

**EVALUATION OF THE
'MAXIMISING COMMUNITY SPACE'
PROGRAMME**

ROUND II

K.C. CONSULTING

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ABBREVIATIONS

COSTA	Community Organisations of South Tyrone and Area
EU	European Union
IFI	International Fund for Ireland
MDM	Multiple Deprivation Measure
OCN	Orange Community Network
RDC	Rural Development Council
SPSS	Statistical Package for Social Sciences

Executive Summary

In 2006 the Northern Ireland Rural Development Council (RDC) introduced a pilot programme of support, the *Maximising Community Space* programme, which aimed to:

- ★ Increase the capacity and confidence of groups managing rural halls;
- ★ Support the wider usage of existing space in halls throughout rural Northern Ireland, and
- ★ Foster and develop good relationships within and between communities.

The programme was managed by the RDC and funded by the International Fund for Ireland (IFI) and the EU Peace II Programme. The programme had two strands: strand one focused on capacity building and Good Relations training and was a prerequisite for strand two, the minor works capital programme.

Strand 1 of the second round of the programme has been operational since July 2007 working with 29 groups. The majority of the groups involved in the Programme are single identity community associations based in Orange Halls. A number of church groups and cross-community development associations based in neutral venues are also involved.

In summary, the programme succeeded in its aim of increasing the capacity and confidence of groups managing rural halls. It also encouraged groups to begin considering ways in which they might reach out to the wider community. Round 2 groups have demonstrated that they saw the programme as the first stage of a journey and many of them are seeking funding from other sources to further enhance their premises and increase the range of activities on offer. Groups received a high degree of support from RDC staff and associated consultants throughout this process.

Perhaps, though, the most ostensible legacy of this programme is the visible change in the rural landscape brought about through the refurbishment of these rural halls, transforming them from disrepair to vibrant community resources which fully comply with all health and safety and building control legislation and are sure to meet the needs of their local communities for years to come. In general, halls in Round 2 had not reached a stage of disrepair which rendered them unusable. The emphasis,

therefore, was on bringing them to a standard of compliance with modern regulations and ensuring that usage levels could be maintained into the future.

Overall the RDC provided first-class management of this programme. Our recommendations for future improvements are therefore only suggestions which have arisen in the course of conducting our fieldwork which may further enhance an already strong intervention.

1.0 Introduction

1.1 Context and Background

Having completed extensive primary and secondary research, the Northern Ireland Rural Development Council (RDC) and The International Fund for Ireland (IFI) identified a number of programme areas where they both could add greatest value in terms of addressing social and economic disadvantage. The RDC had long been aware of the high demand for funding to undertake minor works to upgrade and refurbish rural community halls. The RDC recognised that such work had the potential to enhance community cohesion and morale through the provision of a space where the community can come together in a range of shared activities, contributing to the ongoing sustainable development of these rural halls. Indeed, in the RDC report, *Picture of Rural Change (2002)*, community halls are cited as being one of the most crucial assets in the formation and sustaining of community social capital. The need for a programme of this kind was further underlined by the findings emerging from the RDC and Fund independently commissioned feasibility study and studies completed by the Rural Community Network, the Orange Community Network and Deirdre Fitzpatrick & Associates. In particular, RDC had identified the need to engage with ‘those non-stereotype community organisations who, for various reasons, have not availed of community relations, capacity building or grant-aided activity/projects in the past’ (*Programme Proposal*, May 2006, p.1).

In this context, the RDC introduced a pilot programme of support - *Maximising Community Space*. This programme aimed to:

- ★ Increase the capacity and confidence of groups managing rural halls;
- ★ Support the wider usage of existing space in halls throughout rural Northern Ireland, and
- ★ Foster and develop good relationships within and between communities.

The programme was managed by the RDC and funded by the IFI and the EU Peace II Programme. The programme had two strands:

Strand One

This strand was funded by the International Fund for Ireland and proposed a focused programme of development support targeting up to 30 communities from across rural Northern Ireland. Based on a facilitated needs analysis, a programme of support would be tailored to the needs of the individual group. It included a compulsory

'Promoting Good Relations' module specific to group capacity and stage of development. It also offered technical support from the following proposed menu of provision:

- ★ Programme Planning
- ★ Financial Management
- ★ Fundraising
- ★ Accessing Funding
- ★ Managing your Building
- ★ Project Planning, Design and Legal Issues
- ★ Publicity and Communications
- ★ Striving for Sustainability.

The support was delivered on both an individual group and clustered basis in a range of ways including mentoring, training, networking and best practice visits. Participation on the development support programme was mandatory and only those completing this programme were eligible to apply for project grant assistance.

Strand Two: Grant Assistance

This strand was funded by the EU Peace II Extension Programme, Measure 1.11 – Rural Reconciliation and Regeneration. It provided project grant and implementation support for minor works to support the wider usage of existing facilities. Grants of between £10,000 and £40,000 or 95% of the total cost of the project, whichever was lesser, were available subject to satisfactory completion of the development support programme and a detailed assessment of a completed project grant application. At least 5% of the match funding had to be raised locally. In normal circumstances the total project cost was expected not to exceed £100,000.

Proposed projects might include:

- ★ Small-scale extensions or renovation works to accommodate multiple activities
- ★ Sub-divisions of premises to allow for multiple usages
- ★ Alterations to the mechanical and electrical services to allow for efficient use of the premises
- ★ General works to meet health and safety standards.

The opportunity to apply for Strand 2 was only open to those organisations successfully completing the development support programme.

Round 2 of the pilot programme has been operational since July 2007 working with 29 groups – mostly single identity organisations, but with some cross-community development associations also involved.

1.2 Terms of Reference

In December 2008 the Rural Development Council appointed K. C. Consulting to undertake an external evaluation of Round 2, Strand 1 of the *Maximising Community Space* programme under which 30 groups had been successful (see Appendix A).

K.C. Consulting carried out a summative learning-oriented evaluation which sought to answer the following questions:

- How well did the programme meet the aims, priorities, objectives and targets as set out in the original programme proposal?
- To what extent did the programme remain relevant to the needs of its target groups?
- How successful was the Development Support training delivered?
- What are the key lessons to be learned from the implementation of this programme?
- Can recommendations be made regarding the design and implementation of any future programmes?

In seeking to answer these evaluation questions, a range of qualitative and quantitative methodological tools were used to identify the lessons learned regarding:

- i. The outputs (What were the deliverables in the *Maximising Community Space* programme?)
- ii. The outcomes (What use was made of these outputs by the beneficiaries?)
- iii. The impact of the project (Were there any long-term consequences of these outcomes?)

2.0 Methodology

Given that the evaluators had already gained a significant insight into the background, context and rationale for the *Maximising Community Space* programme, they decided to adapt their methodology for Round 2 to accommodate the learning which they had accumulated by conducting the evaluation of Round 1 of the programme. The evaluators and the RDC agreed the Terms of Reference for the evaluation of this particular round of the programme. The following methodology was then adopted:

I Desk Research

In addition to the documents reviewed in the preliminary desk research phase for Round 1 of the programme (detailed in the evaluation of Round 1), the evaluators reviewed the following documentation for Round 2 of the *Maximising Community Space* programme:

- List of Round 2 Groups accepted on to the programme
- Status of groups under Strand 1 and Strand 2
- Contact details for groups
- Schedule of launch events
- Study Visit reports x 3
- Good Relations reports x 29
- Reports on Monitoring Visits x 29

All 30 files of the groups who were successful under Round 2, Strand 1 were also reviewed.

II Individual Interviews

○ Face-to-Face Interviews

In addition to the individual interviews which were conducted with members of RDC staff and other key stakeholders for Round 1 of the *Maximising Community Space* programme (see Round 1 evaluation for details), the evaluators conducted individual interviews with the following people with specific reference to Round 2:

- Mary Mc Anulty of Dara Training and Consultancy;
- Peter Osborne of Rubicon Consulting;
- Olga Gallagher, RDC;

- Séana Quinn, RDC, and
- Valerie Stewart, RDC.

