regards to developing an equal, inclusive and peaceful society, it was thought that **recognition should be given to the ongoing work towards the achievement of positive good relations** across the cluster. It was felt that work should be targeted to aim resources at the people and communities considered to be most affected by the years of conflict and focusing upon establishing genuine and positive relationships on the ground.

Although many of the problems identified as a result of the extensive Phase I consultations and the Interim Evaluation were largely reiterated, there was a feeling in each of the Council areas that people had an increasing desire to move on from the sectarian divisions of the past – although this may be more difficult for specific individuals and neighbourhoods.

Further consultations will take place throughout the lifetime of the Plan. Annual consultations will be held - these will include local meetings and the circulation of progress reports on the Southern Partnership website – with comments invited. Consultations will be promoted through letters/emails to community organisations,

local networks and Peace III beneficiaries, editorials in local media and Council publications, and information on the Southern Partnership website.

### 3.4. STRATEGIC CONTEXT

The Southern Partnership PRAP has been informed by a review of relevant regional, sub-regional and local level policies, strategies and plans.

- At a **regional level** these include the Programme for Government, A Shared Future/Cohesion, Sharing and Integration, the Racial Equality Strategy and Neighbourhood Renewal;
- At a **sub-regional level** these include the Tri-Council Community Support Plan (Armagh, Banbridge, Craigavon), PSNI District Policing Plans and Rural Development Programme Strategies; and
- At a **local level** these include Good Relations Strategies, Community Support Plans, Community Safety Strategies and Neighbourhood Renewal/Areas at Risk Action Plans.

The PRAP seeks to ensure fit with all of the key policies, strategies and plans and work of public bodies, the community and voluntary sector and other stakeholders. Consideration has also been given to the scoping exercises and economic appraisals completed for Beyond Tolerance as part of Phase I of the Peace III Programme. The strategic context is illustrated in Figure 4.2 and discussed further in Section 4.4.

### 3.5. GUIDING PRINCIPLES

SEUPB are keen to ensure Partnership's work within relevant guiding principles and values. The Partnership is also keen to build these values from existing and previous successful work within the Peace Programme. As such the Southern Partnership will operate within the following guiding principles.

Table 3.1  
**Guiding Principles**

| Principles                                  | Comment  |
|---|--|
| Accountability                              | Appropriate management and control arrangements will be applied to safe guard and avoid duplication of EU Funding.   |
| Balanced intervention/<br>equal opportunity | Economic, social and environmental benefits will be shared by all local people. Efforts will be made to replicate best practice of Section 75 actions and provisions in delivery of projects and as a minimum introduce a neutral effect on equality of opportunity of groups identified therein. Preference will be given to projects/initiatives which demonstrate a positive effect on the promotion of equality between groups.  |
| New targeting<br>social need                | In accordance with new TSN policy requirements, resources and efforts will be directed to those people, groups and areas that are shown to be most deprived.   |
| Economic and social sustainability          | Preference will be given to those projects/initiatives which identify an appropriate exit strategy which encompasses social and economic self sufficiency and alternate future funding sources.  |
| Partnership                                 | Planning and delivery of the PRAP will be pursued through a bottom up multi-sectoral agency approach based on the ethos that more can be achieved by working together. Partnership working arrangements will be team based and underpinned by consensus decision making.   |
| Locally based decision-making               | Local stakeholders will be enabled and empowered to share ownership and responsibility for future developments. As many people and organisations as possible will be encouraged to contribute to the planning process. This process will be flexible in nature to facilitate regular consultation, sharing of information, feedback, changing needs and circumstances and prioritising of resources. Particular effort will be made to ensure all decisions made will acknowledge wider policy issues at sub regional, UK, cross border, European and global levels. |
| Transparency/<br>publicity                  | Efforts will be directed to ensuring not only a high degree of transparency in programme delivery but also development of a focused Communications Strategy to stimulate involvement of local people.  |
| Co-ordination                               | Appropriate mechanisms will be introduced to ensure co-ordinated application of private and public funds.  |
| Environmental sustainability                | Priority will be given to activities which protect and enhance the environment and which have a neutral environmental impact. Where some adverse environmental impact is inevitable, this will be minimised.   |

And

| Principles             | Comment   |
|------------------------|---|
| Peace building         | Local communities will play an important role in peace building through involvement in a process of understanding vision and change and where hurts of past can be explored and issues that have perpetuated division addressed.            |
| Continuous improvement | The Plan and its implementation will be delivered according to clear standards covering both cost and quality, balanced by the most effective and efficient use of resources taking into account environmental and equality considerations. |

## 4. AREA PROFILE

### 4.1. INTRODUCTION

This chapter profiles the Southern Partnership area. The first sections present information in relation to key statistics, service providers and decision makers. The following section provides details of the audit undertaken of relevant policies, plans and service provision. It also includes an overview of the interim evaluation findings, an analysis of other Peace III funded projects and details of the draft Louth and Monaghan Phase II PRAPs. The final section presents a STEEPLE analysis.

### 4.2. SOUTHERN PARTNERSHIP AREA – SOCIAL, ECONOMIC AND ENVIRONMENTAL SITUATION

This section presents a summary of the statistical information examined in developing the Southern Partnership area profile. More detailed information is provided at Appendix VI.

#### Social

- The estimated **population** of the cluster in 2008 was 293,271, approximately 11.3% more than at the time of the Census in 2001. The area has seen significant population growth, well above the Northern Ireland average (5.3%);
- The cluster has a slightly younger **age profile** than the Northern Ireland average; 23.0% of people are estimated to be under the age of 16 (NI 21.5%). In Newry & Mourne the figure rises to 24.2%;
- At the time of the 2001 Census, 55.3% of the cluster area population were from a Catholic background, while 43.0% were from a Protestant and other Christian background;
- A significant proportion of the cluster population, both rural and urban, live in areas of significant **disadvantage**. According to the Northern Ireland Multiple Deprivation Measures for 2010 Craigavon and Newry & Mourne have 21% and 19% of their respective populations living within the 30% most deprived Super Output Areas (SOAs) in Northern Ireland with regards to deprivation level. Newry & Mourne has 29% of its population classified as being income deprived and 14% of the working age population are classed as being employment deprived – with Drumgullion 1 ranked as the 71st most deprived SOA in Northern Ireland. Within Craigavon, the Drumnamoe 1 and Drumgask SOAs are ranked at 31 and 34 respectively. One quarter of the Craigavon population are considered income deprived and 14% are considered employment deprived. To a lesser extent only 4% and 5% of the respective populations of Banbridge and Armagh live within the 30% most deprived areas in Northern Ireland. Both Local Government Districts populations suffer from high levels of income deprivation (Armagh: 22% of the population; n12,700 and Banbridge: 19% of the population; n8,800; and

- There are a number of areas suffering from high levels of socio-economic disadvantage. For example Neighbourhood Renewal Partnerships operate in Portadown, Lurgan and Brownlow. In Armagh, the **Neighbourhood Renewal** target area of Callan Bridge is within the cluster area and Gilford in Banbridge has been identified as an **Area at Risk**. West Portadown and Killicomaine (Craigavon) and Alexander/Lisanally (Armagh) have also been targeted under the areas At Risk Programme.

### Economic

- The working age **employment** rate in 2008 in Armagh, Banbridge and Craigavon was higher than the NI average (69.7%), however it was lower in Newry & Mourne (62.7%);
- The Claimant Count (**unemployment**) has risen in each Council area over the last year, in line with the rest of NI. While the NI Claimant Count in May 2010 was 5.0%, it was lower in Armagh and Banbridge but higher in Newry & Mourne (6.2%);
- There were 13,250 **VAT registered businesses** in the cluster in 2009, 25% of which were in agriculture, forestry & fishing and 19% in construction;
- In recent years many parts of the cluster have seen an increasing number of **migrant workers and other BME communities** settling in the area, particularly around towns such as Newry, Craigavon, and to a lesser extent Armagh and Banbridge; and
- At the time of the 2001 Census, 44.1% of persons in the cluster aged 16-74 had **no qualifications**, this compared to the NI average of 41.6%.

### Environmental

- **Segregated Living** - Research conducted by the Housing Executive into segregated living within social housing estates outside Belfast, found that Craigavon Borough Council had the highest levels of residential segregation by religion<sup>6</sup>;
- **Flags and Emblems** - According to the OFMDFM Flags Monitoring Project (2007), there were a total of 585 political symbols along arterial routes in the cluster area – with the majority in Craigavon (n207) and Newry & Mourne (n207). However, overall there has been a 19% decrease on the previous year's figures and a significant reduction in paramilitary symbols in Newry & Mourne over the same period; and
- **Interfaces** - The 2003 Northern Ireland Interface Barriers Report (OFMDFM) identified five interface barriers in Portadown and one in Lurgan. There are also less formalised interfaces throughout the area. The cluster area has the highest number of interface barriers in Northern Ireland outside Belfast.

<sup>6</sup> Shuttleworth & Lloyd (2009) Mapping Segregation in Northern Ireland

## Sectarianism and Racism

- **Troubles Related Deaths** - A number of areas have been significantly impacted by the legacy of the NI conflict. According to the Cost of the Troubles Study (1999), all areas have witnessed fatal incidents with a number of resident victims. However South Armagh, Craigavon and Newry have been most affected per head of population.
- **Sectarian and Race Related Hate Crime**
  - PSNI statistics show that between 2008/09 to 2009/10 there was an increase in the number of sectarian motivated incidents across the cluster area (+19.8%);
  - Between 2008/09 to 2009/10 the number of crimes with a sectarian motivation increased by 33.3% across the cluster area. Craigavon had the highest number of sectarian motivated crimes within the area and these increased significantly over the last year;
  - There was a slight decrease in the number of racially motivated incidents across the cluster area between 2008/09 to 2009/10. However, there was an increase in the number of reported incidents in Armagh and Banbridge; and
  - The number of racially motivated offences reported in the cluster decreased between 2008/09 to 2009/10. However, Craigavon and Newry & Mourne continue to have the highest number of racially motivated crimes within the cluster area and offences in Armagh and Banbridge increased slightly over the past year.
- **Paramilitary and Dissident Activity**
  - The murder in Craigavon of Constable Stephen Carroll was claimed by the dissident republican group the Continuity IRA in March 2009. Constable Carroll, was murdered as he responded to a call for help from a woman, described by police as a “vulnerable person”, who said her house was being attacked. Two police vehicles went to the scene and as officers got out they were shot at. Constable Carroll was sitting in his car providing cover when he was shot in the head at close range. The killing came just days after the Real IRA murdered two soldiers outside Massereene Army base in Antrim and injured four others; and
  - Over the last six months, paramilitary and dissent activity included a hoax bomb outside Newry Courthouse and a few weeks later a device which exploded; two devices in Newtownhamilton (one of which exploded), shots at police stations in Crossmaglen and Bessbrook, a pipe bomb at a home in Newry, a hoax device on the railway line at Migh, rioting by youths in Lurgan, lorries and cars burnt in Craigavon, racial attacks in Armagh and a device in Keady in June.

### **4.3. KEY SERVICE PROVIDERS AND DECISION MAKERS**

There are a range of key service providers and decision makers in the Southern Partnership area. Figure 4.1 overleaf illustrates these, grouping them into key sectors such as health, education, community and economic development/tourism. These organisations provide a range of resources to the area, for example, through direct service provision (e.g. healthcare, education, policing) and multi-agency partnerships (e.g. DPP, CSP and CAWT). The diagram also highlights services provided by Councils.

Figure 4.1  
Key Service Providers and Decision Makers



#### 4.4. AUDIT OF CURRENT POLICIES, PLANS AND SERVICE PROVISION

An audit of relevant policies, plans and service provision was undertaken to inform the development of the PRAP. Figure 4.2 overleaf provides details of these, starting at a European level and working down to a local level.

Several of the policies and plans make reference to building positive relations, promoting reconciliation and addressing sectarianism and racism, in particular the Programme for Government, the draft Programme for Cohesion, Sharing and Integration and Council Good Relations Strategies. The **Programme for Government** aims to “*build a peaceful, fair and prosperous society in Northern Ireland...where everyone can enjoy a better quality of life now and in years to come*”, while the key goals of the draft **Programme for Cohesion, Sharing and Integration** include:

- urgently addressing the physical and community division created by interfaces with the support of communities;
- tackling the visible manifestations of racism, sectarianism, intolerance and other forms of prejudice; and
- adopting a zero tolerance approach to all incidences of, and reasons for, attacks motivated by sectarian, religious, racist or hate prejudice.

These policies and plans therefore align closely with the Peace III programme and complement its aims and objectives.

Others policies and plans shown in Figure 4.2 relate to areas such as anti-poverty, social inclusion health and education. The conflict has impacted on all areas of Northern Ireland society and several of these documents acknowledge this, for example **Lifetime Opportunities**<sup>7</sup> states that:

*There is little doubt that many of the poorest in Northern Ireland live in areas which have suffered greatly during the long years of inter-community strife and conflict. Many would accept that the poverty and disadvantage endemic within such communities has led to a sense of limited opportunity and limited investment in the future....If we are to fully exploit and benefit from the end of the conflict in Northern Ireland, we must address not just the economic legacy but also the social consequences, particularly the continued division, hostility and mistrust which persists.*

**A Healthier Future**<sup>8</sup> notes:

*Northern Ireland has suffered a series of economic and social problems associated with societal conflict. As a result many people here have experienced long term unemployment or economic inactivity, violence, social isolation and poverty. Clearly these factors have contributed to a legacy of poor physical and mental health and a lack of social wellbeing in comparison to the rest of the UK*

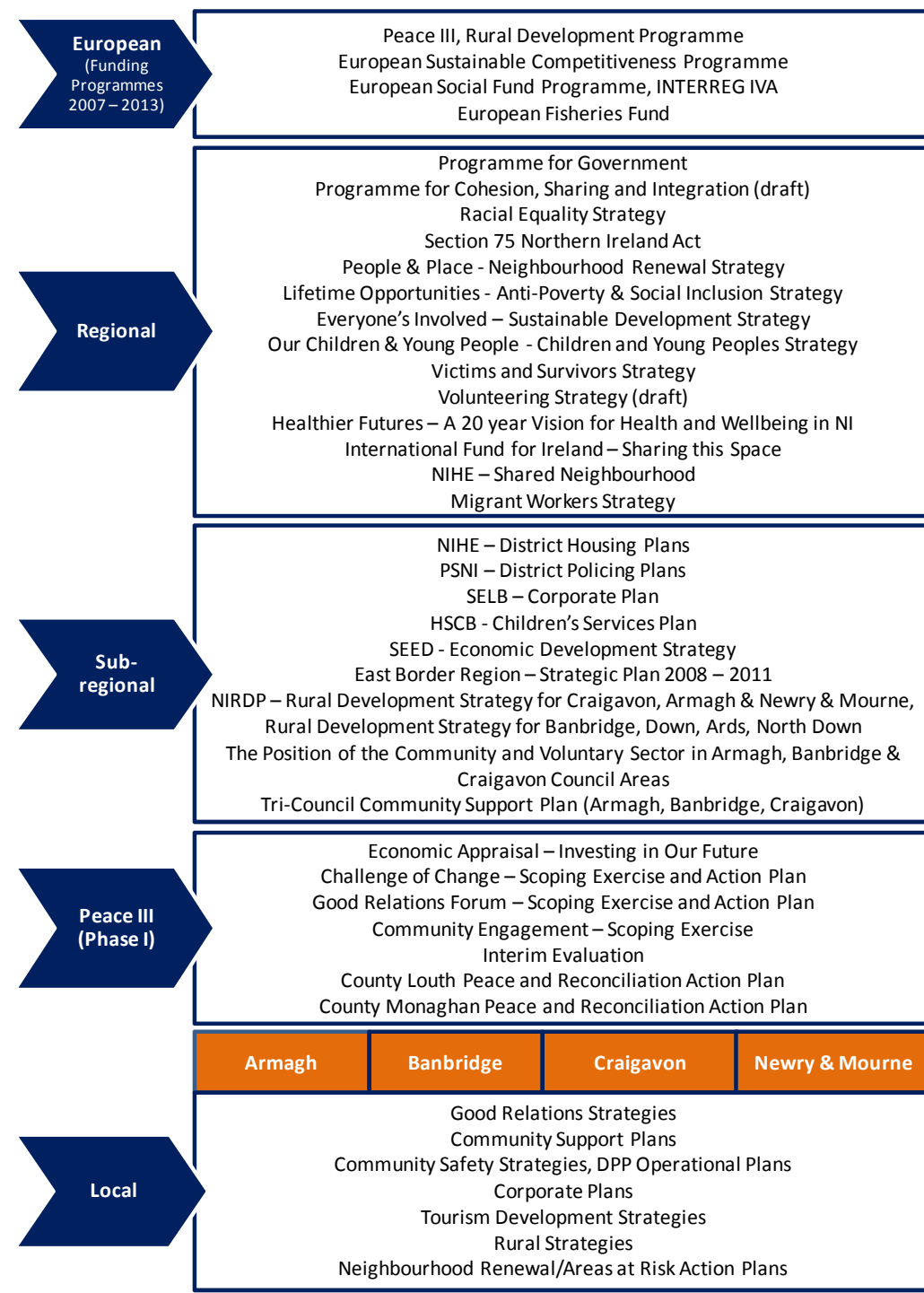
---

<sup>7</sup> Page 18

<sup>8</sup> Page 12

and other EU countries. This in turn has resulted in both a lower life expectancy and poorer quality of life for people here.