A number of attempts were made via telephone to speak with Ken Gibson, International Fund for Ireland, to arrange a suitable time for interview. Unfortunately he was not available in the timescale.

- **Telephone Interviews**

Telephone interviews were also conducted with individuals drawn from a random sample of five groups.

- **Email Communications**

Due to the inclement weather and timeframe for the completion of the evaluation of Round 2, the evaluators made contact via email with the development support consultants, Mc Cready, Donnelly, and Lowry to ascertain their views with specific reference to Round 2 of the *Maximising Community Space* programme.

As with all interviews undertaken, regardless of the format, the evaluators adhered to an interview guide which they had devised. This ensured a degree of standardisation in the questions which were asked of each respondent, thus enhancing the reliability of the findings.

III Survey

The evaluators conducted a postal survey of the 30 groups who had been successful under Round 2, Strand 1 with thirty postal questionnaires being issued to these groups. The questionnaire has been included in Appendix B.

IV Analysis

The data collected through tools I – III of the above methodology were then analysed to ascertain the emergence of themes which might help in answering the evaluation questions. The data generated by means of tools I – III were manually coded, the catalogue of concepts being verified by a second independent evaluator. The findings arising from this analysis were triangulated through the survey. Survey responses were analysed using SPSS (Statistical Package for Social Sciences).

3.0 Results

The findings presented herein are based on the results arising from the following:

- Documentation review;
- Individual interviews, and
- Survey.

3.1 Presentation of Findings

Questionnaires were distributed to the 30 groups which participated in Round 2, Strand 1 of the *Maximising Community Space* programme. Thirteen questionnaires were completed and returned giving a response rate of 43.3%.

The groups universally described the programme as being ‘very relevant’ or ‘quite relevant’ in meeting their needs. 84.6% of the groups surveyed were ‘very satisfied’ with the programme and 15.4% were ‘quite satisfied’. Evidence from individual interviews further suggests that groups were enthusiastic about the programme and particularly liked the fact that the training was very practical. Even when groups were apprehensive about engaging in any sort of training, the development support on offer helped them to relax and enjoy the learning experience. They subsequently gave positive reports of their participation in training. Groups were satisfied with the fact that participation on the programme had helped to raise group capacity and the ability to more effectively manage their hall.

There was a high level of satisfaction amongst groups with the support, guidance and commitment offered by the staff at the RDC. One respondent commented:

“Some people might say it’s their job to help you but I think they go beyond their job”.

Another added: ‘Support from RDC couldn’t have been better’.

Data collected suggests that the groups greatly valued the input from the training and Good Relations consultants. Mc Cready, Donnelly and Lowry were described as being ‘first-class’ and ‘excellent’. Respondents also seemed to particularly enjoy the sessions offered by Diane Greer, a Good Relations consultant delivering on behalf of the Workers’ Educational Association.

7.7% of survey respondents were unsure as to whether they had fully understood the aims and objectives of the *Maximising Community Space* programme. 23.1% of survey respondents thought that there were factors for the RDC at programme level which inhibited the *Maximising Community Space* programme in achieving its aims and objectives. These factors included the sheer amount of paperwork involved in administering the programme and the tight timescale. Two groups identified factors at project level which inhibited the group in achieving their aims and objectives.

These factors were identified as being:

- Inclement weather;
- Conducting a competitive tendering process;
- Identifying suitable times for attendance at the training sessions given people's already busy schedules, and
- Tight timeframe for the programme.

Most groups indicated that they perceived no real problems with the programme other than the fact that it was 'a bit rushed'.

The *Maximising Community Space* programme met the expectations of all the groups surveyed. As for Round 1 of the programme, the needs identified by the groups before participation on the programme focused on raising the building to acceptable health and safety standards and on building the capacity of the group to manage their hall more effectively as a community resource.

All groups had identified a programme of capital work which would need to be carried out in order to make the hall fit for purpose. This work may have included, for example, the provision of toilets/kitchen/heating/disabled access/fire escapes/insulation/new floor/new electrics. Given the programme of capital work, it is perhaps unsurprising that some groups and staff cited difficulties around planning permission and building control as a factor in delaying progress. Indeed, difficulties in submitting altered plans within the given timeframe was cited as being the primary reason by one group for their withdrawal from the programme. In other cases where planning/building control difficulties arose and deadlines were looming, RDC staff intervened (and in some cases elected representatives) to negotiate with the authorities and make them aware of the situation.

As regards groups' priorities for the next five years, most groups stated that increasing the usage of their hall or maintaining existing levels of usage, and developing the activities on offer were their primary concerns. Growing their membership was also of high importance, with a view to attracting new people to get involved, including women and younger members of the community. As for Round 1 groups, however, addressing the sustainability of the group remains a priority for a significant number of Round 2 participants.

In contrast to those groups participating in Round 1 of the programme, participation on the programme has seemed to act as a particular catalyst for more groups on Round 2. Some Round 2 groups are now eager to source other funding which will allow them to complete additional capital works, such as renovating the exterior of the halls, making improvements to the outside grounds or adding storage space. Perhaps due to the fact that no funding was available under this round for equipment, the groups in Round 2 have begun to identify and, in some cases, sourced, additional funding from other sources for equipment for the newly refurbished halls.

Concerning the achievement of programme level objectives the following results have been noted:

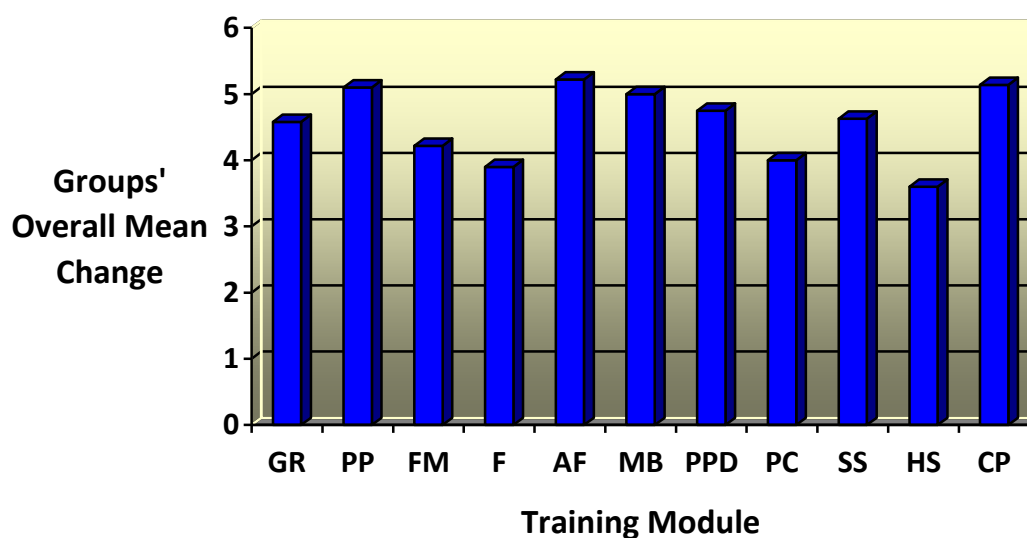
- **Increase the capacity and confidence of groups managing rural halls**

The average number of group members attending training sessions was 6.1 with the range being 3.6 to 8.6. This is fewer than the average number of members attending for Round 1 groups (mean = 7.4, with the range being 2.3 to 16.8). The virtual simultaneous running of Strands 1 and 2 meant that consultants were often unable to offer training in the groups' own halls. This was not ideal, especially given the sensitive nature of some of that training where groups may have felt more at ease being within their own surroundings and comfort zone.