Figure 4.2  
Examples of Policies, Plans and Service Provision



At a local level, the **Good Relations, Community Support and Community Safety** strategies of Councils aim to address sectarianism and racism.

**Examples of key needs highlighted in the strategies are:**

- The need to **facilitate engagement and dialogue** between people from different backgrounds and create opportunities for people to mix together;
- The need for **increased education and awareness** of different beliefs and cultures;
- The need to further develop **civic identity and pride**;
- The need for **strong, strategic and accountable civic leadership** to support good relations and for increased interaction between Councils and local communities;
- The need to develop **welcoming, neutral and shared spaces**;
- The need to develop **partnerships which are meaningful and effective**;
- The need to **address difficult/hard issues** – prejudice, racism, physical manifestations of sectarianism, reducing the influence of paramilitarism;
- The need to address issues associated with **victims, ex-prisoners and ex-combatants**;
- The need to support **integration and cohesion** – supporting integration of minority ethnic communities, engaging disenfranchised communities, promoting cross-community engagement, enhancing cultural understanding; and
- The need to address the **physical manifestations of sectarianism and racism** – e.g. flags, emblems, graffiti and bonfires.

**Examples of actions to address these needs include:**

- Supporting initiatives/structures established through Peace III (e.g. Challenge of Change, Good Relations Forums);
- Promoting community dialogue - facilitated dialogue opportunities through workshops, discussions and mediation;
- Capacity building programmes (BME communities and indigenous);
- Cultural diversity, equality and good relations programmes and training;
- Supporting shared neighbourhoods;
- Identifying interfaces;
- Partnership initiatives and promoting joined up development within the community and voluntary sector;
- Media campaigns;
- Leadership programmes;
- Study visits;
- Information provision and sharing;
- Multi-cultural events/weeks;
- Youth projects;
- Code of practices on the flying of flags and emblems, bonfire policy; and
- Funding opportunities and financial support.

Further details of the content of the Good Relations strategies are provided at Appendix VII.

Given that there are many linkages between the Peace III programme and other regional, sub-regional and local policies and plans it is vital that the PRAP takes cognisance of and complements these. The audit has highlighted that even though other policies and plans aim to promote reconciliation and address sectarianism and racism, there is still a need in Northern Ireland to reinforce this work through the activities of the Peace III programme. The results of this audit, along with the information in the following sections, have therefore been used to inform the Statement of Need (Section 5.2) and the remainder of the PRAP.

#### **4.4.1. Interim Aid for Peace Evaluation Findings**

The Evaluation of Beyond Tolerance is being conducted by Wallace Consulting. An interim evaluation report was prepared for SEUPB and the Southern Partnership in May 2010. At a strategic level, the report discusses the perceived impact of the Partnership's work to date against the objectives of Priority 1.1 and the overarching aims of Beyond Tolerance. Key findings relating to strengths, issues identified, ongoing considerations and recommendations are summarised below. Full details of the approach, conclusions and recommendations are provided at Appendix VIII.

##### **Strengths**

- Increased contact between the Councils and the community, as a result of delivering the priorities is enhancing relationship development;
- Training and events have been well supported;
- Positive feedback has been received from participants and consultees;
- Genuine peace-building is taking place (e.g. through the Area Specific Mediation and the Good Relations Forums);
- There is evidence of progression in personal development skills and awareness and understanding of cultural diversity; and
- There is immense scope for progressing localised peace-building in the remaining priorities (Investing in our Future, Alternative Focus, Small Grants).

##### **Issues**

- Peace-building requires a long-term approach ;
- Contextual issues such as paramilitary activity and dissident threats can impact upon peace-building progress;
- There is a need to create strategic linkages between the priorities;
- There needs to be increased emphasis upon sustainable cross-border working;
- Consideration needs to be given to improving attendance levels on specific courses;
- Some priorities (e.g. Investing in our Future, Alternative Focus, Small Grants) have been slow to start due to administrative delays; and

- Council officers are facing workload and time-scale pressures in order to deliver the programme.

### Ongoing Considerations

- There are varying degrees of cross-community contact and contact between BME and indigenous communities;
- There are few inter-racial and cross-community friendships – survey results showed that 12% of respondents had no cross-community and 28% had no inter-racial friendships;
- There is a need to address issues regarding respect for other cultures and traditions – survey results indicated that 10% of Protestant respondents had “no” or “hardly any respect” for Catholic culture and traditions;
- One third of survey respondents live in religiously segregated areas;
- Less than half of respondents believe that their neighbourhood is a neutral space;
- 20% of respondents believe that their area is unwelcoming to other cultures and traditions; and
- 36% of respondents never or rarely cross the border. This rises to 48% for people from a Protestant community background.

### Recommendations

- **Targeting Efforts – there is a need for a more targeted approach**
  - Efforts should be concentrated where peace-building need is the greatest (i.e. interface areas, key influencers, disaffected youth, segregated communities, intra- and inter-community tensions);
  - Efforts need to be more targeted in relation to peace-building impacts (i.e. what will bring the greatest amount of transformation for the resources);
  - Institutions such as The Orange Order, Ancient Order of Hibernians etc should be fully engaged; and
  - Elected representatives need to show a cohesive approach and visibly and vocally buy into the collaborative ethos and approach of Beyond Tolerance.
- **Opening Minds**
  - Work should directly challenge longstanding attitudes at a local level via an experiential approach – bringing people into segregated communities and to parades traditionally affiliated with the other group, discussing how it feels to be the “out group” and working towards opening spaces within their own communities; and
  - Racism is evident and there is little integration between indigenous and BME communities. Challenge of Change is now working towards developing a number of integration projects. Careful consideration

needs to be given to how these will be approached and developed in the future.

- **Building and Supporting Partnerships**

- The remainder of Phase I should lay the groundwork for partnership development (between communities and between communities and statutory agencies). Training programmes need to lead to tangible outputs and the emphasis should be upon developing joint projects as part of the learning process, or upon completion;
- Cross-border activity must lead to genuine partnership building;
- There has not been as much joint working between officers as was anticipated. In preparation for Phase II the strategic planning process should place an emphasis upon formalising relations across the priorities and across the cluster; and
- There needs to be increased focus upon capacity and relationship building within the Southern Partnership.

#### 4.4.2. Other Projects Supported under the Peace III Programme

A range of projects have been funded under Priority 1.1 (Building positive relations at the local level) and Priority 1.2 (Acknowledging and dealing with the past) across the cluster area<sup>9</sup>. A review of these indicated that:

- There are **24 other projects** funded under Priority 1.1 and 1.2 that impact the cluster area. Three of these specifically target the cluster area, while the remainder are also being delivered in a number of other Council areas, and on an NI wide and cross-border basis. Armagh is the most common area covered by the projects (n13), while four specifically mention Newry & Mourne and two Craigavon. No specific mention is given to Banbridge. Projects are operating in both urban and rural areas, with some specifically targeting interface areas;
- **Target groups** include children and young people, rural communities, faith based groups, cultural institutions, community groups, victims and survivors, women, ex-combatants, ex-service personnel, marginalised and segregated communities, displaced persons, families, teachers, sports coaches, political representatives, migrant workers and trade union activists;
- The projects aim to **tackle a variety of needs and issues** in relation sectarianism and racism, to include:
  - developing mutual understanding and respect;
  - developing cultural awareness, identity and understanding;
  - dealing with trauma and negative impacts of the Conflict;
  - addressing barriers to engagement/inclusion;

<sup>9</sup> Details of these are attached at Appendix IX

- preventing outbreaks of violence;
- creation of safe/neutral spaces;
- dealing with contentious issues; and
- Projects are being **delivered through a variety of mechanisms** such as training (some accredited), youth work, sharing of good practice, counselling services, therapeutic interventions, transitional support, befriending services, networking, outreach activities, welfare support and advice, mentoring, dialogue, story-telling, skills development, sport (football), school class-rooms and engaging with political/civic leaders.

Some of the key Peace III projects taking place in the cluster area are<sup>10</sup>:

- **Youth Education Social Inclusion Partnership (YESIP)** – YESIP will aim to deliver better trained young people, improved youth work delivery on the ground and the dissemination and sharing of good practice (South Armagh);
- **Rural Enabler Programme** - a community development approach to tackling conflict impacts and modern day racism within rural NI and the border counties of Ireland (Armagh, Down, Monaghan, Louth);
- **The Messines Fellowship** - The Citizenship and Fellowship Education (CAFÉ) Project aims to actively contribute to peace and reconciliation by enabling participants to engage in dialogue, learning and networking opportunities that encourage and guide their participation in building sustainable communities, broadening their horizons and understanding of the society in which they live (Armagh and Down);
- **Youth Action** – Dividend for Young People will target young people aged 13-25 years who are under-prioritised and under-represented in the peace process. The project will focus on “Peace Dividends for Young People” and will deliver peace building initiatives and projects alongside providing opportunities for young people and workers to share good practice in peace building across divided communities (Louth, Monaghan, Newry & Mourne);
- **South Armagh Rural Women’s Network** – Behind the Masks – The project seeks to provide women from the wider South Armagh area and the North Louth border region with a vehicle to communicate with each other, relate their experiences, voice their feelings, understand one another and over the period of the project develop respect and empathy for one another. (Armagh, Lough, Newry & Mourne); and
- **Youth Link NI** - Community Capacity Building Strategies - This project is designed to build capacity and social capital within local communities through the delivery of a suite of youth and adult peace building,

---

<sup>10</sup> See Appendix IX for further details

reconciliation and citizenship training programmes at Levels 1, 2 and 3 accredited through OCN NI (Armagh, Monaghan).

The Southern Partnership recognises that it is essential that this PRAP takes cognisance of these Peace III funded projects, especially those operating specifically within the cluster area. It is also recognised that in delivering the PRAP any planned actions should not duplicate ongoing projects and that Delivery Partners should seek to compliment and support the work of others.

#### 4.4.3. Louth and Monaghan Phase II Plans

The Southern Partnership has an established relationship with Louth and Monaghan County Councils and has successfully worked with them in the delivery of Beyond Tolerance. We have attempted to review the Phase II PRAPs of both Councils to ensure complementarity across all of the Plans and to assist further partnership working going forward. The key elements of the Louth plan are set out below. Several requests have been made for the Monaghan plan, however to date it has not been received. We will review the plan when it is available and continue to work with Monaghan on an ongoing basis.

##### Louth

The **vision** of the County Louth Peace Partnership is of County Louth as ‘*a peaceful, inclusive and confident community, where fears and hurts have been reconciled and diverse cultures are appreciated*’. The vision acknowledges the fear and mistrust which still remains as a **legacy of the conflict** impacting on the county – fears and lack of mutual trust from the displaced nationalist community from Northern Ireland during the conflict; the fear of return to conflict of the local indigenous community; the **insecurity felt by minority faith communities**; and the **concerns expressed by new communities in the region around issues of racism**, issues that have been further exacerbated by the economic downturn over the period 2008-2010. The aims and objectives of the Plan are:

| Aim  | Objective  |
|--|--|
| Raise awareness of the impact of conflict and the importance and value of diversity among our young people | To consolidate peace building among the younger generation   |
| Build the capacities of Peace III target groups to engage in wider societal activities                     | To build the capacity of Peace III target groups to engage without fear in wider societal and community activities |
| Promote the integration of minority communities  | To support and to celebrate the diverse communities of Louth   |
| Create opportunities for dialogue and networking across communities  | To promote dialogue and relationship building among and between communities  |

The Louth Plan has five priorities which are:

- **Consolidating peace building among our young people** – this priority will include support for actions that encourage and empower young people to participate in local decision making structures. It will also focus on building the capacity of young people and their families from disadvantaged and minority communities to access and participate in youth activities. This will be done by supporting young people to challenge their behaviour, beliefs and actions;
- **Building the capacity of Peace III Target Groups** - this priority will be achieved by providing a range of supports to build the capacity of minority communities, train minority community leaders and diversity champions, develop more ethnic entrepreneurs and address sectarian and racist attitudes amongst groups and communities;
- **Celebrating the diverse community of Louth** - this priority specifically makes provision for area based community specific diversity awareness training, support for festivals and events that promote and celebrate diversity, highlighting the work of the peace programme among the local media, and a special fund to target emerging issues over the next three years (2011-2013);
- **Promoting community dialogue and relationship building** – this priority will be achieved through the implementation of a programme of supports for networking between groups in their peace building effort, offering peace building focused leadership and training programmes for organisations throughout the county; and
- Priority five will provide the support necessary to oversee and administer the programme according to SEUPB requirements.

The Plan has a budget of €4.2 million.

#### 4.5. STEEPLE ANALYSIS

The STEEPLE analysis was developed from the findings of the area profile, audit and interim evaluation. It was also informed by feedback received at the roadshows and discussions with the Steering Group and key stakeholders.

Table 4.1

**STEEPLE Analysis**

| Themes | Key Issues  |
|--------|---|
| Social | <ul style="list-style-type: none"> <li>• Continuing rural isolation and disadvantage</li> <li>• Continuing urban disadvantage recognised through Noble, Neighbourhood Renewal and Areas at Risk</li> <li>• Migrant worker populations with particular support needs and changing needs of BME communities that have settled in the</li> </ul> |

| Themes        | Key Issues   |
|---------------|--|
|               | <p>cluster</p> <ul style="list-style-type: none"> <li>• Continuing tension around hard issues such as flags, parades and demographic change</li> <li>• Continuing impact of border road closures during the conflict</li> <li>• Continuing psychological effects of the conflict, sectarianism and racism – trauma, stress, mental health issues, suicide</li> <li>• Anti-social behaviour, often fuelled by drugs and alcohol, especially among young people</li> <li>• High levels of residential segregation across the cluster, especially in Craigavon</li> </ul>   |
| Technological | <ul style="list-style-type: none"> <li>• Increasing computer ownership and access to high speed broadband</li> <li>• Enhanced potential of IT in rural areas and for isolated people</li> <li>• Improved mobile phone network coverage and 3G services</li> <li>• Interaction of people with new technologies</li> <li>• Enhanced communication potential with communities and ratepayers through text facilities, e-mail, social networking, the Southern Partnership website and Public Access Points</li> <li>• Further development of Council websites and on-line services for communities and ratepayers</li> <li>• Enhanced potential for management of projects through video-conferencing</li> <li>• Use of the community television/radio network</li> <li>• Potential for the delivery of computer based training through remote learning and virtual classrooms</li> </ul> |
| Environmental | <ul style="list-style-type: none"> <li>• Increasing importance to Council and communities of waste management and energy efficiency strategies</li> <li>• Screening of all Peace indicative actions for neutral, at worst, environmental impact</li> <li>• Continuing need to increase the number and use of shared spaces in areas</li> <li>• Continuing need to assist communities with the “re-imagining” of their areas</li> </ul>   |
| Economic      | <ul style="list-style-type: none"> <li>• Impact of the border and continuing impact of border road closures during the conflict</li> <li>• Opening of Newry by-pass and connection of A1 to M1</li> <li>• Impact of the recession on unemployment rates, businesses and consumers</li> <li>• Business failure rates increasing due to recession and lack of availability of finance (e.g. from banks)</li> <li>• 2010 budget implications on departmental budgets, service provision (e.g. health, education cutbacks), Councils and</li> </ul>  |

| Themes    | Key Issues  |
|-----------|---|
|           | <p>community and voluntary sector</p> <ul style="list-style-type: none"> <li>• Diminishing funding for community and voluntary sector – dependency on other sources of funding (e.g. Councils)</li> <li>• Ending of Peace funding in 2013</li> <li>• Exchange rate fluctuations and incoming VAT increase - impact on border towns such as Dundalk, Newry and Armagh</li> <li>• Impact of migrant workers and relative dependence of some local industries</li> <li>• Evidence of migrant workers (especially single) leaving NI</li> <li>• ‘Cost of the Divide’ – ongoing provision of services to separate communities</li> </ul>   |
| Political | <ul style="list-style-type: none"> <li>• Recent increase in dissident and paramilitary activity and lack of engagement of certain PUL groupings</li> <li>• Continuing political divisions but with significant cross community co-operation and better relationships within Councils</li> <li>• Potential positive and negative perceptions of devolution</li> <li>• Closer to decision-making at central government</li> <li>• Support for the Peace Programme across political parties in each cluster Council, and by MLA’s and MP’s</li> <li>• Delay in implementation of Review of Public Administration</li> <li>• Council elections in 2011</li> <li>• Development of Cohesion, Sharing and Integration strategy</li> <li>• Proposed limiting of migrant workers coming to the UK from non-EU countries</li> </ul> |
| Legal     | <ul style="list-style-type: none"> <li>• Uncertainty around the implementation of community planning and neighbourhood renewal</li> <li>• Legal arrangements for Statutory Joint Committee</li> </ul>   |
| Equality  | <ul style="list-style-type: none"> <li>• Commitment to equality for each Council in the cluster partnership</li> <li>• Commendations from the Equality Commission for the equality policies of Councils</li> <li>• Commitment to previous Council supported programmes including Peace II</li> </ul>  |

## 5. AREA SWOT

### 5.1. SWOT ANALYSIS

The following SWOT analysis provides an internal and external analysis of the area in relation to the objectives of Priority 1.1. The SWOT specifically focuses on issues which potentially affect both positively and negatively on the implementation of the Plan for the cluster area.

The SWOT analysis was developed from the findings of the area profile, audit and interim evaluation. It was also informed by feedback received at the roadshows and discussions with the Steering Group and key stakeholders.

The findings of the SWOT and the Statement of Need (Section 5.2) are addressed through the strategic priorities (Section 7.4).

Table 5.1

**SWOT Analysis**

| Strengths  | Weaknesses   |
|--|--|
| <ul style="list-style-type: none"> <li>• Positive interim evaluation findings with notable progress and achievements to date – e.g. Community Engagement, Good Relations Forums &amp; Training, Celebrating Communities, Challenge of Change</li> <li>• Evaluation identified that genuine peace-building was taking place and there was progression in personal development and capacity building</li> <li>• Growing understanding of Peace III delivery mechanisms and how they differ from Peace II</li> <li>• New delivery mechanisms have led to less bureaucracy and made involvement easier and more attractive (e.g. through Challenge of Change, Community Engagement)</li> <li>• Partnership and SJC model in place</li> </ul> | <ul style="list-style-type: none"> <li>• Due to workload and timescale pressures there has been less joined-up working between officers than was anticipated</li> <li>• Bureaucracy associated with certain elements of Peace III (Small Grants and governance and management)</li> <li>• Need to increase capacity and engagement of Partnership members</li> <li>• Potential skills/expertise gaps within Partnership</li> <li>• Low capacity of BME communities and groups to engage in civic, community and political life</li> <li>• Weak community infrastructure in some areas/sectors</li> <li>• Low capacity among community and voluntary groups to apply for and manage Peace III Small Grants</li> <li>• Limited partnership working at community level</li> <li>• Lack of awareness of Peace III Programme among wider community</li> </ul> |

| Strengths   | Weaknesses   |
|---|--|
| <ul style="list-style-type: none"> <li>• Councils working collaboratively to deliver Phase I in conjunction with other partner delivery agents and key stakeholders</li> <li>• Councils continue to be perceived as promoters of good relations and community support</li> <li>• Good demographic mix between the four Council areas</li> <li>• Willingness of other service providers to work collaboratively with Councils</li> <li>• Council-community relationships have deepened as a result of Phase I efforts</li> <li>• Evidence of progress on reimagining issues in each Council area</li> <li>• Progress towards increased cross-border relationship building and mobility</li> <li>• Experience of delivering EU and other funding programmes with the appropriate monitoring and audit procedures</li> </ul> | <ul style="list-style-type: none"> <li>• Few inter-racial, cross-community and cross-border friendships and relationships</li> <li>• Issues regarding shared space, venues, flags, bonfires etc</li> <li>• Community apathy and a general lack of cohesion</li> <li>• Low levels of cross-border activity</li> <li>• Weaknesses highlighted in Phase I PRAP remain:               <ul style="list-style-type: none"> <li>– Potential for the marginalisation of minority populations</li> <li>– Pockets of disadvantage across the cluster</li> <li>– Limited resources for Councils’ Good Relations and Community Support functions</li> <li>– Limited civic leadership within a number of communities</li> <li>– Sectarianism that manifests itself in anti-social behaviour</li> <li>– Perceived lack of commitment by some to good relations</li> <li>– Difficulty in addressing ‘hard issues’ between key players</li> <li>– Lack of coordinated engagement opportunities between the voluntary and community sector and statutory agencies</li> <li>– Multiple demands for partnership working within a limited pool of resources</li> </ul> </li> </ul> |

| Opportunities – External  | Threats – External  |
|---|---|
| <ul style="list-style-type: none"> <li>• Maximisation of engagement structures, relationships and skills developed under Phase I</li> <li>• Opportunities to compliment the Good Relations work of other statutory agencies/Peace III projects</li> </ul> | <ul style="list-style-type: none"> <li>• Future sustainability post-Peace III</li> <li>• Increased demands on public expenditure - especially with budget cutbacks</li> <li>• Reduced community/voluntary sector funding and increased dependency on external funding for sustainability</li> </ul> |

| Opportunities – External   | Threats – External  |
|--|---|
| <ul style="list-style-type: none"> <li>• Current economic climate necessitates partnership working at all levels</li> <li>• Local devolved administration leads to increased ownership;</li> <li>• Leadership and active citizenship</li> <li>• Community support for improved community relations and reduced inter-communal violence</li> <li>• Move towards voluntary/community sector as service deliverers</li> <li>• Increased ethnic and cultural diversity enriching the social make-up of the cluster</li> <li>• Development of the cross-departmental Programme of Cohesion, Sharing and Integration</li> <li>• Opportunities to share learning in the field of conflict transformation with other regions emerging from conflict</li> </ul> | <ul style="list-style-type: none"> <li>• Relationships between Councils and community/voluntary sector may be damaged due to lower levels of funding available from Councils</li> <li>• Recession and impact on the wider economy</li> <li>• Area remains a highly segregated society with ongoing intra and inter community tensions</li> <li>• Increased dissident and paramilitary activity and lack of engagement of certain PUL groups - implications on peace building</li> <li>• Recent increase of reported hate incidents to the PSNI relating to racial and sectarian incidents</li> <li>• Partner workload pressures</li> <li>• Low levels of Partnership engagement</li> <li>• Potential that prejudice may increase against the ethnic minority populations</li> <li>• Lack of information on and understanding of sectarianism and racism issues</li> <li>• Political uncertainty/party politics</li> <li>• Northern Ireland-wide political opinion influencing local attitudes</li> <li>• Reluctance to share/engage</li> <li>• Community cynicism and apathy</li> <li>• External events</li> <li>• Anti-social behaviour</li> </ul> |

## 5.2. STATEMENT OF NEED

The Statement of Need highlights the challenges in relation to sectarianism and racism within the cluster. It is based upon the findings from the Phase I Interim Aid for Peace Evaluation, the Phase II consultation process, the audit of policies, plans and service provision, the STEEPLE analysis and the SWOT analysis above. The Statement of Need has helped develop and shape the priorities for the Phase II Action Plan. Key issues are grouped thematically under **six broad areas** as follows:

**1**

We need to foster a mutual understanding of needs, trust and respect between people from different community backgrounds

- A proportion of residents hold **prejudiced attitudes** against people from different religions to themselves. Over the last year, **sectarian hate crime has increased in certain areas** within the cluster and there has been an **increase in paramilitary and dissident activity**, particularly in the Newry & Mourne and Armagh Council areas;
- **Culture and heritage remains a divisive issue** across the cluster – reinforced by past conflicts and a core lack of knowledge and understanding;
- **Respecting another’s traditions is often equated with the dilution of one’s own identity** - a loss or compromise;
- The legacy of the past has meant that **cultural celebrations are rarely seen to be inclusive**;
- **Misunderstanding and mistrust is apparent** – with some people indicating an **inability/unwillingness to challenge their beliefs**. There is a need to illustrate that the cluster is embracing the opportunities presented under Peace III and that there are local success stories; and
- There is a basic requirement to **acknowledge that people have had differing roles to play over the last 30 years** (e.g. ex-combatants, ex-service personnel, victims and young people) and to encourage exploration of their potential role in creating a positive future.

**2**

We need to foster a mutual understanding of needs, trust and respect between people from different nationalities and ethnic and racial groups

- There are **low levels of engagement between members of BME communities and the indigenous population**;
- Some **residents** living within the cluster harbour **feelings of mistrust, prejudice and racism towards the resident BME community** and this has the potential to increase as a result of the current economic climate;
- Certain areas within the cluster have witnessed an **increase in racist hate crime** over the last year;
- As the community becomes more settled, the **support needs of BME communities are beginning to change** – advice is needed on areas such as purchasing homes and cars, consumer advice, information on establishing/accessing support or networking groups for BME communities, employment options (including self-employment), CV writing, interview skills and the availability of benefits;
- **Language, lack of knowledge and fear of difference appear to limit communication and integration** between members of BME communities and the indigenous population;

- **Inter-cultural celebrations are often poorly attended** by the indigenous population; and
- There is **low representation from BME groups in high profile civic roles**.

**3**

We need to support communities by helping them to develop their skills to work through and address difficult and challenging issues

- Within many neighbourhoods there are dedicated people, groups and organisations working to improve the quality of life in their areas. **Key influencers need to be targeted and skills gaps identified** in order to progress reconciliation on a local level;
- People feel that there are **many “unresolved” issues** which have yet to be brought into the open;
- Issues of **parading, bonfires, flags, emblems and territorial marking have the propensity to divide and remain contentious**;
- **Many people do not feel equipped to deal with issues** surrounding contentious subjects and there is a lack of opportunities to engage within a safe environment;
- There needs to be a **renewed focus on sustainable peace-building** rather than peace-keeping;
- **Young people are often on the fringes of their communities** and targeted project work is often done in isolation rather than encouraging partnerships with other residents; and
- There is a **fear that the Troubles may become “romanticised” by the youth**, if the reality and impact of conflict is not discussed.

**4**

We need to develop community confidence and involvement – providing opportunities for residents to have a voice

- The Interim Evaluation highlights that a **proportion of residents feel removed** from central and local government, statutory agencies and political leadership in general;
- There is a feeling that **local service providers are not responsive to local issues and needs**;
- Despite efforts, there are geographical **areas suffering from weak community infrastructure and low community capacity**;
- There are **difficulties in attracting the participation of certain groups** (e.g. BME communities, disaffected youth);
- Due to changing demographics, many **residents do not have a sense of affiliation to the area in which they live and there is a general sense of apathy** with regards to engagement and an absence of a collective vision; and

- There are **vulnerable groups** living within the cluster – young people, older people, BME communities, women, rural communities. Individuals, groups and **organisations must recognise the need for equality, inclusion and mutual respect** in the way that they conduct their business, in order that all residents are afforded the opportunity to play an active role in civic and community life.

5

We need to work towards developing an environment which enables and encourages contact and mobility

- Many people living in the cluster area have **low levels of cross-community and inter-racial friendships**;
- There are **high levels of segregation** in terms of where people live and socialise – even in seemingly integrated areas;
- There is an **undercurrent of racial intolerance** with regards to BME communities related to historical segregation and territory ownership;
- Despite significant progress with regards to re-imaging, there are **areas across the cluster which are perceived to be “owned” by one side of the community** – both rural and urban;
- There is evidence to suggest that the **impact of territorial marking upon others is not fully understood**;
- There is a **perceived lack of neutral venues and meeting spaces**;
- There are **low levels of cross-border mobility** – this is more marked within the Protestant community; and
- **Cross-border relationships have not been developed to their full potential.**

6

We need to ensure that the work undertaken leaves a strong legacy for future peace-building post-Peace III

- The **community and voluntary sector has deep rooted concerns** regarding skills deficits, staffing and financial resources;
- Despite similarity of experience, there is a **lack of networking and partnership activity at grassroots level**;
- There is a **lack of overall awareness of the nature and extent of good relations activity** within and across geographical areas, community groups and statutory agencies; and
- There is reliance **upon grant-based activity at ground level** - impending cuts to public sector budgets and the likely completion of several external funding streams will impact the community and voluntary sector.

## 6. VISION, AIMS AND OBJECTIVES

### 6.1. VISION

The vision statements adopted by the Southern Partnership are designed to be both realistic and ambitious. The statements were developed out of the Phase I consultation process and unanimously endorsed by the Partnership, including unanimously by all sectors represented.

Our work for the next five years aims to build upon the activities commenced under the Phase I Action Plan. This work reflected our vision for the cluster in **2010**:

*“...the cluster area should be a region where the key issues and needs regarding inclusion, acknowledging the effects of the conflict and people’s roles, and the importance of reconciliation are accepted and where there is consensus on the need to deal with those issues.”*

The Interim Evaluation findings state that that the Southern Partnership has made tangible progress towards the acknowledgement of people’s suspicions, uncertainties and prejudices over the course of Phase I and much of the groundwork has been put in place to continue to build upon this work.

The future vision for the cluster focuses upon maintaining and progressing the achievements of Phase I, whilst targeting interface areas, marginalised groups and tackling hard issues.

**By 2013**, the cluster area will have significantly developed social partnerships on a cross community and cross border basis, taking forward reconciliation work, with a growing understanding of respective communities needs, development of trust and where people from all backgrounds are more comfortable using facilities and services across the cluster area.

**By 2015**, the cluster area will endeavour to have well-developed and sustained cross-border and cross-community partnerships and will strive for integrated service delivery from public, private and voluntary/community sector organisations - accessible by people from all backgrounds, rural and isolated communities. It will aspire to be an area where issues of division and contention are increasingly mitigated.

## 6.2. AIMS AND OBJECTIVES

The broad aims and objectives for the Phase II PRAP have been developed from the key issues and needs described in Section 5.2 and are aligned to the overarching aims of *Reconciling Communities: Building Positive Relations at a Local Level*:

- **Challenge attitudes towards sectarianism and racism** and to support conflict resolution and mediation at the local community level; and
- **Establish meaningful cross-community and cross-border initiatives** that will improve trust and tolerance and reduce levels of sectarianism and racism.

The *Beyond Tolerance* has three overarching aims<sup>11</sup>. These are to achieve:

- **Increased community cohesion** through attitudinal change - increased respect trust and understanding within and between communities providing sustained relationships;
- Positive impact upon behavioural patterns resulting in the **reduced manifestation of sectarianism and racism in the community**; and
- **Good Relations embedded in the community at all levels** through an increased shared vision of an interdependent and fair society.

Our specific objectives moving into Phase II are to:

- Encourage further **engagement** between and within the community, statutory organisations and political representatives;
- Identify **tomorrow's leaders** and build their capacity today;
- Eliminate "gatekeeper" issues and **encourage active participation**;
- Work towards a new 'normal' which creates a **welcoming environment**;
- Facilitate greater involvement of people from **BME communities** in civic, community and political life and increase community cohesion; and
- Encourage greater **cross-border mobility, cooperation and mutually beneficial relationship development** as a core element running through our planned activities.

Chapter 7 outlines our proposed strategies for achieving these objectives.

---

<sup>11</sup> Aid for Peace indicators

## 7. OPTIONS AND PREFERRED STRATEGIES

### 7.1. STRATEGIC OPTIONS

The Steering Group, after considering the information presented in the previous chapters systematically listed the options that they saw available to them for advancing peace and reconciliation through the PRAP.