The groups universally felt more confident about managing their hall. As can be seen from figure 1 below, overall, through participation on the programme, the groups on average noted the greatest change in their capacity to access funding (a mean change of 5.2 when rating capacity before and after training). The smallest change for the groups on average was in their capacity for health and safety (a mean change

of 3.6 when rating capacity before and after training). This may be due to the fact that some groups had already engaged in some form of Health and Safety training before participating on this particular programme. Moreover, although Round 2 groups seemed to be generally higher capacity groups than those involved in Round 1, Round 2 groups did report greater changes in ranking their capacity before and after participation on the programme (see Appendix G). This may be due to the fact that the expertise or capacity of the Round 2 groups lay outside these modules (for example, in knowledge of the building trade on an operational basis) or indeed groups in Round 2 were more realistic in ranking their capacity before participation on the programme. Indeed, RDC staff had suggested that some groups involved in Round 1 of the programme had over-estimated their knowledge, skills and abilities.

Figure 1: Groups' Overall Mean Change in Capacity by Training Module



Key

GR	Good Relations	PPD	Project Planning & Design
PP	Programme Planning	PC	Publicity and Communications
FM	Financial Management	SS	Striving for Sustainability
F	Fundraising	HS	Health & Safety
AF	Accessing Funding	CP	Child Protection
MB	Managing Your Building		

Only one group would have preferred to secure this funding from a programme with no capacity building element with another group being 'unsure'. All groups surveyed believed that this programme had allowed them to network and share best practice

with other groups managing rural halls. Over 84% of groups surveyed had identified a strategy for sustainability for their group and hall.

- **Support the wider usage of existing space**

Most groups surveyed (84.6%) claimed to hold more activities in the hall following participation on the programme. Follow-up monitoring visits which have been conducted by RDC staff have provided hard evidence to support group claims as to increased usage of the hall.

Virtually all groups proposed to provide a wider range of activities. In many cases, this has already happened but in some cases it has not yet been possible as the capital work has only just been completed. Of the groups who did provide hard evidence, additional activities offered included classes such as music lessons, sports activities as well as hosting community events such as dances, concerts and social evenings. For the groups in Round 2 of the programme, the motivation was to keep usage at a high level rather than extend it. Most halls in Round 2 did not seem as dilapidated as Round 1 halls and, because of this, were relatively well used even before participation on the programme. Groups applying to participate under Round 1 of the *Maximising Community Space* programme were likely to be those halls in most urgent need of repair and those halls which had been least used in recent years because of their poor condition.

- **Foster and develop relationships within and between communities**

The programme was generally accepted among the groups who responded as having made a contribution towards building more positive community relations and a more peaceful, prosperous and stable rural society. Tangible evidence of this may be found in the fact that the groups did seem to embrace a more inclusive approach to managing their hall. 15.4% of groups had changed the composition of their management committee to be more inclusive with 69.2% of the groups believing that their management committee is now representative of the wider community. In the main, changes to management committees have mostly focused on bringing in more women or young people from the majority community within the area. Given the single identity nature of some of the halls and the legacy of “the Troubles” in the areas where they exist, it is perhaps unrealistic to expect a rapid move towards a

more cross-community focus, although some groups seem sincere in their desire to move towards this.

Only one group did not agree that participation on the programme had made a contribution towards building more positive community relations and a more peaceful, prosperous and stable rural society.

All groups who responded felt supported and encouraged to reach out to people in the community whom they did not access in the past. Indeed, 53.8% of groups had changed the way in which they marketed and publicised the activities now taking place in the hall – they were able to cite at least one group who now use the hall but had not done so previously. RDC staff pointed out that they felt that there was an inherent difference in the approach adopted by those groups under Round 1 and those under Round 2 in their approach to marketing their halls and publicising the activities going on there. Given the dire state of disrepair of the majority of halls under Round 1, staff felt that this led Round 1 groups to mostly focus on getting the hall refurbished to an appropriate standard within the time available. This may have led Round 1 groups to believe that once they had completed their programme of capital works, their halls would be used more fully again simply because urgent works had been addressed. RDC staff suggested that such groups may have believed that they themselves did not need to actively approach members of the community to encourage them to use the hall but rather that those wishing to use the hall would come to them. By the fact that most Round 2 groups had not previously considered applying for funding under Round 1 of the programme, those groups may not have had the sense of urgency regarding the repair of their halls and, by extension, may already have had halls which were quite well utilised. Round 2 groups seemed to have a better awareness of the need to actively market the hall and the activities on offer to new audiences.

Almost 62% of groups strongly agreed/agreed that developing cross-community relations was a priority for their group at this time. Only one group stated that they would have preferred to secure funding from a programme with no community relations element. A further three groups, however, were unsure whether they would have preferred to have done so. There was a perception on the part of the Good Relations trainers that at least some of the groups participated because it was part of the obligation of the funding rather than because there was genuine desire to be

there. Trainers believed that it would have worked better if the Good Relations element was a progressive part of the overall programme rather than coming after the refurbishments had already taken place in many cases. All trainers, however, relayed stories of groups who overcame their initial anxiety about this component of the programme and had ultimately engaged in a very open and honest way. RDC staff also acknowledge that the timing of the various elements of the programme was difficult. However, so as not to bombard the participants with everything at the beginning of the programme, the decision was taken to postpone the Good Relations training until the capital works were completed.

The findings arising from the data which the evaluators collected in the course of the fieldwork suggest that the *Maximising Community Space* programme met its strategic aims of increasing the capacity and confidence of groups managing rural halls, and supporting the wider usage of existing space. The programme has also encouraged groups to make a start in fostering and developing relationships within and between communities.

The findings emerging from the above methodological tools have helped to form the basis of the outcomes section below and indeed, in some instances, have been incorporated into the recommendations in sections 4 and 5.

3.2 Outputs

Table 2 below lists the outputs which were achieved in the course of implementing Round 2, Strand 1 of the *Maximising Community Space* programme.

While all but one group participating in Round 2, Strand 1, completed Good Relations training, the training was not accredited. The return on this particular output then is set at zero in the table. Given the capacity and nature of the groups involved in the programme, RDC took the decision to approach the subject of Good Relations in a gradual way. Initial networking events brought programme participants together to look at the ethos of Good Relations in its broadest sense. Groups were then offered individual facilitated training on the topic and the opportunity to develop Good Relations policies. Accredited Good Relations training is set to be delivered in February 2009 for which all groups can apply to take part if they so wish.

The status at the time of writing of the group specific Good Relations training sessions is presented in Appendix D. Twenty-nine groups had completed their Good Relations training sessions.

In addition to the outputs cited in the table, at the time of writing, 29 monitoring visits had been conducted on site by the RDC staff.

Table 2: Measuring Programme Outputs for Round 2, Strand 1 of the Maximising Community Space programme

Output	Anticipated Number of Groups	Actual Number of Groups	Indicator/Data Source
Completed developmental needs analysis and agreed work plans	30	30	Presence of Training Needs Analysis and Work Plan in group file
Completed agreed activity in development support work plans	30	30	Progress reports in group file
Completed appropriate level of accredited Good Relations Training	30	0*	Individuals due to complete accredited training in February 2009 yet to be confirmed.
Completed group specific Good Relations Training*	30	29	Reports on Good Relations training received*
Received development and technical support as required to enable effective project planning and delivery	30	29	Progress reports from appointed associates/RDC monitoring as shown in group files
Learned from other community organisations and shared best practice	30	20	Study Visits attendance register
Supported in contact and dialogue with 'other' communities towards reconciliation	30	29	Reports on Good Relations training received and survey results
Minor works grants of between £10,000 and £40,000 awarded aimed at improving conditions in rural halls and projects implemented	30	29	Progress reports in group file
Enabled to contribute to community development by enhancing programme of activity and services available	30	29	Survey results and monitoring visit reports
Encouraged wider usage of their hall	30	29	Survey results and monitoring visit reports

*See page 18 for note on Good Relations training.