#### 7.1.1. Options Considered

A range of options were discussed by the Steering Group, these included:

- A programme to address the needs of victims of the Troubles;
- A programme to address the needs of ex-combatants;
- A programme of activity dedicated to young people;
- Continuing the strong focus on BME communities and maintaining the Challenge of Change priority;
- Changing the levels of awards for Small Grants, encouraging partnership working between groups, encouraging applications from groups who did not apply in Phase I;
- A programme to address the continuing need to create and use shared spaces and welcoming environments;
- Progressing community engagement further through the continuation and expansion of the Good Relations Forums established in Phase I;
- A continued and increased focus on capacity building and leadership skills to help sustain communities post Peace III; and
- Targeted community engagement work in areas where it is most needed.

### 7.2. SELECTING PREFERRED OPTIONS

The strategic options were considered according to the following principles, based upon the experiences of Phase I, the needs identified and the recommendations in the Interim Evaluation report, i.e. that:

- Interventions should **build on the achievements of Phase I** and link to the existing Priorities where there is a demonstrated need to continue work in these areas;
- All **interventions need to be targeted, strategic and have long-term impact**;
- There **must be sustainable outcomes** in terms of projects, skills development and local level impact. **Sustainability of activities and communities post 2013** is key, **exit strategies** must be considered and **expectations managed** once Peace III funding ends;
- The **mode of delivery** must cement cross-Council, cross-border and cross-community relationships and partnerships;
- There must be **sufficient flexibility** with which to reflect area/population specific variations and trends;

- The adopted **approaches need to be progressive** – building upon and **moving on from Phase I** activity and concentrated on challenging established beliefs, attitudes and behaviour;
- The **engagement and delivery mechanisms** adopted must have the potential to bring about real change and leave a legacy; and
- The activities and structures developed under Phase II must complement and **enhance, rather than duplicate existing work**. Consideration must also be given to other projects funded by the Peace III and INTERREG programmes.

### 7.3. DRAFT STRATEGIC PRIORITIES

Following on from the above process, three draft priorities were selected and developed further:

- **Priority 1 – Inspiring Change**
  - Sub-Priority 1 – Investing in Our Future
  - Sub-Priority 2 – Engaging in Good Relations
- **Priority 2 – Future Foundations**
- **Priority 3 – Challenge of Change**

The Steering Group decided not to specifically target victims of the Troubles and ex-combatants as there is a separate measure under Peace III for victims and a number of other projects have supported ex-combatants. It was also agreed that support for young people should not be stand-alone and should be embedded into all of the priorities selected.

An overview of the aims of each selected priority, the potential content, target areas and target groups was then developed (see Appendix V). This overview was presented at the information roadshows in June and was also discussed with key stakeholders.

In-depth qualitative feedback from consultees indicated that they were supportive of the draft priorities and agreed with the potential content, target areas and target groups. Consultees raised a number of points (outlined previously in Section 3.3) and these were then considered by the Steering Group and used to develop the priorities further (see Section 7.4).

Following the June consultations, the Steering Group agreed that the issues identified and priority areas for action remained relevant and that minor amendments should be made in order to take into account of the comments received.

### 7.3.1. Refinement of Priorities

Further details of the priorities were presented at a community focused roadshow event in Craigavon on 7<sup>th</sup> July and feedback was sought from attendees.

In addition a draft of the PRAP was prepared in late July and this was made available on the Southern Partnership website. It was also distributed to Council contacts and roadshow attendees. A consultation feedback form accompanied the summary<sup>12</sup>.

Minor amendments were made to the draft priorities as a result of the feedback obtained. It was concluded that the preferred strategies (described in Section 7.4) are reflective of local needs throughout the cluster, are consistent with the overarching and progressive Vision for the cluster area in 2013 and 2015 and reflect the following Peace III Programme strands of:

- Challenging attitudes towards sectarianism and racism;
- Facilitating social, economic and cultural changes in attitudes;
- Supporting conflict resolution and mediation at a local level;
- Building positive relationships; and
- Acknowledging and dealing with the past.

## 7.4. SELECTED STRATEGIC PRIORITIES

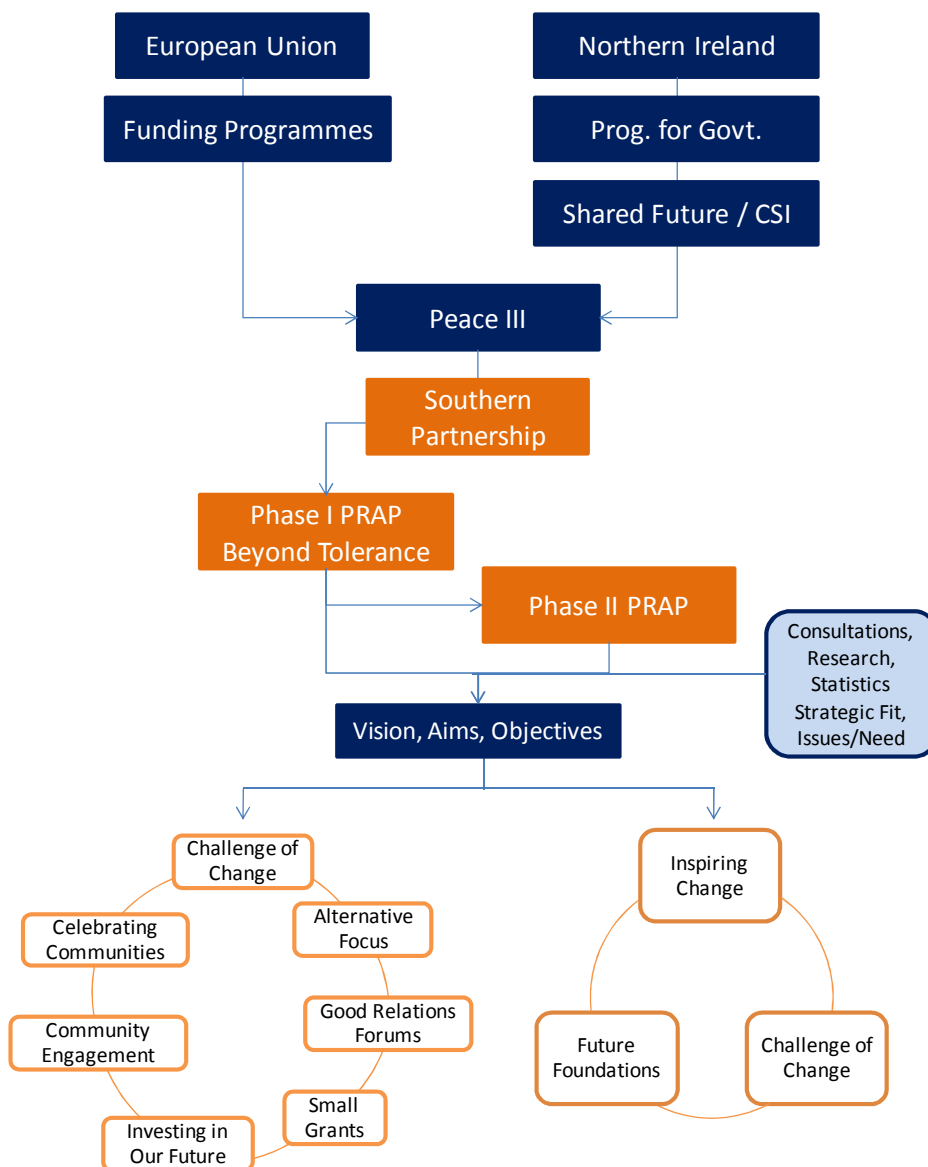
Figure 7.1 overleaf summarises the process for developing the PRAP (as outlined above) and also illustrates how the three inter-connected priorities and the PRAP fit into the wider strategic context.

The following sections describe each of the three priorities in detail. Details of indicative actions, implementation structures, performance indicators, results and impacts are provided in the Action Plan at Appendix X.

---

<sup>12</sup> See Appendix V for summary of comments

Figure 7.1  
Phase II Strategic Priorities



## PRIORITY ONE: INSPIRING CHANGE

This Priority is driven by the need to inspire, support and highlight activities which will bring about lasting change in relation to encouraging **civic engagement**, **inclusive participation** and the **resolution of issues** which concern all residents living in the cluster.

In order to deliver our aims we recognise the need to **target our efforts towards where it is most needed** – areas of weak infrastructure and capacity, crime hotspots, areas of deprivation and interface areas. The greatest level of impact must be achieved within the given resources.

**Communities need strong and vocal leaders** and the voices of residents deserve to be heard. We understand that **leadership must be supported and nurtured** and we cannot limit ourselves to the confines of existing structures and groups – we are striving to **inspire tomorrows, as well as today's leaders**. Not everyone will wish to hold a leadership role. However, it is important that inclusive structures are in place to afford people with the opportunity to engage on issues which affect them and their families – and to have their views listened to, valued and respected. Inspiring Change will explore the role which each of us can play in the realisation of peace and reconciliation at a local, cluster and cross-border level.

The concepts at the centre of the Phase I Community Engagement, Good Relations Forums and Investing in Our Future priorities have been re-designed as a result of the recommendations from the Interim Evaluation. These focused upon developing leadership skills, building capacity and structures for engagement, identifying individuals for in-depth training in good relations issues, cross-community dialogue, relationship development and youth specific activities.

At interim stage it was recommended that there was considerable potential to develop closer links between the Good Relations Forums and the Community Engagement priority. This could involve capacity building to encourage Forum dialogue, mentoring support for the community based project work conducted as part of the Good Relations Training and Development programme or initial groundwork which would lead to exploring neighbourhoods views on the past, present and future. The targeted nature of the Good Relations Training and Development programme was thought to ensure that the most influential people within communities were involved – making it more likely that learning could be put into practice on the ground. Similarly, increased cross-promotion of the Good Relations Forums and the Training and Development programme would ensure that individuals can develop their skills and/or put their skills into practice. Overall, it was felt that the ethos of the Community Engagement priority (i.e. civic engagement, community development and involvement) should run throughout the programme, rather than be confined to a single strand.

The active engagement of young people in their communities is necessary in order to bring about change. There are high levels of residential and social segregation within the cluster area and this means that there are few opportunities to engage with people who are from a different religion or racial background. Similarly, engagement between young people and older people is often poor – sometimes leading to apprehension and mistrust. The Phase I Investing in our Future priority was predominately directed at young people living in interface areas and/or at risk of becoming involved in anti-social behaviour.

At interim stage it was recognised that young people were central to developing and maintaining good relations for the future. However, it was suggested that a more holistic approach should be undertaken (i.e. placing the young people in the context of their own/neighbouring communities). It was suggested that skills development should be a key focus, however, project based work alongside residents' groups, schools, older peoples' groups etc could maximise the impact and leave a greater legacy than standalone activities. Similarly discussions should be undertaken with PSNI to ensure consideration of anti-social behaviour hotspots (e.g. recent incidents in Lurgan), difficult times of the year (e.g. Halloween) and planned/ongoing diversionary activities.

As a result, Inspiring Change incorporates two sub-priorities – **Investing in our Future** and **Engaging in Good Relations**. These are described as follows.

### Sub-Priority 1: Investing In Our Future

The **Investing in our Future** sub-priority is heavily focused upon **identifying, developing and supporting leadership skills and capacity within and between communities**. This will be undertaken using a strategic and targeted approach – utilising the knowledge of Council Officers and local people to highlight gaps in skills and representation and to identify residents with the interest, drive and vision to work in partnership with other communities, agencies and organisations to enhance and improve the quality of life for all residents in the cluster area.

This sub-priority aims to equip people to deal with pertinent community issues post-PEACE III. It will focus upon developing the skills, awareness and understanding of community, statutory and political leaders based upon empathy, respect and working towards the realisation of a collective vision. Ambassadors for change are required at all levels in our society and we need future leaders with strong political awareness, conflict management who are proactive in their support for democracy, equality and inclusion.

Young people are central to our future and, as such, particular efforts need to be made to invest in the rich resources that they possess. However, communities are made up of many individuals and it is important that development activities are set within the context and needs of the respective communities – in order that learning and relationship building may be maximised and sustained.

The gradual process of building knowledge, understanding and respect for one's own and other's culture and identity is central to this Priority and indeed the whole Plan. Evidence suggests that myth-busting and raising awareness of good relations issues is still required across the community, statutory and political arenas and there is a need to equip individuals with the skills to ensure that existing processes, structures and working methods promote transparency, representativeness, partnership and inclusion.

Skills development is not a stand-alone activity. Therefore, identified individuals, groups and organisations will be encouraged to build upon their experiences and disseminate their knowledge via signposting to other relevant Priorities in order to develop practical project-based work within their respective communities and/or workplace. We want individual learning to spread throughout communities, neighbourhoods and structures.

### Sub-Priority 2: Engaging in Good Relations

**The Engaging in Good Relations** sub-priority aims to provide the **opportunities to progress community engagement through partnership building within and between the community, statutory and political sectors.**

This sub-priority aims to build upon the successes of Phase I activity and complement the capacity building activities undertaken via Investing in our Future. It concerns the development and support of formal and informal mechanisms for contact, participative democracy and partnership – bespoke and reflective of the issues/geographic areas/individuals involved.

The initial groundwork conducted under the Phase I Community Engagement Priority illustrates the continued need to support infrastructural development in a number of geographical areas and amongst certain interest groups in order to promote inclusion and encourage representative participation. Activities need to support communities and organisations to work together.

Increasing residents' connectivity to information, advice and decision-makers is central to this theme and it is important that the engagement mechanisms developed under Phase I receive continued support in order to promote equality, accountability and civic responsibility.

Evidence from the Interim Evaluation of Beyond Tolerance illustrates the potential of the Good Relations Forums and Area Specific Mediation in increasing members' understanding of differing views, experiences and backgrounds. These mechanisms have illustrated that given a favourable environment and appropriate representation, sustainable relationships can be built and divisive issues such as bonfires, parades and the use of flags and emblems can be raised, compromise reached and tensions alleviated. However, it is widely recognised that all cluster residents have had differing experiences of (and perspectives of) the Conflict and that residents now have differing roles in moving (or presenting barriers) towards

peace-building. Therefore, it is important to listen to the views of all and to share perspectives within and between communities.

The outputs of this sub-priority will provide residents with the opportunity to voice their opinions on hard issues within a safe environment and provide community, statutory and political leaders with the democratic rationale and impetus for change - working towards putting the promotion of Good Relations at the core of community, statutory and political life. Communities need strong leadership, but residents also need visible and accessible opportunities to voice their own personal opinions, state their needs and to actively participate in their own right.

Table 7.1 illustrates key linkages for the Inspiring Change priority.

Table 7.1  
**Inspiring Change Linkages**

| PRIORITY ONE: INSPIRING CHANGE   |   |
|--|---|
| Links to Statement of Need   | <ol style="list-style-type: none"> <li>1. We need to foster a mutual understanding needs, trust and respect between people from different community backgrounds</li> <li>3. We need to support communities by helping them to develop their skills to work through and address difficult and challenging issues</li> <li>4. We need to develop community confidence and involvement</li> <li>6. We need to ensure that the work undertaken leaves a strong legacy for future peace-building post-Peace III</li> </ol> |
| Links to Good Relations, Community Support and Community Safety Strategies | <ul style="list-style-type: none"> <li>• Facilitate engagement and dialogue</li> <li>• Increased education and awareness of different beliefs and cultures</li> <li>• Civic identity and pride</li> <li>• Strong, strategic and accountable civic leadership</li> <li>• Partnerships which are meaningful and effective</li> <li>• Address difficult/hard issues</li> <li>• Address issues associated with victims, ex-prisoners, ex-combatants etc</li> <li>• Integration and cohesion</li> </ul>                    |
| Progression from Beyond Tolerance Priorities                               | <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Good Relations Forums</li> <li>• Investing in Our Future</li> </ul>  |
| Examples of strategic linkages   | <ul style="list-style-type: none"> <li>• Programme for Government</li> <li>• A Shared Future/CSI</li> <li>• Neighbourhood Renewal</li> <li>• Shared Neighbourhood</li> <li>• Community Support Plans</li> </ul>   |

| PRIORITY ONE: INSPIRING CHANGE   |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Good Relations Strategies</li> <li>• Rural Strategies</li> </ul>  |
| Examples of links to key service providers, decision makers and other stakeholders | <ul style="list-style-type: none"> <li>• Community and voluntary groups</li> <li>• Community associations/residents groups</li> <li>• Good Relations Officers</li> <li>• Community Support Officers</li> <li>• Neighbourhood Renewal Partnerships</li> <li>• DSD / Northern Ireland Housing Executive</li> <li>• PSNI</li> <li>• Community Relations Council</li> <li>• Churches/faith based organisations</li> <li>• Training providers / mediation providers</li> <li>• Youth groups/organisations</li> <li>• Sports clubs/associations</li> </ul> |

## PRIORITY TWO: FUTURE FOUNDATIONS

Despite progression towards increasing shared space and eliminating visible manifestations of sectarianism across the Council areas, there are still significant issues around political symbols and cultural expression. The Phase I Alternative Focus priority targeted interface areas in order to address divisive symbols, bonfires, murals, sectarian and racist incidents and attacks, paramilitary influence and segregation. At interim stage, the Alternative Focus priority was just commencing. However, the external evaluator believed that this type of work had the potential to make a real difference to intra- and inter-community relations. The targeted nature of the work was thought to be necessary to progressing local conflict resolution – ensuring that key community influencers are involved in crucial discussions around re-imaging. The priority also engages the wider community in learning about their own and other’s culture and involves project-based work to develop public art and positive cultural celebrations.

The Interim Evaluation suggested that there should also be a focus upon developing strong community cohesion within the identified areas and therefore links should be made with the Community Engagement priority as it is likely that the neighbourhoods will have differing degrees of infrastructure and capacity. Therefore, opportunities may arise for developmental activities through Community Engagement or involvement in the wider civic events organised under the Celebrating Communities priority. As a result, the Phase II Future Foundations priority builds upon the original concepts of Alternative Focus and Celebrating Communities. However, there is a greater emphasis upon building local capacity to

deal with contentious issues, coordinated action-plan development with input from statutory partners, community participation and cross-community/cross-border project working.

**Future Foundations** is aimed at working towards a new “normal” which creates a safe, open and welcoming environment for all residents regardless of their religion, nationality or ethnic group. This Priority aims to open up minds, spaces, services and facilities – addressing both psychological and physical barriers to peace-building.

The activities conducted under this Priority will be targeted on areas where there is evidence of segregation and manifestations of sectarianism and racism – both in attitude and behaviour. It will explore issues such as developing and maintaining shared space and the wider long-term impact of territorialisation upon the sustainability/isolation of individuals, communities and services.

Future Foundations aims to increase inter-community, cross-community and cross-border respect and mobility in order to progress the cluster towards being an area that is at peace with itself and its neighbours. In order to achieve this there needs to be acknowledgement that the status quo is unsustainable and that new ways of working and living need to be developed. Future Foundations will explore and develop opportunities for cross-border and cross-community learning, increasing engagement and sharing skills, venues and staffing resources on a long-term basis.

Civic and cultural pride is central to this priority and the need to promote positive and inclusive cultural celebrations and the establishment of protocols for displays of culture must be incorporated into activities. It is envisaged that grassroots partnership working between and within communities will help to establish wider need, the required facilities/resources and assist to eliminate issues of exclusion and perceived “ownership” of community venues and space. Increasing one’s understanding of each another is therefore a prerequisite and it is envisaged that conversations and project based work may delve into shared histories and one’s perspectives of the Conflict and visions for the future using creative tools such as reminiscence, creative writing and facilitated discussions. It is important that communities learn from within and outside their geographical and psychological boundaries. Young people need to be a part of this work, in order to really understand the need to move away from the divisions of the past. Therefore, at a local level potential models of sharing (e.g. skills and expertise, exchange programmes, resources and facilities) between communities, groups, organisations, schools and youth providers will be explored and delivered within a holistic community-based approach.

Table 7.2 illustrates key linkages for the Future Foundations priority.

Table 7.2  
**Future Foundations Linkages**

| PRIORITY TWO: FUTURE FOUNDATIONS   |   |
|--|---|
| Links to Statement of Need   | <ol style="list-style-type: none"> <li>1. We need to foster a mutual understanding needs, trust and respect between people from different community backgrounds</li> <li>4. We need to develop community confidence and involvement</li> <li>5. We need to work towards developing an environment which enables and encourages contact and mobility</li> <li>6. We need to ensure that the work undertaken leaves a strong legacy for future peace-building post-Peace III</li> </ol> |
| Links to Good Relations, Community Support and Community Safety Strategies         | <ul style="list-style-type: none"> <li>• Facilitate engagement and dialogue</li> <li>• Increased education and awareness of different beliefs and cultures</li> <li>• Civic identity and pride</li> <li>• Welcoming, neutral and shared spaces</li> <li>• Address difficult/hard issues</li> <li>• Physical manifestations of sectarianism and racism</li> </ul>  |
| Progression from Beyond Tolerance Priorities                                       | <ul style="list-style-type: none"> <li>• Alternative Focus</li> <li>• Community Engagement</li> <li>• Celebrating Communities</li> </ul>  |
| Examples of strategic linkages   | <ul style="list-style-type: none"> <li>• Programme for Government</li> <li>• A Shared Future/CSI</li> <li>• Section 75 of the NI Act</li> <li>• Neighbourhood Renewal</li> <li>• Shared Neighbourhood</li> <li>• Re-Imaging Communities Programme</li> <li>• International Fund for Ireland – Sharing this Space</li> <li>• Community Safety Strategies</li> <li>• Community Support Plans</li> <li>• Good Relations Strategies</li> <li>• Rural Strategies</li> </ul>                |
| Examples of links to key service providers, decision makers and other stakeholders | <ul style="list-style-type: none"> <li>• Community and voluntary groups</li> <li>• Community associations/residents groups</li> <li>• Education/Youth providers</li> <li>• Good Relations Officers</li> <li>• Community Support Officers</li> <li>• Community Safety Partnerships</li> <li>• District Policing Partnerships</li> <li>• Arts Council of Northern Ireland</li> <li>• Neighbourhood Renewal Partnerships</li> </ul>  |

## PRIORITY TWO: FUTURE FOUNDATIONS

- DSD / Northern Ireland Housing Executive
- PSNI
- Churches/faith based organisations
- Sports clubs/associations
- Training providers / mediation providers
- Louth and Monaghan County Councils

## PRIORITY THREE: CHALLENGE OF CHANGE

**Challenge of Change** is dedicated to addressing issues around overt and covert racism with a particular emphasis on raising awareness of cultural diversity, myth-busting and increasing contact, integration and inclusion. This Priority will build upon the groundwork conducted in Phase I – promoting understanding and respect for cultural difference at various levels – community, statutory, business and political. As such there is linkage with aims of the Inspiring Change and Future Foundations Priorities.

At interim stage, the evaluators recognised that the Challenge of Change Officers had made **significant progress in terms of developing relationships with BME communities and representative groups** although this had meant a heavy reliance upon event based work to raise awareness of their work. Therefore it was recommended that **more emphasis needed to be placed upon sustained project work**. It was also felt that the initial groundwork conducted during Phase I of Challenge of Change needs to continue. However, **relationships should now be moving to another level** – focusing upon mutual understanding, increased involvement and integration within a community setting.

At interim stage it was also thought that projects which promote **integration should be the main focus of activity**. Integration occurs on different levels – a feeling of belonging and acceptance, the development of friendships, knowing where to go for information and support and availing of equality of opportunity and access. These are all issues which the Priority aims to address. It was recommended that Officers needed to work in collaboration with other priorities in order to support and encourage integration (e.g. with Investing in our Future, Community Engagement, Celebrating Communities).

It is important that preparatory work takes place in order to **build the capacity of indigenous and BME communities** to engage and work in partnership to explore and celebrate similarities and differences. It was recognised at interim stage that the **capacity of BME groups still needed support** to grow and therefore partnership working with the Community Engagement priority was essential as the long-term

aim is to achieve BME representation on the various engagement structures developed and wider community groups. It is anticipated that this will cumulate in the development of activities and processes aimed at increasing integration between indigenous and BME communities.

It is anticipated that resources will be targeted at those areas/groups in most need (e.g. racist hate crime hotspots, potential perpetrators, community influencers/groups/representatives). Racism needs to be acknowledged as being an issue within the cluster and, like sectarianism, requires a collective vision and response. It was also recommended that the Southern Partnership avail of training opportunities under this priority and that elected members continue to promote the importance of identifying and promoting Challenge of Change “Champions” across the cluster.

The Interim Evaluation highlights the potential for further developing some of the Phase I activities (e.g. Racist Incidents Reporting Scheme, the provision of advice and support to BME communities, integration projects and networking activity). It is important to ensure that the Phase II Plan reflects the changing needs of BME communities and is balanced towards the needs of established racial and ethnic groups such as the Chinese community and members of the Travelling community – in addition to the indigenous population.

Table 7.3 illustrates the links between the Challenge of Change Priority and existing strategies and work.

Table 7.3  
**Challenge of Change Linkages**

| PRIORITY THREE: CHALLENGE OF CHANGE  |  |
|--|--|
| Links to Statement of Need   | <ul style="list-style-type: none"> <li>2. We need to foster a mutual understanding needs, trust and respect between people from different nationalities and ethnic and racial groups</li> <li>4. We need to develop community confidence and involvement</li> <li>5. We need to work towards developing an environment which enables and encourages contact and mobility</li> <li>6. We need to ensure that the work undertaken leaves a strong legacy for future peace-building post-Peace III</li> </ul> |
| Links to Good Relations, Community Support and Community Safety Strategies | <ul style="list-style-type: none"> <li>• Facilitate engagement and dialogue</li> <li>• Increased education and awareness of different beliefs and cultures</li> <li>• Civic identity and pride</li> <li>• Welcoming, neutral and shared spaces</li> <li>• Partnerships which are meaningful and effective</li> <li>• Address difficult/hard issues</li> <li>• Integration and cohesion</li> </ul>  |

| PRIORITY THREE: CHALLENGE OF CHANGE  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Physical manifestations of sectarianism and racism</li> </ul>  |
| Progression from Beyond Tolerance Priorities                                       | <ul style="list-style-type: none"> <li>• Challenge of Change</li> <li>• Celebrating Communities</li> <li>• Community Engagement</li> </ul>  |
| Examples of strategic linkages   | <ul style="list-style-type: none"> <li>• Programme for Government</li> <li>• A Shared Future/CSI</li> <li>• Section 75 of the NI Act</li> <li>• Racial Equality Strategy</li> <li>• Migrant Workers Strategy</li> <li>• Shared Neighbourhood</li> <li>• Community Support Plans</li> <li>• Good Relations Strategies</li> <li>• Rural Strategies</li> </ul>   |
| Examples of links to key service providers, decision makers and other stakeholders | <ul style="list-style-type: none"> <li>• BME organisations</li> <li>• Community and voluntary groups</li> <li>• Community associations/residents groups</li> <li>• Good Relations Officers</li> <li>• Community Support Officers</li> <li>• SAAT and Traveller Support Groups</li> <li>• Ethnic Minority Support Centre - Newry</li> <li>• Southern Health and Social Care Trust</li> <li>• Southern Education and Library Board</li> <li>• Inclusion and Diversity Service</li> <li>• PSNI</li> <li>• Youth clubs/groups/organisations</li> <li>• Sports clubs/associations</li> <li>• Churches/faith based organisations</li> <li>• Louth and Monaghan County Councils</li> </ul> |

## 7.5. SUPPORTING PILLARS AND CROSS-CUTTING THEMES

### 7.5.1. Overview

The Interim Evaluation and the reflections of Officers themselves highlight the need to lead by example and to engage in **more targeted way of working**. We have therefore committed to approaching the delivery of Phase II in a different manner to that applied under Phase I. It is hoped that more targeted working will increase the focus on areas of particular need, reduce duplication and overlap and support the efficient and effective delivery of Phase II.

In order to achieve a more targeted way of working, the three priorities will be underpinned by a number of **Supporting Pillars** and **Cross-Cutting Themes** (see Figure 7.2, page 51).

The **Supporting Pillars represent the core elements at the heart of the Plan; these form the foundations on which the priorities will be delivered.** They are:

- Good relations;
- Community-based focus;
- Legacy planning;
- Cross-border partnerships;
- Strategic grants;
- Positive messages; and
- The Peace III Partnership.

The inter-linking **Cross-Cutting Themes represent areas of commonality** (such as activities and actions) **that extend across the three priorities.** In order to achieve a more targeted approach and reduce duplication and overlap, it was decided that certain areas should be grouped together. There are five themes:

- Skills development;
- Relationship building;
- Cohesion, sharing and integration;
- Anti-racism; and
- Anti-sectarianism.

The following sections provide further details of the Supporting Pillars and Cross-Cutting Themes.

### 7.5.2. Supporting Pillars

The Supporting Pillars represent the core elements at the heart of the Plan; these form the foundations on which the priorities will be delivered.

**The promotion of good relations – building upon the past, present and future work of Councils and other public bodies is at the heart of this Plan.** We understand the need to share information and engage with our statutory and community colleagues on a targeted and ongoing basis and therefore we intend to apply a coordinated approach to the delivery of Phase II.

A **community-based focus** will provide us with the chance to cooperate, in order to bring about improvements to individuals, communities and their environments. This process hinges on the active involvement of community members, so that the results and outcomes match their preferences. The two main aims, in the context of this peace-building Plan can be described as:

- Making sure people and communities are genuinely engaged in the decisions made on local issues which affect them; allied to
- A commitment from statutory and community organisations to work together in providing better quality of life.

Setting joint visions and strategies will be instrumental to successful delivery as will putting these plans into practice - helping to achieve a tangible improvement in neighbourhoods across the cluster. We understand the need to consider the ways in which ongoing localised work (under other statutory agencies, Peace III and IFI funding) might complement the work which we intend to conduct. Our discussions with PSNI for example, have opened up the possibility of using their new Community Prioritisation Index statistics to identify vulnerable neighbourhoods which could benefit from a bespoke package of activities under each Priority described under the Phase Two Plan. Similarly, our discussions with the Housing Executive's Community Cohesion Unit (Ref: SEUPB funded Putting Housing at the Heart of Good Relations) has identified nine target areas within the cluster remit. The Housing Executive has provided confirmation that they would wish that the Partnership and the Cohesion Unit would work strategically to maximise and add value to the work which they plan to undertake. Additionally, Neighbourhood Renewal Areas, Areas at Risk and other neighbourhoods as identified by local knowledge will be approached to become involved. **The aim will be to add value to the work of Councils and other agencies rather than to duplicate or displace activities.**

This approach has been adopted as we understand the necessity to ensure that we maximise the benefits of this European funding over the next three years and make preparations to ensure that vulnerable communities are supported to avail of peace-building opportunities. We will invest in people, communities, organisations and relationships throughout the duration of the Plan. **However, this investment must leave a legacy - owned and sustained by local people and partnerships within the available resources.**

The Interim Evaluation highlights the need to **increase cross-border mobility** – we feel that ongoing relationships need to be developed at grass-roots if this is to be achieved. To this end, we will continue to work closely with our colleagues in Louth and Monaghan, in order to develop progressive project-based work, built upon common issues that have the potential to continue into the future – rather than an over-reliance on one-off events/visits.

Progressive capacity-building is a central component of the Phase II Action Plan and we recognise the immense pressures which our community partners are under in these uncertain times. However, we also understand that there will be reduced funding streams in the future. Our feedback from the community consultations illustrates the need to open up Peace III grant funding for local groups who have been disengaged as a result of the onerous, bureaucratic Small Grant process. We aim to provide a reduced

number of **strategic grants**, linked to each of the three priorities in order to enable more organisations to gain experience of service delivery within a supportive environment and to promote the development of long-term partnerships. We envisage that a consortium approach will be adopted via a lead partner and a number of smaller supporting groups.

We want local communities to be proud of what they have achieved and what they have yet to achieve. We feel that there is a need to promote **positive messages** to remind participants and the wider resident population that the cluster is embracing change. As a result, we plan to run a **sustained campaign to highlight the good work being undertaken by local people** – via coordinated publicity and celebratory events and showcases.

Lastly, we recognise that we need to invest strongly in our **Peace III Southern Partnership** members. Under the External Evaluation, we are currently undertaking an audit of partner skills and expertise with the aim of developing a **Partnership Development Programme**. We hope that this and, a refreshed Partnership meeting format will re-engage members with the Beyond Tolerance Strategy and ensure that they are proud ambassadors for the cluster for years to come.