3.3 Outcomes

We have used the aims of the *Maximising Community Space* programme as the basis for our discussion of the achievement of outcomes through this programme. We have also included a section on unanticipated outcomes.

i. Increase the capacity and confidence of groups managing rural halls

Groups have put the learning arising from participation in the *Maximising Community Space* programme into practice with the following outcomes:

- A few groups have already changed the composition of their management committees to be more representative of the wider community, e.g. including more women and young people. Some groups are considering doing so.
- Having had the experience of managing a grant for capital build, finding 5% match funding and managing the capital build itself, groups are adopting a more professional approach to managing their halls and using the lessons learned in the capacity building element to help with ongoing fundraising, financial management, planning and marketing activities. This is particularly evident amongst Round 2 groups who have been proactive in the identification of a further programme of development work (renovation of the hall exterior/provision of storage/purchase of equipment) for which they have begun to access other sources of funding. Many groups have submitted applications for funding to the *Awards for All* call issued by the Big Lottery.

ii. Support the wider usage of existing space

Now that halls meet health and safety requirements, groups feel they can begin to think about reaching out to the wider community as a next step. Groups have a sense of pride in their halls and now feel confident to begin to consider ways of opening up halls and activities on offer to make them more inclusive. This has resulted in groups offering activities which may appeal to certain target groups, for example, women, young people and senior citizens.

iii. Foster and develop relationships within and between communities

- Participation on the *Maximising Community Space* programme has, in some instances, allowed groups to develop a wider network of contacts than they would have had before participation on the programme. This may include networking with individuals from different communities as well as fostering greater friendships and working relationships within their own communities. One group has now felt confident enough in their hall and the facilities and services on offer to begin building relationships with a cross-border neighbour.
- The perception of some of the external trainers with whom we spoke was that the Good Relations element of the programme may have been somewhat superficial and that, in some instances, the participants did not want to be there. However, there is strong evidence that groups participated well in this element of the programme, once they had overcome some initial anxiety.

iv. Unanticipated outcomes

- Five groups specifically stated that participation on the programme led to unexpected outcomes for them. Unanticipated outcomes included the following:
 - Level of demand for the use of the refurbished hall
 - Extent to which the local community embraced the programme and worked together to achieve its aims
 - Amount of learning the group had accumulated through participation on the programme
 - Ability of the programme to reinvigorate local members and restore motivation
 - Level of interest from other halls in the community who are not currently participating in the *Maximising Community Space* programme.
 - On a more negative level, one group cited that they had not anticipated the sheer amount of paperwork associated with participation on the programme. They found this frustrating as they believed a great deal of it was repetitive.

- Such was the success of the programme that even groups who may have, at first, approached the programme simply to gain funding for their capital build were, through RDC staff and trainers, opened up to the possibility of broadening access to their hall and activities among the wider local community.
- Although the tight timeframe may have put a significant amount of pressure on RDC staff, groups and building contractors, it is amazing that so many of the Round 2 groups were able to complete their capital works within such a short time. This is perhaps down to the capacity of the groups and the quality of the working relationships which they developed with contractors.
- Timescales involved for Round 2 were even more highly pressurised than for Round 1. This meant that Strands 1 and 2 were run almost simultaneously during Round 2 of the programme. Groups were therefore undergoing training and managing the capital works at the same time. While not an ideal situation, an unexpected outcome of this arrangement has been that groups have felt that they have really made good use of the learning opportunity which this timescale has presented. It has meant that the training has been at the forefront of their minds as they engage in the capital works. Groups have found this to be beneficial.

3.4 Impact

In considering the impact of this programme, it is important to realise that it is still very early to comment in any meaningful way. Most groups from Round 2 have only just completed their capital build projects and some are only now in a position to begin planning a programme of activities to embrace the wider community. The following conclusions regarding the impact of the *Maximising Community Space* programme may, however, be drawn with some degree of certainty:

- The *Maximising Community Space* programme has made a highly visible impact on the landscape of rural Northern Ireland. 'Before' and 'after' photographs of these rural halls provide tangible evidence as to the lasting impact of this programme. The average age of the halls was over 95 years-old

with halls ranging from 33 to 190 years-old¹. It is perhaps unsurprising then that the vast majority of rural halls participating in the programme have been transformed from states of disrepair to vibrant community resources which are fit for purpose and now meet required building control/health and safety legislation. This will ensure their physical survival for community use in the future. Total project costs for the 29 groups in Round 2 completing Strand 1 was £1,188,388.54 with *the average total cost per project* being £40,978.92. The total of the grants awarded by the RDC came to £1,087,377.02 with the average grant awarded per group being £37,495.76. This represents value for money in terms of the amount of people impacted and the geographical spread of that impact. The Good Relations training consultants spoke positively about the programme, stating that it does a lot for the amount of money. Likewise the groups themselves commented on the value for money achieved through an essentially small outlay on the part of the funders. Despite its modest size, most groups were deeply grateful for it.

- Participation on the *Maximising Community Space* programme has sown the seeds of change in terms of the self-perception of some groups. For example, the programme has set some rural groups along the path of community development with the result that they now regard themselves and their progression as a cultural/community group rather than a single identity niche group. This impacts the activities they offer, how they market them and how they plan to sustain these activities, their hall and their group in the future. This change in self-perception from isolated single identity rural groups to more outward-looking organisations with an interest in active citizenship and community development can potentially make a huge impact over their local communities in the next 5 -10 years. The impact on social inclusion and Good Relations may therefore extend beyond the actual refurbishments. Some attitudinal change may follow.
- Given the commitment show by the Round 2 groups in terms of participating on study visits, the ability of these groups to engage in more informal networking and, for some participating groups, to offer mutual support will

¹ These statistics are based on information reviewed in the 29 files available on 09/01/09.

undoubtedly impact the management of their halls and activities over the next number of years as they strive for sustainability.

4.0 Lessons Learned and Recommendations

4.1 Programme Processes

4.1.1 Model Used

The model of making funding dependent upon capacity building and Good Relations training was a good one for the RDC to use in this programme. While some groups may have been primarily focused on securing monies for their capital build, an outcome has been that most groups now see the value in having had capacity building and Good Relations training. The model worked so well that the OCN are considering using this approach, making participation in training a prerequisite for accessing support.

RDC have specified, however, that any future programme will make progression to Strand 2 dependent upon satisfactory completion of accredited Good Relations training. While accredited Good Relations training has been offered for those completing Rounds 1 and 2 of the *Maximising Community Space* programme, RDC staff felt that take-up had been poor because individuals were being asked to complete the training in their own time with no obvious incentive for them to do so. Failure to complete accredited training did not mean, for example, that their group could not progress to the next stage of the programme. Making attendance on accredited training a condition of progression may help to address this.

4.1.2 Assessment and Selection

The criteria developed for the assessment/selection process seems to have worked well in ascertaining which groups were ready and able to progress along this programme. It is obvious from the documentation and the fieldwork that groups participating in Round 2 seem to have generally been higher capacity groups than those for Round 1. Moreover, some had a good working knowledge of the building trade and the processes involved in conducting capital works which seemed to facilitate participation on the programme and help build good relationships with contractors. For future rounds, it might be useful to have a fast-track stream for higher capacity groups and a 'conventional' 2-year stream for groups which may need more development support. Banding groups following an initial assessment into high, medium or low categories may help to provide a full picture of each group's capacity right from the outset and may help to align them with a particular

track/stream. This may become all the more important where, as happened with Round 2 of the *Maximising Community Space* programme, timescales are particularly tight and high capacity groups are better placed to achieve deadlines and targets, although we note that timing should not be a problem for the new cross-border programme.