### 7.5.3. Cross-Cutting Themes

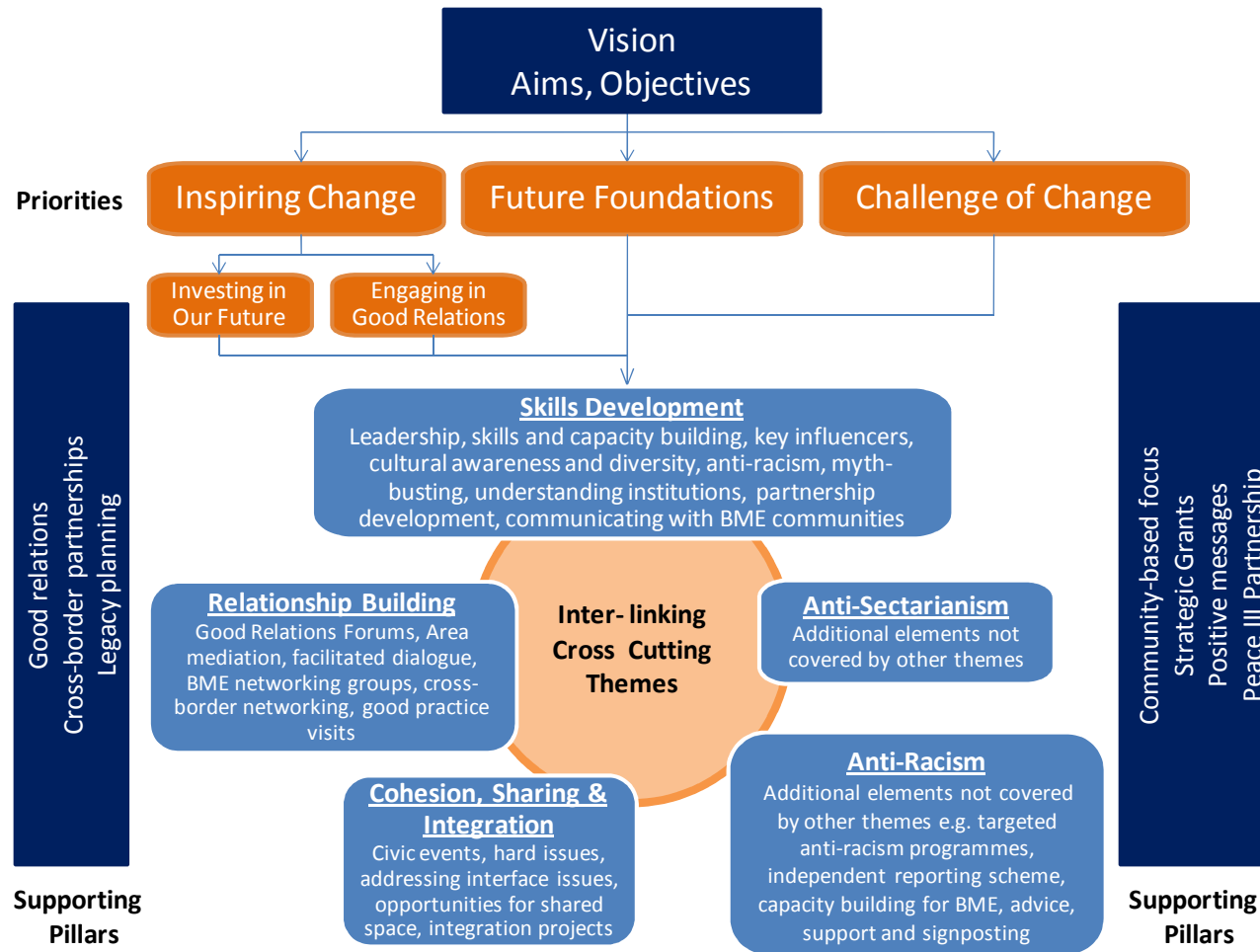
The inter-lining Cross-Cutting Themes represent areas of commonality that extend across the three priorities. However our approach will also be flexible in nature – adopting a menu of options which can be tailored to address relevant needs and issues as they arise. We recognise the need for progressive activities which enable people and communities to be involved regardless of their starting point.

- **Skills Development:** Illustrative activities under this theme include the development of skills by community groups to formulate action-plans, leadership and community development programmes, improving understanding and respect for own and others' cultures, raising awareness and understanding of cultural institutions, flags and symbols, skills to increase local community engagement and cohesion, ways to promote inclusive structures and activities, improving confidence to engage with people from different backgrounds and cultures, working in partnership with others, myth-busting and training in contentious issues, dialogue and mediation;
- **Relationship-building:** Activities under this theme are targeted at the realisation of common goals, shared interests and deeper relationships within and between community, statutory and political representatives through the development of vehicles for engagement. These may include Good Relations Forums, Area-Issue-based networking groups, cross-border structures, Question and Answer sessions, Community Panels and Inter-Agency Partnerships and Youth Forums;

- **Cohesion, Sharing & Integration:** This theme is focused upon dealing with difficult and contentious issues, to include re-imaging, territorial markings, interface communities, breaking down the physical and psychological barriers to sharing. If areas, venues and groups are to become accessible for all, activities under this theme need to ensure that people believe that they will be welcomed. The sharing of knowledge, skills, staff, venues and celebratory events will be championed through this theme and it is anticipated that there will be a high degree of project-based activity. In recognition of inter-community (e.g. paramilitary, anti-social influences) there will be opportunities for cohesion projects to be developed within communities. Integration projects will be aimed at increasing partnerships between different religions, cultures and racial backgrounds;
- **Anti-Racism:** Activities which address overt and covert racism include continuation and promotion of the Independent Reporting Scheme, targeted anti-racism events and sustained project working, capacity building for BME communities and the provision of support, advice and signposting services; and
- **Anti-Sectarianism:** Activities under this theme will provide the flexibility to pro-actively and reactively deal with serious sectarian prejudice and behaviours as they arise/become apparent. This may take the form of short-term interventions between the relevant parties.

Figure 7.2 overleaf visually illustrates the Priorities, Sub-priorities, Supporting Pillars and Cross-Cutting Themes contained within the Plan.

Figure 7.2  
Phase II Priorities, Supporting Pillars and Cross-Cutting Themes



## 8. PEACE AND RECONCILIATION ACTION PLAN

### 8.1. INTRODUCTION

This chapter provides details of the **Phase II Action Plan** for the Southern Partnership. The Action Plan has been developed in line with the overarching objective of **Building Positive Relations at a Local Level** which is to “challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”.

The following sections provide details of the action plan, timelines, projected resources allocation, project selection criteria, target groups and target areas.

### 8.2. ACTION PLAN

The tables on the following pages provide further details on how each of the three priorities set out in Chapter 7 will be implemented. The tables also demonstrate how the indicative actions relate to the Cross Cutting Themes and Supporting Pillars (see Section 7.5). The tables set out the **Action Plan** for each priority and provide information on:

- Aims and objectives;
- Indicative actions;
- Performance indicators/targets;
- Budgets; and
- Results and impacts.

The Phase II Plan, as previously was the case with Phase I, will not identify specific projects, or organisations that may deliver activities. This is due to the following:

- Potentially identifying a delivery agent from within one community rather than another, or from within one section of one community, can be problematic to the cross-community endorsement of the Plan;
- There is a need to ensure inclusion across the community divide which at this strategic level and given the complexities of good relations work, is best done through non-inclusion of specific projects as examples;
- Sensitivity to the needs of local government, especially given the disparate nature of the four Councils involved;
- The Partnership unanimously approved a request from the social partner members to not mention specific community organisations in the Plan to avoid favouring some organisations at the expense of others; and
- Potential legal and other problems that may be created during any procurement exercises.

### 8.2.1. Delivery Methods

Each of the three priorities will be delivered through the Southern Partnership (i.e. Partner Delivery) and specialist services will be publicly procured as and if required.

Priority Officers will be appointed by Partner Delivery Agents. They will be responsible for:

- Delivering the Action Plan and the indicative actions set out in Table 8.1;
- Procuring specialist services where required; and
- Participating in the cross-cutting theme sub-groups (see Section 9.2).

Priority Officers will deliver the Action Plan 'on the ground' and will therefore be a programme resource. To reflect this, estimates of the number of hours of fieldwork that officers will undertake has been included in the action plan. As part of their role officers will also undertake a number of actions which do not have a budget associated with them. These actions are marked by \*\*\*\* in the Action Plan.

Strategic grants will be delivered by the Lead Partner (Newry & Mourne)<sup>13</sup>.

There will be a call for proposals to deliver the priorities/actions in early 2011. The Implementation Guidelines issued by SEUPB (March 2010) will be followed at all stages.

---

<sup>13</sup> Chapter 9 provides further details of delivery mechanisms

Table 8.1  
Action Plan

| PRIORITY ONE: INSPIRING CHANGE |   |  |                                      |   |   |
|--------------------------------|---|--|--------------------------------------|---|---|
| <b>Aim</b>                     | To inspire, support and highlight activities which will bring about lasting change in relation to <b>encouraging civic engagement, inclusive participation and the resolution of issues</b> which concern all residents living in the Southern area   |  |                                      |   |   |
| <b>Objectives</b>              | <ul style="list-style-type: none"> <li>To encourage further <b>engagement</b> between and within the community, statutory organisations and political representatives</li> <li>To identify <b>tomorrow's leaders</b> and build their <b>capacity</b> today</li> <li>To eliminate "gatekeeper" issues and encourage <b>active participation</b></li> </ul> |  |                                      |   |   |
|                                | <b>Sub-Priority 1: Investing in our Future</b>  |  | <b>Links to Cross-Cutting Themes</b> | <b>Budget</b>   | <b>Links to Supporting Pillars</b>  |
|                                | <b>Indicative Actions</b>   | <b>Performance Indicators/ Targets</b>   | <b>Skills Development</b>            | Total: £689,348<br><br>Indicative actions: £435,000<br><br>Priority Support costs: £254,348 | <b>Community Based Focus<br/>Good Relations<br/>Positive Messages<br/>Peace III Partnership</b> |
|                                | <ul style="list-style-type: none"> <li>Identifying, developing and supporting leadership needs, skills and capacity (e.g. through training and/or mentoring support)</li> <li>Developing and promoting community, statutory and political Ambassadors for Change</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 20 leaders identified</li> <li>Min. of 4 leadership development programmes delivered</li> <li>Min. of 12 Ambassadors for Change identified and supported</li> </ul> |                                      |   |   |
|                                | <ul style="list-style-type: none"> <li>Partner Development Programme</li> </ul>   | <ul style="list-style-type: none"> <li>Development Programme designed</li> <li>All Partners participate in programme</li> <li>Partnership support</li> <li>Co-ordination of monitoring and evaluation</li> </ul>   |                                      |   |   |
|                                | <ul style="list-style-type: none"> <li>Myth-busting and experiential learning</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 16 programmes delivered</li> <li>Min. of 128 participants</li> </ul>  |                                      |   |   |
|                                | <ul style="list-style-type: none"> <li>Mediation/conflict resolution training</li> <li>Media and media relations training for community groups</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 60 accredited qualifications received</li> </ul>  |                                      |   |   |

| PRIORITY ONE: INSPIRING CHANGE |  |  |   |   |  |
|--------------------------------|--|--|---|---|--|
|                                | <ul style="list-style-type: none"> <li>Progressive relationship building within and between areas/groups</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 16 areas/groups supported</li> </ul>  | Relationship Building                               |   |  |
|                                | <ul style="list-style-type: none"> <li>Promoting and celebrating good relations and civic engagement throughout communities, groups and organisations</li> </ul>   | <ul style="list-style-type: none"> <li>Minimum of 16 activities</li> </ul>   | Cohesion, Sharing and Integration Anti-sectarianism |   |  |
|                                | <ul style="list-style-type: none"> <li>Joint project working which puts into practice the skills developed</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 12 joint projects</li> <li>Min. of 72 participants</li> </ul>   |   |   |  |
|                                | <ul style="list-style-type: none"> <li>Targeted work with a) young people and b) young people and older people, that will increase community understanding, networks and cohesion</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 12 projects</li> <li>Min. of 96 participants</li> </ul>   |   |   |  |
|                                | <ul style="list-style-type: none"> <li>Fieldwork by Priority Officers</li> </ul>   | <ul style="list-style-type: none"> <li>Min of 2,000 hours of officer time supporting the delivery of the sub-priority</li> </ul>   |   |   |  |
|                                | <b>Sub-Priority 2 - Engaging in Good Relations</b>   |  | Links to Cross-Cutting Themes                       | <b>Budget</b>                                   | Links to Supporting Pillars                                  |
|                                | <b>Indicative Actions</b>  | <b>Performance Indicators/ Targets</b>   | Skills Development                                  | Total: £753,859<br>Indicative actions: £290,000 | Community Based Focus<br>Good Relations<br>Positive Messages |
|                                | <ul style="list-style-type: none"> <li>Accredited and non-accredited training in good relations and civic engagement (with links to cultural diversity training) – targeted at service providers and specific communities</li> </ul> | <ul style="list-style-type: none"> <li>Min. of 16 programmes delivered</li> <li>Min. of 128 participants</li> <li>Min. of 60 accredited qualifications received</li> </ul> |   |   |  |
|                                | <ul style="list-style-type: none"> <li>Sustaining and developing existing engagement mechanisms</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 5 existing engagement mechanisms supported</li> </ul>   | Relationship Building                               | Priority Support costs: £463,859                |  |

| PRIORITY ONE: INSPIRING CHANGE |   |  |   |  |  |
|--------------------------------|---|--|---|--|--|
|                                | <ul style="list-style-type: none"> <li>Developing further opportunities and mechanisms for engagement (e.g. Household panels, Q&amp;A sessions, Interagency structures, Good Relations Forums)</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 16 new engagement opportunities/mechanisms developed</li> </ul>                   |   |  |  |
|                                | <ul style="list-style-type: none"> <li>Involvement of community, statutory and political Ambassadors for Change in engagement mechanisms</li> </ul>   | <ul style="list-style-type: none"> <li>See sub-priority 1</li> </ul>   |   |  |  |
|                                | <ul style="list-style-type: none"> <li>Engagement around protocols and discussions around parades, flags, emblems and “owned” space</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 24 activities</li> <li>Min. of 120 participants</li> </ul>                        | Cohesion, Sharing and Integration Anti-sectarianism |  |  |
|                                | <ul style="list-style-type: none"> <li>Continuing the development of mutual awareness, understanding and accessibility of cultural institutions</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 24 activities</li> <li>Min. of 120 participants</li> </ul>                        |   |  |  |
|                                | <ul style="list-style-type: none"> <li>Fieldwork by Priority Officers</li> </ul>  | <ul style="list-style-type: none"> <li>Min of 2,000 hours of officer time supporting the delivery of the sub-priority</li> </ul> |   |  |  |
| <b>Results</b>                 | <ul style="list-style-type: none"> <li>Increased opportunities for practical skills development at grassroots level</li> <li>Community leadership supported where it is needed most (areas/sectors with low community infrastructure, weak capacity, crime hot spots, areas of deprivation and interface areas)</li> <li>Ambassadors for Change identified at community, statutory and political levels</li> <li>Increased partnership working at middle leadership and community level</li> <li>Strengthened capacity for middle leadership to progress with the knowledge of community consensus</li> <li>Increased cross-community and cross-border contact</li> <li>Community, statutory and political leaders are working together on hard issues</li> <li>A range of structures (formal and informal) in place to allow people to engage on issues which affect them in a safe environment</li> <li>Increased appreciation of others’ experiences, opinion and cultural traditions</li> <li>Positive relations built between key influencers</li> </ul> |  |   |  |  |

**PRIORITY ONE: INSPIRING CHANGE**

|               |  |
|---------------|--|
| <b>Impact</b> | <ul style="list-style-type: none"> <li>• Enhanced long-term leadership on good relations, reconciliation and anti-sectarianism</li> <li>• Promotion of Good Relations and shared understanding of all communities</li> <li>• Increased community participation, engagement and decision-making on Good Relations issues</li> <li>• Creation of safe spaces which contribute to the transition from peace-keeping to peace-building</li> <li>• Increased citizenship by encouraging individuals to become more active in support of Good Relations and Community Cohesion through partnership working within and between communities</li> </ul> |
|---------------|--|

| PRIORITY TWO: FUTURE FOUNDATIONS |   |   |  |                                  |   |
|----------------------------------|---|---|--|----------------------------------|---|
| <b>Aim</b>                       | To work towards a new “normal” which creates a safe, open and welcoming environment for all residents regardless of their religion, nationality or ethnic group   |   |  |                                  |   |
| <b>Objectives</b>                | <ul style="list-style-type: none"> <li>To open up minds and spaces addressing both psychological and physical barriers to peace-building</li> <li>To develop opportunities for cross-border and cross-community learning</li> <li>To increase engagement and sharing of skills, venues and staffing resources on a long-term basis</li> <li>To promote positive and inclusive cultural celebrations to increase civic and cultural pride</li> </ul> |   |  |                                  |   |
|                                  |   |   | <b>Links to Cross-Cutting Themes</b>     | <b>Budget</b>                    | <b>Links to Supporting Pillars</b>  |
|                                  | <b>Indicative Actions</b>   | <b>Performance Indicators/ Targets</b>  | <b>Skills Development</b>                | Total: £648,811                  | <b>Community Based Focus<br/>Good Relations<br/>Cross-border partnerships<br/>Positive Messages</b> |
|                                  | <ul style="list-style-type: none"> <li>Exploration of physical and psychological barriers to sharing space, services and opinions</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 4 programmes</li> <li>Min. of 40 participants</li> </ul>     |  | Indicative actions: £398,000     |   |
|                                  | <ul style="list-style-type: none"> <li>Good practice visits and promotion of learning</li> </ul>  | <ul style="list-style-type: none"> <li>2 visits</li> </ul>  | <b>Relationship Building</b>             | Priority Support costs: £250,811 |   |
|                                  | <ul style="list-style-type: none"> <li>Encouraging involvement of key community influencers ****</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 16 key community influencers involved</li> </ul>             |  |                                  |   |
|                                  | <ul style="list-style-type: none"> <li>Promoting connectivity and partnership building on a cross community and cross border basis</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 20 activities</li> </ul>                                     |  |                                  |   |
|                                  | <ul style="list-style-type: none"> <li>Building localised relationships between Council, statutory agencies and communities (e.g. inter-agency project teams)</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 12 relationships sustained/established</li> </ul>            | <b>Cohesion, Sharing and Integration</b> |                                  |   |
|                                  | <ul style="list-style-type: none"> <li>Encouraging and providing opportunities for joint project working on a cross community and cross border basis</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 6 joint projects</li> <li>Min. of 48 participants</li> </ul> |  |                                  |   |

| PRIORITY TWO: FUTURE FOUNDATIONS |  |   |  |
|----------------------------------|--|---|--|
|                                  | <ul style="list-style-type: none"> <li>Targeted work in interface areas – coordinated approach with other agencies/service deliverers and a wraparound approach with regards to intervention – school, youth, community &amp; family coordination</li> </ul> | <ul style="list-style-type: none"> <li>Targeted work in min. of 8 areas</li> </ul>  | <p style="text-align: center;"><b>Anti-sectarianism</b><br/><b>Anti-racism</b></p> |
|                                  | <ul style="list-style-type: none"> <li>Developing inclusive community venues and shared spaces and action plans in order to maintain their sustainability</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 8 action plans developed</li> <li>Min. of 8 venues/spaces developed/better used</li> </ul> |  |
|                                  | <ul style="list-style-type: none"> <li>Encouraging better use of existing shared spaces</li> </ul>   |   |  |
|                                  | <ul style="list-style-type: none"> <li>Embedding of protocols in relation to flags and emblems</li> </ul>  | <ul style="list-style-type: none"> <li>See sub-priority 2</li> </ul>  |  |
|                                  | <ul style="list-style-type: none"> <li>Facilitating positive cultural expression and inclusive celebrations on a local, cross-cluster and cross-border basis</li> </ul>  | <ul style="list-style-type: none"> <li>4 large scale events</li> </ul>  |  |
|                                  | <ul style="list-style-type: none"> <li>Fieldwork by Priority Officers</li> </ul>   | <ul style="list-style-type: none"> <li>Min of 4,000 hours of officer time supporting the delivery of the priority</li> </ul>              |  |

## PRIORITY TWO: FUTURE FOUNDATIONS

|                |   |
|----------------|---|
| <b>Results</b> | <ul style="list-style-type: none"> <li>• Reduction in the number of visible manifestations of sectarianism and racism</li> <li>• Better coordination of resources as a result of community and statutory partnerships</li> <li>• Communities are actively engaged in making their neighbourhoods, facilities, groups and celebrations more accessible to other religions and cultures</li> <li>• Increased cross-community contact, mobility and partnership working</li> <li>• Increased cross-border engagement , partnership and knowledge sharing</li> <li>• Recognition and respect for the different skills, experiences and knowledge within and between communities, different traditions and cultures</li> <li>• Increased understanding and respect for similarity and difference</li> <li>• More people actively involved in community life</li> </ul> |
| <b>Impact</b>  | <ul style="list-style-type: none"> <li>• Barriers and misconceptions are broken down</li> <li>• Sustainable partnerships lead to positive relations between all sections of the community</li> <li>• Neighbourhoods are increasingly seen to be safe, open and welcoming environments</li> <li>• Communities want and are actively working towards a more cohesive society</li> <li>• Better coordination of funding and service provision</li> </ul>   |

| PRIORITY THREE: CHALLENGE OF CHANGE |  |  |  |   |   |
|-------------------------------------|--|--|--|---|---|
| <b>Aim</b>                          | To facilitate greater involvement of people from BME communities in civic, community and political life and increase community cohesion  |  |  |   |   |
| <b>Objectives</b>                   | <ul style="list-style-type: none"> <li>To build on the achievements of Challenge of Change (Phase I)</li> <li>To address issues around overt and covert racism</li> <li>To promote understanding and respect for cultural diversity</li> <li>To create opportunities for BME communities to become further involved in civic, community and political life</li> <li>To increase sustained and meaningful contact between BME and indigenous communities</li> </ul> |  |  |   |   |
|                                     |  |  | <b>Links to Cross-Cutting Themes</b>     | <b>Budget</b>   | <b>Links to Supporting Pillars</b>  |
|                                     | <b>Indicative Actions</b>  | <b>Performance Indicators/ Targets</b>   | <b>Skills Development</b>                | Total: £832,297<br><br>Indicative actions: £282,000<br><br>Priority Support costs: £550,297 | <b>Community Based Focus</b><br><b>Good Relations</b><br><b>Cross-border partnerships</b><br><b>Positive Messages</b> |
|                                     | <ul style="list-style-type: none"> <li>Further targeted cultural awareness and diversity training</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 12 training courses</li> <li>Min. of 144 participants</li> </ul>                      |  |   |   |
|                                     | <ul style="list-style-type: none"> <li>Ongoing capacity building training, mentoring and support for BME communities</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 2 programme</li> <li>Min. of 15 participants</li> </ul>                               |  |   |   |
|                                     | <ul style="list-style-type: none"> <li>Specialist advice and support to BME and indigenous communities and signposting to existing advice providers</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 24 specialised advice/support events</li> <li>Min. of 360 participants</li> </ul>     | <b>Relationship Building</b>             |   |   |
|                                     | <ul style="list-style-type: none"> <li>Further development of BME networking opportunities and formalisation of networking structures</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 5 networking structures developed/formalised</li> </ul>                               |  |   |   |
|                                     | <ul style="list-style-type: none"> <li>Supporting the involvement of BME communities in local community groups and other engagement structures</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 12 members of the BME community involved (that are not currently involved)</li> </ul> |  |   |   |
|                                     | <ul style="list-style-type: none"> <li>Further development of targeted integration projects involving BME and indigenous communities</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 18 projects</li> <li>Min. of 270 participants</li> </ul>                              | <b>Cohesion, Sharing and Integration</b> |   |   |

| PRIORITY THREE: CHALLENGE OF CHANGE |  |   |             |  |
|-------------------------------------|--|---|-------------|--|
|                                     | <ul style="list-style-type: none"> <li>Encouraging involvement of BME communities in Inspiring Change and Future Foundations priorities****</li> </ul>   | <ul style="list-style-type: none"> <li>Min. of 30 members of the BME community involved</li> </ul>  | Anti-racism |  |
|                                     | <ul style="list-style-type: none"> <li>Further development of projects and programmes which address racism</li> </ul>  | <ul style="list-style-type: none"> <li>Min. of 24 school roadshows</li> <li>Min. of 12 anti-racism projects/programmes</li> <li>Mediation – min. 12 participants</li> </ul>   |             |  |
|                                     | <ul style="list-style-type: none"> <li>Expansion of Racist Incidents Reporting Scheme to other parts of the cluster</li> </ul>   | <ul style="list-style-type: none"> <li>Expansion of scheme to min. of 2 other areas</li> <li>Min. of 50 reports</li> </ul>  |             |  |
|                                     | <ul style="list-style-type: none"> <li>Continued involvement in anti-racism campaigns</li> </ul>   | <ul style="list-style-type: none"> <li>Involvement in Anti-Racist Workplace Week 2011, 2012</li> <li>Support for Unite Against Hate Campaign</li> <li>Cluster wide and Cross-border anti-racism campaign</li> <li>Min of 6 Challenge of Change Champions further developed</li> </ul> |             |  |
|                                     | <ul style="list-style-type: none"> <li>Fieldwork by Priority Officers</li> </ul>   | <ul style="list-style-type: none"> <li>Min of 8,000 hours of officer time supporting the delivery of the priority</li> </ul>  |             |  |
| <b>Results</b>                      | <ul style="list-style-type: none"> <li>Sustained project work between BME and indigenous communities</li> <li>Increased capacity of BME communities and groups to get involved in civic, community and political life</li> <li>Increasingly informed BME population</li> <li>Greater indigenous/BME community collaboration</li> <li>Mutual understanding and respect for cultural diversity</li> <li>Reduction in racist incidents/attacks</li> <li>Increased understanding of public policy and structures by the BME community</li> </ul> |   |             |  |

### PRIORITY THREE: CHALLENGE OF CHANGE

|               |   |
|---------------|---|
| <b>Impact</b> | <ul style="list-style-type: none"> <li>• Increased network of friendships across communities</li> <li>• Improved levels of trust and understanding between indigenous and BME communities</li> <li>• Communities are seen to be welcoming and safe environments for all</li> <li>• BME communities are actively engaged in civic, community and political life</li> </ul> |
|---------------|---|

In addition to the above three priorities a number of additional actions will be undertaken. These are specifically linked to the Supporting Pillars. The Strategic Grants Programme will be managed by the Lead Partner while the other actions will be undertaken by Priority Officers as part of their role.

|   | Links to Cross-Cutting Themes | Budget   | Links to Supporting Pillars |
|---|-------------------------------|----------|-----------------------------|
| Strategic Grants Programme  | All                           | £784,992 | Strategic Grants            |
| Signposting to and involvement of beneficiaries between priorities **** |                               | -        | Community Based             |
| Capturing of best practice ****   |                               | -        | Focus                       |
| Development of exit strategy for post Peace III ****                    |                               | -        | Legacy Planning             |

### **8.3. TIMELINE**

The timeline outlined overleaf is an indication of key milestones for the implementation of the Phase II PRAP. The timeline is based on the guidance from SEUPB that Phase II of the programme will run from 1 January 2011 to 31 December 2013. As the Southern Partnership Phase I timeline was extended to May 2011 this will therefore result in an overlap between Phase I and Phase II.

The timeline is conditional on the completion of any required Economic Appraisals prior to the end of 2010 and the issuing of contracts for Phase II by SEUPB to the Partnership in January 2011. It is also conditional on the completion of the programme by 31 December 2013. Should there be an extension to 2014 this timeline will be revised.

The timeline may also be affected by the Southern Partnership's examination of the Plan and priorities, relative to local conditions and need, and the outcomes of the detailed action planning.

**Table 8.2**  
**Phase II Timeline**

| Action  | Phase I delivery/wrap up + Phase II preparation |        |        |        |        |        |        |        |        | Phase II delivery |        |        |        |        |        |        |        |
|---|---|--------|--------|--------|--------|--------|--------|--------|--------|-------------------|--------|--------|--------|--------|--------|--------|--------|
|   | Sep-10  | Oct-10 | Nov-10 | Dec-10 | Jan-11 | Feb-11 | Mar-11 | Apr-11 | May-11 | Jun-11            | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 | Dec-11 | Jan-12 |
| Phase I delivery  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Phase I wrap-up   |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Approval of PRAP by Statutory Joint Committee                     | 16th  |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Submission of Phase II plan to SEUPB                              | 17th  |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Review of Partnership membership                                  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Economic Appraisals by SEUPB (if required)                        |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Letter of Offer from SEUPB  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Partnership Development Programme                                 |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Detailed Action Planning  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Preparation for Phase II *  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Officers in post for Phase II                                     |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Phase II cross-cutting theme sub-groups established               |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Commencement of Phase II  |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Development of strategic grants criteria and application material |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Commissioning of other strategic priority programmes              |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Promotion of strategic grants                                     |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Assessment of strategic grants applications                       |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Award of strategic grants   |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |
| Ongoing delivery of priorities                                    |   |        |        |        |        |        |        |        |        |                   |        |        |        |        |        |        |        |

\* including criteria and commissioning procedures and processes

## 8.4. RESOURCE ALLOCATION

As indicated in the Phase II guidelines the budget allocation in Phase I is a useful indicator for Phase II planning. We note that a variance of 30% can apply to account for the quality of the plan, Phase I performance and the capacity to absorb further funding.

The resource requested for the Phase II plan is £4,263,571. This consists of:

- £3,709,307 for priorities and strategic grants; and
- £554,264 for management support (see Chapter 9).

The budget has been calculated from:

- the costs associated with delivering Phase I; and
- calculations provided by Council Officers based on their experience of delivering similar activities under Council and other funding programmes.

The Phase II guidelines also indicate that an even spend profile is envisaged over the period. Following this guidance the programme budget is likely to be allocated as follows:

| Year                 | Allocation | £         |
|----------------------|------------|-----------|
| June – December 2011 | 22%        | £937,985  |
| 2012                 | 39%        | 1,662,793 |
| 2013                 | 39%        | 1,662,793 |

The resource allocation for each of the strategic priorities is:

| Strategic Priority         | Total<br>£        | %          |
|----------------------------|-------------------|------------|
| Inspiring Change           |                   |            |
| Investing in Our Future    | 689,348           | 16         |
| Engaging in Good Relations | 753,859           | 18         |
| Future Foundations         | 648,811           | 15         |
| Challenge of Change        | 832,297           | 20         |
| Strategic Grants           | 784,992           | 18         |
| Management Support         | 554,264           | 13         |
| <b>Total</b>               | <b>£4,263,571</b> | <b>100</b> |

A detailed budget is presented at Appendix XII.

### 8.4.1. Additional Resource Request

In line with SEUPB's guidelines on variance to resource, the Southern Partnership is requesting additional funding of £943,045 (22%) to enhance the delivery of the PRAP. The additional resource will be allocated to:

- **A reactionary fund** – this fund would enable the Southern Partnership to respond quickly to unforeseen circumstances and issues should they arise within the cluster. Focused on short term interventions, the fund

would be used, for example, when community tensions escalate rapidly in an area or where issues linked to heightened dissident or paramilitary activity occur because of a recent incident;

- **Additional communication and promotion of the Peace III programme** – this would enable the Southern Partnership to promote the Peace III programme more widely across the cluster and ensure that residents are provided with the opportunity to learn more about and potentially participate in the planned activities. The funding would also support roadshows, increased media coverage, additional newsletters and an enhanced website;
- **Enhanced programme delivery** – this would enable the performance targets in the Action Plan to be enhanced. More activities could take place and more people could participate. For example, it would enable:
  - A range of smaller events to take place as part of the Inclusive Celebrations action;
  - An greater number of shared spaces to be supported and developed;
  - An increased number of projects which address racism; and
  - An animation resource (linked to a capacity building programme) to assist the future development of small or start-up groups; and
- **Community Liaison Officers** – the additional funding would enable two Community Liaison Officers to be appointed. Their role would geographically based and they would co-ordinate delivery of actions at a local level in identified areas<sup>14</sup>.

| Strategic Priority                    | Total<br>£      |
|---------------------------------------|-----------------|
| Reactionary Fund                      | £40,000         |
| Additional Communications & Promotion | £20,000         |
| Enhanced Programme Delivery           | £682,000        |
| Community Liaison Officers            | £201,045        |
| <b>Total</b>                          | <b>£943,045</b> |

## 8.5. PROJECT SELECTION

Specific criteria will be drawn up for project selection by the Partnership according to each strategic priority consistent with the Programme and SEUPB guidelines. This will be published openly prior to the public procurement procedures used to select delivery agents. Delivery agents will be expected to provide best quality delivery and value for money.