Timescales for assessment should also realistically take account of the number of applications received and the resources needed to assess and select successful ones. Both Rounds 1 and 2 seemed to be hectic for both staff and participating groups. All RDC staff referred to tight timing and deadlines. While Round 2 groups did not complete two application forms (as had been the case for Round 1), the tight timeframe did put groups and staff under a significant amount of pressure which should not ideally be repeated.

Timescales presented by the groups for the capital build also need to be realistic, taking into account the time involved in securing planning permission and building control etc. Once more, however, we note that this should not be problem given the two-year development support phase for the new cross-border programme which will allow all groups selected for participation to address such issues early in the programme.

Training consultants expressed a concern about some groups also getting funding through the Big Lottery's *Improving Community Buildings* fund. They were concerned that there may have been some duplication in a very few cases. However, as evaluators, we accept that the nature and level of support offered by the two programmes is very different.

4.1.3 Ongoing Management

RDC are to be commended on their documentation and file maintenance. The fact that this project was well-documented is further evidenced by the testimony provided by several staff members in individual interviews who joined the *Maximising Community Space* programme after it had commenced but yet were able to get up to speed very quickly due to the quality of the documentation.

'Article 4' audit checks were carried out on all groups thus providing evidence that the RDC had rigorous financial procedures in place to ensure good use of financial resources.

Concerning the ongoing management provided by the individual group's ability to project manage, in Round 2, less groups retained architects to project manage the capital works. This resulted in more direct contact between the building contractors and groups. Such contact allowed the contractors and groups to build relationships of trust which RDC staff felt was highly evident in terms of the commitment of the contractors to complete on time and to a high quality finish. More members of the Round 2 groups also had a working knowledge of the building trade or could rely on relatives who had. This allowed groups to have greater confidence in managing the capital works and in negotiating relationships with the building contractors.

Concerning the ongoing management provided by the individual RDC staff, the groups' donation of gifts and words of gratitude provide evidence of the high esteem in which the RDC staff are held by the groups and the commitment which they have shown to groups on an individual level and *Maximising Community Space* as a programme. The RDC staff are to be highly commended for this.

4.2 Staff and Structures

4.2.1 RDC

The team structure (Director of Programmes, 2 Project Officers and 2 Project Support Officers supplemented by a dedicated Finance/Grants Officer) worked well for this programme. The RDC are to be commended on their effective team work. A more formalised system of reporting though, such as, quarterly meetings of a programme steering committee who meet throughout the life of the programme might help to formalise the learning emerging and help to monitor the progress of the groups and the overall programme towards agreed aims and objectives. It is worth noting that this role was facilitated by RDC Senior management team, RDC Board and Fund staff who received regular updates on progress etc.

4.2.2 Consultants

Mc Cready, Donnelly and Lowry were praised by groups as trainers and indeed mentors. Their approachable nature and enabling support deserves to be

commended. The training provided by Mc Cready, Donnelly and Lowry was of high quality and was well received by the groups. Consultants delivering the Good Relations training also came in for praise. Groups seem to have particularly enjoyed Diane Greer's sessions.

4.2.3 External Agencies

As was the case for Round 1 of the *Maximising Community Space* programme, a valuable preparatory role was played by certain agencies in helping the groups to successfully gain funding under Round 2 of this programme. The OCN are to be commended for this work as are COSTA and Altnaveigh House. Once more the OCN played a valuable role in publicising the call and encouraging groups to apply for funding. The evaluators noticed a particular improvement from Round 1 in the standard of application forms. Some groups gave favourable reports on the support offered to help them improve the standard of their application.

4.3 Programme Content and Activities

4.3.1 Good Relations Training

Although RDC had aimed to have all groups complete accredited Good Relations training, this did not work out as anticipated due to timing constraints. Consultants had some concerns initially that the Good Relations element of the programme may have been perceived as an "add-on" or "optional extra". These concerns were allayed, however, and the consultants were delighted that the RDC had maintained its focus on this aspect of the programme and was now offering accredited Good Relations training. This level 2 training entitled 'Us and Them' is accredited by the Northern Ireland Open College Network and will be delivered by the Workers' Educational Association across three days in February 2009 for Round 2 groups.

As suggested by the RDC, progression to Strand 2 or subsequent stages of the programme could be made dependent upon the successful completion of accredited training by a given number of group members. It may also be possible to start the Good Relations training a lot earlier next time around. This would allow the RDC staff more time to tailor the Good Relations training in consultation with the trainers so that the trainers have a clear understanding of what the RDC expects. It may be beneficial for groups and trainers to have a baseline assessment of the Good

Relations element in particular. To this end, a Training Needs Analysis should be conducted specifically on the Good Relations element to ascertain the exact level of knowledge of groups. This will help to ensure that the Good Relations training offered is at an appropriate level for each group involved and addresses each group's particular concerns. It will also help to measure progression against aims and objectives for this element.

4.3.2 Capacity Building Training

Tailoring capacity building based on a Training Needs Analysis proved to be an excellent strategy for the delivery of the training. Such an approach takes stock of the fact that these groups were at different stages on the development curve (some were low capacity while others were high capacity groups) and allowed each group to develop at their own pace although the tight timescale of Round 2 may have somewhat hampered this.

We appreciate that the new cross-border programme will be more of a rolling process thanks to timing of IFI Board meetings. Such an approach (for example, having a 'fast-stream' and 'conventional' three-year programme) may help to allow low capacity groups time to develop before coming before the panel while high capacity groups can progress more quickly. It will thus better accommodate the variation in group abilities.

While the timescale involved for Round 2 did prove achievable for the groups involved (which were mostly high capacity groups), any subsequent programmes should take account that an intake of lower capacity groups may severely hinder the achievement of anticipated outputs and outcomes within such a tight timeframe. Allowing groups to progress at their own pace may allow high capacity groups to progress quickly thus preventing them becoming frustrated and bored with the programme. Lower capacity groups will also have the opportunity to train at their own pace and level and may not be pressurised to keep pace with higher capacity groups.

Interestingly, the consultants delivering the development support felt that the PEACE application form used in Round 1, Strand 2 of the programme did present groups with a tool for broaching Good Relations issues in a tangible and useful manner.

They felt that some lower capacity groups missed out by not having this form as a learning tool in Round 2.

The timing of the delivery of training needs to be carefully considered especially in respect of the demands placed upon groups in managing a capital build. It may be beneficial to have some basic initial training and then leave groups free to concentrate on their capital build. Further specific training may then help to reaffirm what has been learned. The completion of the capital build will also mean that there is a physical space in which to host training.

The groups may have benefitted from more networking opportunities for all programme participants from all rounds to meet together and share their learning. This may be particularly important when developing strategies for sustainability and future growth and could be easily incorporated via an end of programme conference or more compulsory study visits. Although we appreciate that some groups participating do not wish to draw *individual* attention to the refurbishment of their halls for fear of vandalism and sectarian attack, an end of programme event might help to provide more *general* publicity for the RDC and indeed groups and their activities. The study visits which took place in June and September 2008 were well received by the 21 groups from Round 2 who participated (see Appendix E for details). Two of those 21 took part in more than one visit. Study visits may thus provide another valuable mechanism for networking and sharing of best practice.

5.0 Conclusion

The RDC adopted an effective model for encouraging groups to engage in capacity building and Good Relations training by making participation on training a prerequisite for a capital grant. Although groups may have been apprehensive about engaging in any sort of training (especially for older members of those groups who may not have engaged in formal learning for a long time), the groups responded well to the training on offer and seemed to make good use of it. This may be attributed in some part to the quality of the training on offer and the sensitivity of the consultants retained to deliver it. Training was dictated by the group members and the pace and content closely reflected their needs. It is perhaps due to the highly tailored and personalised nature of the training provided that the lessons learned through participation on the *Maximising Community Space* programme will undoubtedly impact the survival of both the groups and their halls in the longer term.

Almost all groups saw the long-term impact of the *Maximising Community Space* programme as being the provision of a comfortable and safe hall to be used as a resource for the entire community for years to come. Groups felt confident that the foundations made in developing Good Relations and in pursuing a community development approach would allow them to continue to empower the local community and provide services to meet their needs.

There is clear evidence of learning, flexibility and sensitivity on the part of RDC in the way they delivered the Round 2 programme. Despite the fact that Round 2 followed Round 1 so closely, it is apparent that RDC were able to meet the different challenges which it presented. Round 2 groups were, by and large, better prepared and initially more capable. Because of the awareness created by Round 1, the programme was less of a step into the unknown for Round 2 participants and the latter may have had higher and more clearly defined expectations. RDC staff met these expectations and also incorporated various improvements from Round 1 such as increased use of study visits. The simultaneous running of training and capital build, while not ideal, was delivered successfully and to the satisfaction of the participant groups. It is testament to the hard work of the RDC staff and associated consultants that we received universally positive feedback on the *Maximising Community Space* programme from all groups and individuals whom we encountered in the course of conducting this evaluation. A consideration of the

outputs (see page 20) from this programme further underlines this. Another sign of the success of the programme is evidenced by the fact that the RDC have received 143 applications for the third phase of the programme which will run on a cross-border basis.

5.1 Summary of Principal Recommendations

The following recommendations should be read in tandem with those suggested in the evaluation of Round 1 of the *Maximising Community Space* programme.

1. Having a programme rolled out across three years but at the pace of the individual group may allow groups to revisit the learning from Strand 1 development support at certain stages (as and when required) as they progress through other phases of the programme. Progression to subsequent phases of the programme could be dependent upon satisfactory completion of any given training module (including accredited Good Relations). Training consultants found that working with Round 2 groups during and after the capital works were completed was better in terms of mentoring them with action planning whereas, for Round 1, their work tended to be complete before the capital works began.
2. Having a budget available for equipment in Round 1 of the *Maximising Community Space* programme proved highly beneficial for groups who were thus able to kit out their newly refurbished halls with pieces of equipment essential for the usage of the hall. It may be useful to once more set aside a nominal sum to help with basic equipment needs (such as tables and chairs) in future rounds of the programme.
3. The application and assessment process was less cumbersome in Round 2 with only one application form to complete. This may be a useful model to carry forward into other programmes or rounds of this programme, although we do realise that two application forms will be required for the new cross-border programme. We accept that this is currently beyond the control of the RDC. Nevertheless, this will ensure that groups are still given the opportunity to work on funding applications with development support consultants so that they can gain an awareness of the standard required in completing funding application forms and, for those groups who may be lower capacity, begin to develop the skills to do so.

4. Although more groups from Round 2 engaged in study visits and availed of opportunities to network and learn from other groups than had done so in Round 1, it is perhaps worthwhile building in even more networking opportunities for all programme participants from all rounds to meet together and share their learning. As suggested in the evaluation of Round 1, an end of programme conference for each round and for the entire programme may provide groups with the chance to come together for contact, dialogue and reconciliation. Building relationships with other groups in this way may also help the groups develop long-term strategies for the sustainability of their halls and organisations.

Making the study visits a compulsory element may likewise encourage groups to network together, learn from each other and share best practice. They may be particularly effective for those groups who are more reluctant to engage with the community on a wider basis, especially as the study visits were universally well received by the groups who participated. We are pleased to note that the RDC has made the study visits a compulsory element of the new cross-border programme.

5. It may help to band groups according to capacity (high, medium or low). An initial introductory session could be used as a tool to assess the group and suggest a track/stream ('fast track' or a more 'conventional' route) along which that group may progress. Particular tracks could have specific timescales and training requirements but could all be tailored to the high/medium/low capacity groups which they embrace. The training needs analysis session should help to facilitate this.

APPENDIX A: List of Groups Successful Under Round 2

Database Ref. No.	Group Name	Location of Hall	Strand 1	Strand 2
040009	Ballindarragh LOL 689	Ballinamallard, Co. Fermanagh	Completed	Completed
040019	Ballymoughan Flute band	Moneymore, Co. Derry	Completed	Completed
040002	Ballyronan LOL 120 & Ballyronan Orange Cultural Group	Ballyronan, Co. Derry	Completed	Completed
040001	Ballywillan Community & Cultural Group	Portrush, Co. Antrim	Completed	Completed
040004	Bush Community Culture Group	Bush, Co. Tyrone	Completed	Completed
040027	Carnlea Orange Hall Management Committee	Glarryford, Co. Antrim	Completed	Completed
040011	Clogh War Memorial Hall Committee	Rosslea, Co. Fermanagh	Completed	Completed
040022	Corkley Development Association	Tandragee, Co. Armagh	Completed	Completed
040023	Derryhirk Rural Development Association	Annaghmore, Co. Armagh	Completed	Completed
040005	Derrykeighan & District Community Association	Derrykeighan, Co. Antrim	Completed	Completed
040015	Derrylin District Regeneration Group	Derrylin, Co. Fermanagh	Completed	Completed
040016	Donacavey Youth Council	Fintona, Co. Tyrone	Completed	Completed
040003	Drumquin Orange Historical & Cultural Association	Drumquin, Co. Tyrone	Completed	Completed
040024	Edentilone Bowling Club	Aughnacloy, Co. Tyrone	Completed	Completed
040006	Ederney Community Development Trust	Ederney, Co. Fermanagh	Completed	Completed

APPENDIX A: List of Groups Successful Under Round 2 (Continued)

Database Ref. No.	Group Name	Location of Hall	Strand 1	Strand 2
039998	Gordon & Nixon Regeneration Group	Rosslea, Co. Fermanagh	Completed	Completed
039999	Hasleys Town Cultural Society	Lisburn, Co. Antrim	Withdrew	Withdrew
040000	Langford Educational & Cultural Society	Templepatrick, Co. Antrim	Completed	Completed
040026	Lurgaross Community Group	Hamiltonsbawn, Co. Armagh	Completed	Completed
040018	Magheraveely LOL 467	Newtownbutler, Co. Fermanagh	Completed	Completed
040013	Megargy Cultural & Community Group	Magherafelt, Co. Derry	Completed	Completed
040012	Mullintur Ulster Scots Improvement Committee	Armagh, Co. Armagh	Completed	Completed
040021	Newmills Cultural Group	Bush, Co. Tyrone	Completed	Completed
040007	Randalstown Ulster Scots Cultural Society	Randalstown, Co. Antrim	Completed	Completed
040025	Rathmore Young Farmers	Antrim, Co. Antrim	Completed	Completed
040008	Slatequarry Community Association	Pomeroy, Co. Tyrone	Completed	Completed
040014	Strawletterdallon Orange Hall Management Committee	Newtownstewart, Co. Tyrone	Completed	Completed
040020	Teemore Hall Development Association	Derrylin, Co. Fermanagh	Completed	Completed
040017	Tobermore Village Hall Development Association	Tobermore, Co. Derry	Completed	Completed
040010	Tullymurry Historical & Cultural Society	Donaghmore, Co. Down	Completed	Completed
Total Number of Groups at Start of Programme				30
Number of Groups who Withdrew from Programme				1
Total Number of Groups who Completed Programme				29

APPENDIX B: Evaluation of the *Maximising Community Space Programme*

Please answer all questions unless directed to do otherwise.
Additional sheets may be attached where required.

Q1a. Please complete your Project Reference Number:

Q1b. What is the composition of the management committee that **currently** runs your organisation? **Write the number of members falling into each category.**

Protestant	<input type="text"/>	Catholic	<input type="text"/>
Women	<input type="text"/>	People with disabilities	<input type="text"/>
Farmers	<input type="text"/>	People under 25	<input type="text"/>
Members of Farm Families	<input type="text"/>	Long-Term Unemployed	<input type="text"/>

Q1c. Has the composition of your group's management committee changed since participating on the *Maximising Community Space* programme? **Tick one as appropriate.**

Yes No (Please go to Q1e)

Q1d. If 'yes', please give details on how your management committee has changed and give reasons for these changes where appropriate.