It is expected delivery agents will be from the public or voluntary and community sectors, as appropriate for each strategic priority providing the best delivery

<sup>14</sup> See Appendix X – Options 1b and 2b

mechanism. There may be open and closed commissioning procedures used and partnership agreements put in place.

## 8.6. SELECTION PROCESS

The criteria and brief for each programme will be published, including outcomes anticipated, outputs and other delivery requirements. The overall process will be adherent to good practice guidelines within the public sector and will be open and transparent. As suggested by SEUPB we anticipate weighting of application selection to be as follows:

| Aspect                         | Weighting % |
|--------------------------------|-------------|
| Equal opportunities            | 10          |
| Sustainable development        | 10          |
| Efficiency and effectiveness   | 20          |
| Programme and measure specific | 60          |

## 8.7. MEASURE SPECIFIC

The Partnership's measure specific criteria will draw on the definitions of reconciliation that are consistent through the Peace programme, as defined by Hamber and Kelly. These include:

- Building positive relationships;
- Having a shared vision of an interdependent and fair society;
- Acknowledging and dealing with the past;
- Cultural and/or attitudinal change; and
- Social, economic and/or political change.

## 8.8. TARGET AREAS

There are specific areas that will be targeted by the Plan. These will be consistent with identified needs and with the overall guidelines for the Peace programme. The guidelines emphasise areas at interfaces, those areas still suffering due to the conflict, areas isolated by border closures, and areas with high incidence of racial and sectarian crime and tension.

The target areas will include areas such as:

- Portadown, Lurgan and Brownlow;
- Greater Mourne area including South Down;
- Newry city;
- South Armagh;
- Louth and Monaghan;
- Rural areas generally including border areas;
- Social housing areas with particular needs;
- Neighbourhood Renewal areas/Areas at Risk;
- Segregated communities and interface areas; and

- Crime 'hot spots' for sectarian/racist attacks as identified by PSNI (and other relevant agencies) statistical profiles/knowledge and in conjunction with respective communities.

The list of target areas is not exhaustive and will be reviewed annually. These target areas will be relevant to all aspects of the action plan but specific commissioned bids will be asked to detail the areas specifically targeted by their bid.

## **8.9. TARGET GROUPS**

The groups targeted according to need include:

- Community representatives/groups/activists;
- Voluntary groups;
- Statutory organisations;
- Political representatives;
- Ex-service personnel;
- Ex-combatants;
- Cultural institutions;
- Young people;
- Older people;
- BME communities
- Indigenous communities.

The list of target groups is not exhaustive and will be reviewed annually. These target groups will be relevant to all aspects of the action plan but specific commissioned bids will be asked to detail the areas specifically targeted by their bid.

## 9. MANAGING THE STRATEGY

### 9.1. INTRODUCTION

This chapter provides details of how the Phase II PRAP will be managed. Information is presented on the delivery approach, programme management, management support costs, programme governance, monitoring and evaluation, and communications.

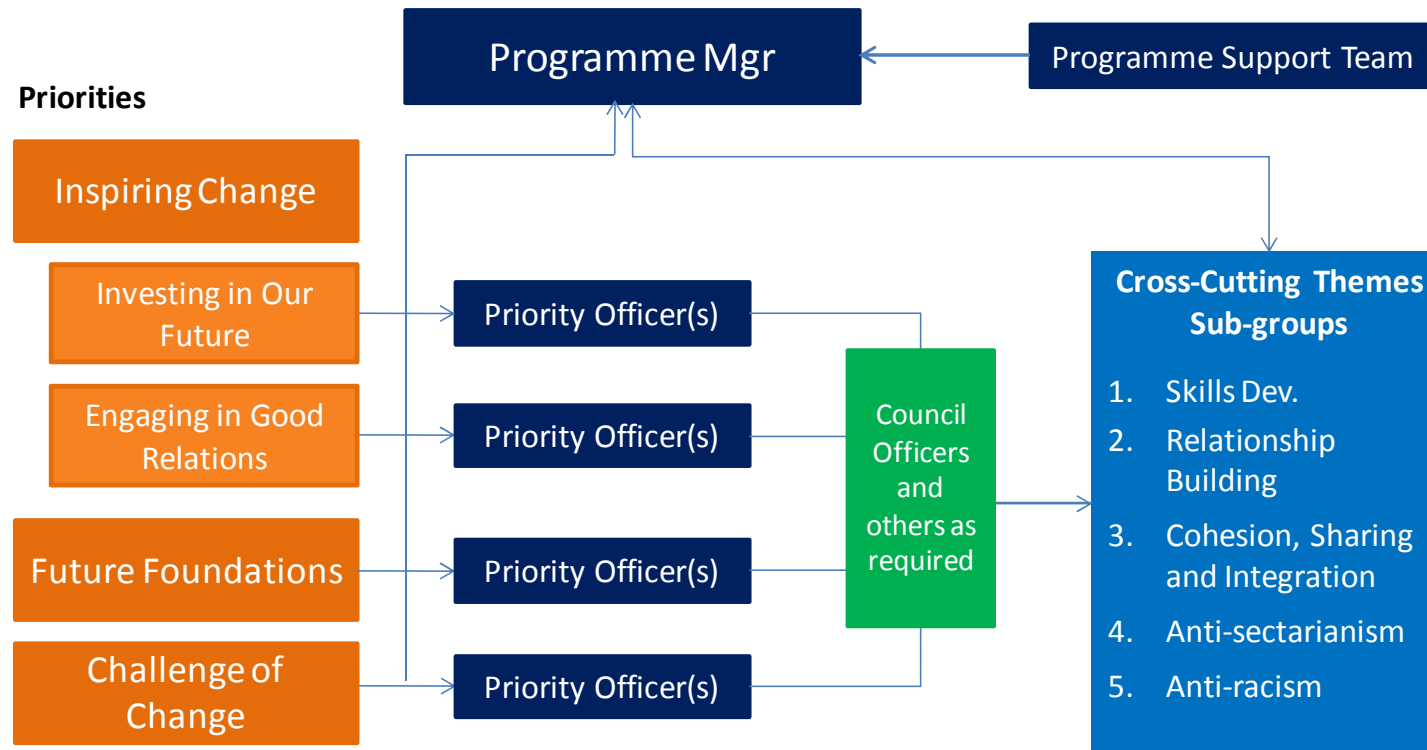
### 9.2. DELIVERY APPROACH

A range of delivery approaches for Phase II were considered by the Steering Group. In considering options, cognisance was taken of the Phase I delivery approach and the learnings from this. In particular the Steering Group was conscious of the need to deliver a more targeted approach and reduce duplication and overlap where possible. The delivery approach also needed to incorporate delivery against the three priorities and the five cross-cutting themes (as set out in Section 7.5). Efficiency, effectiveness and value for money were also considered.

Appendix X sets out the options considered and Figure 9.1 overleaf sets out the selected option. The approach is priority led, with officers aligned to the priorities and sub-priorities (as set out in the Action Plan). Priority Officers would report to the Partner Delivery Agents and also meet monthly with the Programme Manager (as in Phase I). Within their job descriptions Priority Officers would also have responsibility for specific cross-cutting themes.

Sub-groups for each of the cross-cutting themes would be established (meeting every 4-6 weeks). These sub-groups would report to the Programme Manager. Priority Officers would attend sub-groups along with relevant Council officers (e.g. Good Relations, Community Development) and other representatives as required. A Council lead for each sub-group would be appointed for the purposes of procuring services (if required).

Figure 9.1  
**Delivery Approach**



### 9.3. PROGRAMME MANAGEMENT

The Lead Council (Newry & Mourne District Council) will continue to have overall responsibility for implementing, managing and monitoring the PRAP. The audit arrangements for Phase I will continue for Phase II.

To support the delivery of the Plan the Lead Council will appoint a Programme Support Team (as in Phase I). This will consist of a:

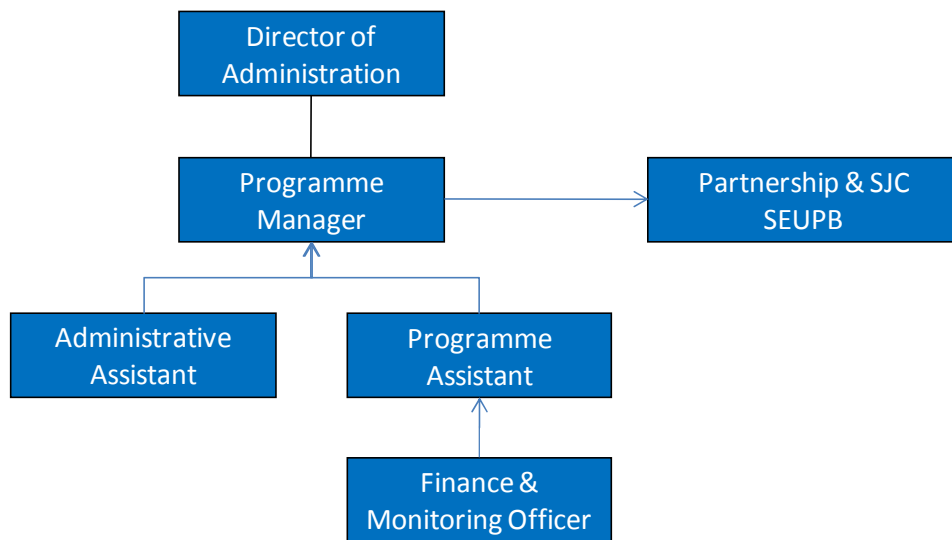
- Programme Manager;
- Administrative Assistant;
- Programme Assistant; and
- Finance and Monitoring Officer.

Job descriptions for these positions are provided at Appendix XIII.

The Programme Manager will report to the Director of Administration in Newry & Mourne District Council as well as the Southern Partnership, Statutory Joint Committee and SEUPB. The Programme Assistant and Administrative Assistant will report to the Programme Manager and the Finance & Monitoring Officer will report to the Programme Assistant.

Figure 9.2 sets out the proposed management structure.

Figure 9.2  
**Phase II Management Structure**



#### 9.4. MANAGEMENT SUPPORT COSTS

The costs for the implementation of the Plan are estimates based on Phase I experience. Costs are subject to variation of approval of the Plan and any conditions attached.

Contribution to management support costs from the overall budget will be £554,264 over the period from June 2011 to December 2013. This represents 13% of the overall budget, and increase from 10% in Phase I. However if the Phase I evaluation costs are taken into consideration (£42,636 or 1%), this only represents an increase in management support costs of 2%. Furthermore Strategic Grants will operate under management support therefore resulting in significant savings from Phase I (£51,867).

| Cost   | Phase I         | Phase II        |
|--|-----------------|-----------------|
| Management Support                             | £426,357        | £554,264        |
| Evaluation                                     | £42,636         | -               |
| Small grants programme delivery and governance | £167,138        | -               |
| <b>Total</b>                                   | <b>£606,131</b> | <b>£554,264</b> |

The increase in management support costs is essential for several reasons, namely:

- The Phase II implementation period is longer than Phase I;
- Management support for Phase I is under-resourced. Programme Support consists of only three staff - Programme Manager, Administrative Assistant and Finance and Monitoring Officer. Our experience is that three staff is inadequate to efficiently deliver the Plan given the workloads of staff and the levels of administration and reporting required by SEUPB. The increase will allow for a fourth part-time member of staff to be employed; and
- The Interim Evaluation report concluded that Officers were under a great deal of pressure to delivery the priorities. It was recommended that Officers should work more strategically however this is not currently possible with three staff.

Table 9.1 summaries the management support costs.

Table 9.1

##### Management Support Costs

| Cost                              | Total<br>£      |
|-----------------------------------|-----------------|
| Salaries (Programme Support Team) | £407,326        |
| Consultancy / professional        | £10,000         |
| Audit                             | £9,000          |
| Publicity & advertising           | £25,000         |
| Partnership                       | £27,938         |
| Overheads                         | £75,000         |
| <b>TOTAL</b>                      | <b>£554,264</b> |

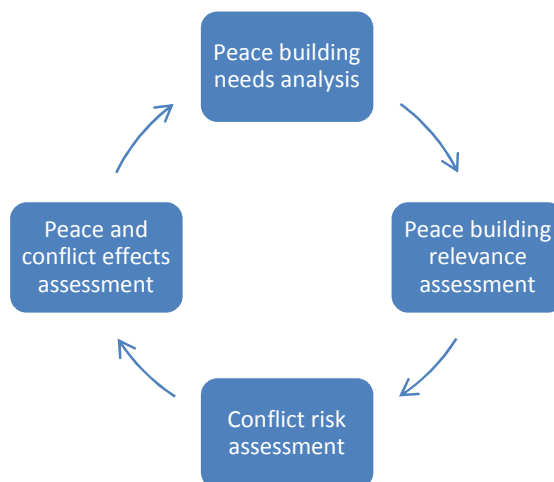
## 9.5. PROGRAMME GOVERNANCE

The delivery of the PRAP will be overseen by the Southern Partnership and the Statutory Joint Committee (see Section 3.2). The Partnership Agreement is attached at Appendix III.

## 9.6. MONITORING AND EVALUATION

### 9.6.1. AID FOR PEACE APPROACH

The Peace III Programme is being evaluated using the **Aid for Peace Approach**, which facilitates the planning and evaluation of peace and aid interventions taking place in situations of latent or manifest violent conflict or in the aftermath of a violent conflict or war<sup>15</sup>. It involves the following approach:



The latter steps of the approach are fundamentally based upon taking a Logic Model approach to evaluation where the objective is to assess the direct and global effects (respectively termed as results and impact) of an intervention on the existing peace and conflict situation. Specific activity indicators/targets (“outputs”), direct outcomes (“results”) and non-direct/long-term outcomes (“impacts”) have been agreed by the Partnership for each of the three priorities in the PRAP and these are set out in the Action Plan. The Phase I Aid for Peace Indicators have been reviewed by the Steering Group and it was decided that these are still relevant for Phase II. These are also the aims of the PRAP, and are:

- **Increased community cohesion** through attitudinal change - increased respect, trust and understanding within and between communities providing sustained relationships;

<sup>15</sup> Source: SEUPB - Phase II Guidelines and Assessment Framework

- Positive impact upon behavioural patterns resulting in the **reduced manifestation of sectarianism and racism in the community**; and
- **Good Relations embedded in the community at all levels** through an increased shared vision of an interdependent and fair society.

### 9.6.2. MONITORING AND EVALUATION PROCEDURES

The external evaluation of Beyond Tolerance has established a comprehensive evaluation framework and data capture systems. The research methodology involves:

- Desk research and statistical profiling;
- Development of the monitoring and evaluation framework and associated toolkit;
- Pre- and post-intervention participant surveys;
- Post-intervention quantitative attendee feedback;
- Large scale face-to-face event surveys;
- Data analysis; and
- Stakeholder and participant consultations.

It is proposed that the frameworks and systems for Phase I will be updated and utilised for Phase II where possible.

Qualitative and quantitative baseline indicators will be established in order to measure the impact of the programme. The evaluation will record and systematically review progress against initial activity targets. It will measure impact on the Cluster area, specific groups and the work of the Partnership.

The evaluation process will assist the Partnership in achieving the aims of the Building Positive Relations objectives and those of the PRAP. It will also aim to provide robust evidence in order to shape future interventions.

As in Phase I all Partners will be required to complete Partner Delivery Agent reports on a monthly basis. Progress reports and an annual report will be prepared by the Lead Council and submitted to the Southern Partnership. The Partnership will report regularly to SEUPB and will undertake ongoing liaison with the Consortium.

## 9.7. COMMUNICATIONS

The Southern Partnership is committed to ongoing consultations with local communities across the cluster. The Plan is seen as a living document requiring ongoing community involvement.

Each Council area will hold consultation meetings on an annual basis to explore progress to date, refinement of the Plan and identification of new issues and needs. Feedback will also be facilitated through the Southern Partnership website.

A detailed communications plan will be prepared for Phase II.