Q1e. Do you believe your management committee to now be representative of the wider community? **Tick one as appropriate.**

Yes No

Q1f. Please give reasons for the answer which you have given in Q1e.

Q2a. What were your group's needs **before** participating on this programme? **Indicate your group's three most urgent needs at that time and provide a reason for them.**

Needs Before Programme	Reason
1.	
2.	
3.	

Q2b. How relevant do you think the *Maximising Community Space* programme was in meeting these needs? **Tick one box only.**

Very Relevant	Quite Relevant	Not Very Relevant	Not At All Relevant	Not Sure

Q2c. Please give reasons for the answer which you have given in Q2b.

Q2d. How satisfied has your group been with their experience of participating in the *Maximising Community Space* programme? **Tick one box only.**

Very Satisfied	Quite Satisfied	Not Very Satisfied	Not At All Satisfied	Not Sure

Q2e. Please give reasons for the answer which you have given in Q2d.

Q3a. Indicate the **number** of group members who have attended the following training sessions on the *Maximising Community Space* programme.

Training Module	Number of Group Members who Attended
Good Relations	
Programme planning	
Financial management	
Fundraising	
Accessing funding	
Managing your building	
Project planning & design	
Publicity & Communications	
Striving for Sustainability	
Health & Safety	
Child Protection	

Q3b. Please rate your group's capacity across the following modules before and after participating on the *Maximising Community Space* programme. **Rate your capacity on a scale of 0-10, where 0 = No Knowledge and 10= Excellent Knowledge.**

Training Module	Capacity Before Programme Participation	Capacity After Programme Participation	Comments/ 'Not Applicable'
Good Relations			
Programme planning			
Financial management			
Fundraising			
Accessing funding			
Managing your building			
Project planning & design			
Publicity & Communications			
Striving for Sustainability			
Health & Safety			
Child Protection			

Q4a. Do more activities now take place in your hall than had done so before your participation on this programme? **Tick one as appropriate.**

Yes No (Please go to Q4c)

Q4b. If 'yes', please give details such as the nature of these additional activities, hours per week they take place in the hall and groups involved.

Q4c. Since participating on the *Maximising Community Space* programme, has your group changed the way in which you market your hall and publicise the activities taking place there?

Tick one as appropriate.

Yes No (Please go to Q4e)

Q4d. If 'yes', what publicity channels do you now use to advertise your hall and the activities taking place there which you may not have used before?

Q4e. Can you name at least one group who now use the hall but did not do so before your group's participation on this programme? **Tick one as appropriate.**

Yes No (Please go to Q5a)

Q4f. If 'yes', please give details, such as, the name and address of the group(s), the activity and the number of hours per week for which they use the hall.

Q5a. To what extent would you agree or disagree with the following statements relating to the *Maximising Community Space* programme? **Tick one box on each line only.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure
Our group fully understood the aims and objectives of the <i>Maximising Community Space</i> programme.					
Developing cross-community relations is a priority for our group at this time.					
We would have preferred to secure this funding from a programme with no community relations element.					
We would have preferred to secure this funding from a programme with no capacity building element.					
This programme has allowed us to network and share best practice with other groups managing rural halls.					
We felt supported and encouraged to reach out to people in the community whom we did not access in the past.					
Our hall is now more fully utilised than before our participation on this programme.					
As a group we feel more confident about managing our hall.					
The <i>Maximising Community Space</i> programme met the expectations of our group.					
We have identified a strategy for sustainability for our group and hall.					

Q5b. Please give reasons for the answers which you have given in Q5a.

Q6a. Has your inclusion on the *Maximising Community Space* programme helped your group to contribute towards building more positive community relations and a more peaceful, prosperous and stable rural society? **Tick one as appropriate.**

Yes No (Please go to Q7a)

Q6b. If 'yes', please explain why you believe this to be so.

Q7a. Do you think that there were factors for the Rural Development Council at the programme level which inhibited the *Maximising Community Space* programme in achieving its aims and objectives? **Tick one as appropriate.**

Yes No (Please go to Q7c).

Q7b. If 'yes', please tell us below which factors you believe inhibited the programme and give your reasons why.

Q7c. Do you think that there were factors for your group at the project level which inhibited you achieving your aims and objectives? **Tick one as appropriate.**

Yes No (Please go to Q8a).

Q7d. If 'yes', please tell us below which factors you believe inhibited your group at the project level and give your reasons why.

Q8a. Did the *Maximising Community Space* programme lead to any unexpected outcomes for your group? **Tick one as appropriate.**

Yes No (Please go to Q8c).

Q8b. If 'yes', please provide details below.

Q8c. What do you identify as being your group's top three priorities for the next five years?

Priorities
1.
2.
3.

Q8d. Please give reasons for the answer which you have given in Q8c.

Q9. What, if any, do you think will be the long-term impact of your participation on the *Maximising Community Space* programme?

Please return your completed questionnaire by Friday 23rd January 2009 to:

Mr. Ken Cathcart,
K.C. Consulting,
110 Stoneypath,
New Buildings,
Londonderry,
BT47 2AF.

Or via email to:

ken.cathcart@btinternet.com

Thank you for taking the time to complete this questionnaire. The results will help to inform our evaluation of the *Maximising Community Space* programme.

APPENDIX C: Group Specific Good Relations Training

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
040009	Ballindarragh LOL 689	Ballinamallard, Co. Fermanagh	2	24/11/08 04/12/08	Mary Mc Anulty and Peter Mc Kee
040019	Ballymoughan Flute band	Moneymore, Co. Derry	2	15/10/08 22/10/08	Diane Greer, WEA
040002	Ballyronan LOL 120 & Ballyronan Orange Cultural Group	Ballyronan, Co. Derry	2	28/10/08 03/11/08	Lesley Macaulay
040001	Ballywillan Community & Cultural Group	Portrush, Co. Antrim	2	09/01/09 21/01/09	Lesley Macaulay
040004	Bush Community Culture Group	Bush, Co. Tyrone	2	18/11/08 27/11/08	Diarmuid Moore, WEA
040027	Carnlea Orange Hall Management Committee	Glarryford, Co. Antrim	2	08/01/09 15/01/09	Lesley Macaulay
040011	Clogh War Memorial Hall Committee	Rosslea, Co. Fermanagh	2	11/11/08 18/11/08	Mary Mc Anulty and Peter Mc Kee
040022	Corkley Development Association	Tandragee, Co. Armagh	2	04/02/09 10/02/09	Lesley Macaulay
040023	Derryhirk Rural Development Association	Annaghmore, Co. Armagh	2	18/11/08 25/11/08	Lesley Macaulay
040005	Derrykeighan & District Community Association	Derrykeighan, Co. Antrim	2	12/01/09 26/01/09	Lesley Macaulay
040015	Derrylin District Regeneration Group	Derrylin, Co. Fermanagh	2 sessions combined into one	01/12/08 08/12/08	Lesley Macaulay
040016	Donacavey Youth Council	Fintona, Co. Tyrone	2	16/01/09 27/01/09	Diane Greer, WEA

APPENDIX C: Group Specific Good Relations Training (Continued)

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
040003	Drumquin Orange Historical & Cultural Association	Drumquin, Co. Tyrone	2	02/10/08 09/10/08	Diane Greer, WEA
040024	Edentilone Bowling Club	Aughnacloy, Co. Tyrone	2 sessions combined into one	27/01/09	Lesley Macaulay
040006	Ederney Community Development Trust	Ederney, Co. Fermanagh	2 sessions combined into one	14/01/09	Andrew Kernaghan, DARA Training
039998	Gordon & Nixon Regeneration Group	Rosslea, Co. Fermanagh	2	11/12/08 04/02/09	Mary Mc Anulty and Peter Mc Kee
039999	Hasleys Town Cultural Society	Lisburn, Co. Antrim	0	N/A	N/A
040000	Langford Educational & Cultural Society	Templepatrick, Co. Antrim	2	17/11/08 24/11/08	Lesley Macaulay
040026	Lurgaross Community Group	Hamiltonsbawn, Co. Armagh	2	04/08/08 12/08/08	Mary Mc Anulty and Peter Mc Kee
040018	Magheraveely LOL 467	Newtownbutler, Co. Fermanagh	2	28/10/08 19/11/08	Mary Mc Anulty and Peter Mc Kee
040013	Megargy Cultural & Community Group	Magherafelt, Co. Derry	2	19/01/09 26/01/09	Diane Greer, WEA
040012	Mullintur Ulster Scots Improvement Committee	Armagh, Co. Armagh	2	02/12/08 11/12/08	Lesley Macaulay
040021	Newmills Cultural Group	Bush, Co. Tyrone	2	24/09/08 01/10/08	Lesley Macaulay
040007	Randalstown Ulster Scots Cultural Society	Randalstown, Co. Antrim	2	14/01/09 21/01/09	Diane Greer, WEA

APPENDIX C: Group Specific Good Relations Training (Continued)

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
040025	Rathmore Young Farmers	Antrim, Co. Antrim	2	04/12/08 11/12/08	Maura Kavanagh, WEA
040008	Slatequarry Community Association	Pomeroy, Co. Tyrone	2	20/10/08 04/11/08	Lesley Macaulay
040014	Strawletterdallon Orange Hall Management Committee	Newtownstewart, Co. Tyrone	2	14/01/09 21/01/09	Diane Greer, WEA
040020	Teemore Hall Development Association	Derrylin, Co. Fermanagh	2	22/10/08 12/11/08	Mary Mc Anulty and Peter Mc Kee
040017	Tobermore Village Hall Development Association	Tobermore, Co. Derry	2	22/09/08 29/09/08	Lesley Macaulay
040010	Tullymurry Historical & Cultural Society	Donaghmore, Co. Down	2	08/12/08 15/12/08	Mary Mc Anulty and Peter Mc Kee

APPENDIX D: Groups' Total Project Costs and Grant Awarded

Database Ref. No.	Group Name	Total Project Cost	Grant Awarded
040009	Ballindarragh LOL 689	£43,974.38	£40,000.00
040019	Ballymoughan Flute Band	£42,182.20	£40,000.00
040002	Ballyronan LOL 120 & Ballyronan Orange Lodge	£36,857.18	£35,014.32
040001	Ballywillan Community & Cultural Group	£48,783.41	£40,000.00
040004	Bush Community Culture Group	£42,215.00	£40,000.00
040027	Carnlea Orange Hall Management Committee	£41,615.57	£39,534.79
040011	Clogh War Memorial Hall Committee	£42,300.25	£40,000.00
040022	Corkley Development Association	£35,250.00	£33,487.50
040023	Derryhirk Rural Development Association	£58,985.00	£40,000.00
040005	Derrykeighan & District Community Association	£44,896.68	£40,000.00
040015	Derrylin District Regeneration Group	£42,874.87	£40,000.00
040016	Donacavey Youth Council	£23,989.19	£22,789.73
040003	Drumquin Orange Historical & Cultural Association	£42,227.25	£40,000.00
040024	Edentilone Bowling Club	£42,369.00	£40,000.00
040006	Ederney Community Development Trust	£25,710.00	£24,424.50
039998	Gordon & Nixon Regeneration Group	£41,850.91	£39,501.86
040000	Langford Education & Cultural Society	£32,421.28	£30,602.26
040026	Lurgaross Community Group	£40,612.26	£37,679.88

APPENDIX D: Groups' Total Project Costs and Grant Awarded (Continued)

Database Ref. No.	Group Name	Total Project Cost	Grant Awarded
040018	Magheraveely LOL 467	£41,616.86	£39,536.02
040013	Megargy Cultural & Community Group	£46,118.75	£40,000.00
040012	Mullintur Ulster Scots Improvement Committee	£26,705.25	£25,011.25
040021	Newmills Cultural Group	£42,135.00	£40,000.00
040007	Randalstown Ulster Scots Cultural Society	£41,957.07	£39,859.20
040025	Rathmore Young Farmers	£43,358.73	£40,000.00
040008	Slatequarry Community Association	£42,034.59	£39,935.71
040014	Strawletterdallon Orange Hall Management Committee	£42,215.00	£40,000.00
040020	Teemore Hall Development Association	£42,447.50	£40,000.00
040017	Tobermore Village Hall Development Association	£46,550.00	£40,000.00
040010	Tullymurry Historical & Cultural Society	£44,135.36	£40,000.00

APPENDIX E: Groups Participating in Study Visits

Group Name	Round	Date(s) of Study Visit(s)	Location(s) of Study Visit
Ballyronan Orange Culture Group	2	06/09/08	North Antrim
Ballywillan Community & Cultural Group	2	06/09/08	North Antrim
Bush Community Group	2	21/06/08	Omagh
Carnlea Orange Hall Management Committee	2	21/06/08 06/09/08	Omagh North Antrim
Clogh Community Group	2	21/06/08	Omagh
Corkley Development Association	2	20/09/08	Craigavon
Derryhirk Rural Development Association	2	20/09/08	Craigavon
Derrylin District Regeneration Group	2	21/06/08	Omagh
Donacavey Youth Council	2	20/09/08	Craigavon
Edentilone Bowling Club	2	21/06/08	Omagh
Ederney Community Development Trust	2	21/06/08	Omagh
Gordon & Nixon Regeneration Group	2	21/06/08	Omagh
Lurgaross Community Group	2	21/06/08 20/09/08	Omagh Craigavon
Magheraveely LOL 467	2	21/06/08	Omagh
Megargy Cultural Community	2	06/09/08	North Antrim
Model Village Community Association	2	21/06/08	Omagh
Mullintur Ulster Scots Improvement Committee	2	20/09/08	Craigavon

APPENDIX E: Groups Participating in Study Visits (Continued)

Group Name	Round	Date(s) of Study Visit(s)	Location(s) of Study Visit
Newmills Cultural Group	2	20/09/08	Craigavon
Rathmore Young Farmers	2	20/09/08	Craigavon
Strawletterdallon Orange Hall Committee	2	21/06/08	Omagh
Teemore Hall Development Association	2	21/06/08	Omagh

APPENDIX F: Comparative Overview of *Maximising Community Space*, Rounds 1 and 2

Aspect	Round 1	Round 2
Number of groups successful	42	30
Number of groups withdrawing	6	1
Number of groups completing programme	36	29
Number of groups completing capacity building training	36	29
Average number of group members attending training sessions	7.4	6.1
Number of groups completing group specific Good Relations training	36	29
Average total project cost per group	£61,584.95	£40,978.92
Average grant awarded per group	£44,473.69	£37,495.76

Appendix G: Comparison of the Changes in Group Capacity for Groups Participating in Rounds 1 and 2

Training Module	Mean Change in Capacity from Groups in Round 1	Mean Change in Capacity from Groups in Round 2
Good Relations	4.3	4.6
Programme Planning	4.6	5.1
Financial Management	3.9	4.2
Fundraising	2.5	3.9
Accessing Funding	3.3	5.2
Managing your Building	3.3	5.0
Project Planning and Design	3.9	4.8
Publicity and Communications	3.4	4.0
Striving for Sustainability	4.1	4.6
Health and Safety	5.3	3.6
Child Protection	4.7	5.1