

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

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Abbreviations

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;
- ★ 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.

42 groups in total were selected to receive support under strand one. Of these 42, two groups withdrew from strand one and a further four groups withdrew from strand two. Thus, 36 groups in total completed both strands one and two of the *Maximising Community Space* programme under round one. The vast majority of the groups participating on the programme were drawn from the Orange family of organisations.

In summary, the programme allowed groups to considerably enhance their skills levels across a range of modules required to manage a community resource. It also encouraged groups to begin considering ways in which they might reach out to the wider community. 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 near dilapidation 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.

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;
- ★ 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. Grant assistance of up to £10,000 per group was also available for equipment.

Proposed projects might include:

- ★ Small scale extensions or renovation works to accommodate multiple activities
- ★ Sub-divisions of premises to allow for multiple usages
- ★ Alternations 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 1 of the pilot programme has been operational since September 2006, working with 36 groups.

1.2 Terms of Reference

In August 2008 the Rural Development Council appointed K. C. Consulting to undertake an external evaluation of round 1, strand 1 of the *Maximising Community Space* programme under which 42 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

Upon the award of the tender, the evaluators met with RDC to agree the Terms of Reference for the evaluation where they ascertained the background to the project, discussed what was required from the evaluation and got a feel for the nature of the work ahead. The following methodology was then adopted:

I Desk Research

The evaluators undertook preliminary desk research where they reviewed the following documentation:

- *Rural Halls – Promoting Good Relations & Improving Infrastructure* Programme Proposal (May 2006)
- International Fund for Ireland's letter of offer to the Rural Development Council
- *Maximising Community Space* leaflet for applicants
- *Maximising Community Space* Strand 1 Development Support Criteria
- *Maximising Community Space* Strand 1 Development Support Application Form
- *Maximising Community Space* Update October 2006
- *Maximising Community Space* Progress to March 2008
- List of Round 1 Groups Accepted on to the Programme
- Status of groups under Strand 1 and Strand 2
- Contact details for groups
- Schedule of launch events
- RDC Good Relations presentation
- Format of Good Relations networking events
- Study Visit reports x 3
- Good Relations reports x 31 (A number of reports were completed in December but were not included in the desk research).

All 36 files of the groups who completed round 1, strand 1 were also reviewed.

II Individual Interviews

Individual interviews were conducted with the following members of RDC staff:

- Olga Gallagher
- Anne Marie Bell
- Valerie Stewart
- Seana Quinn
- Deirdre Scullion

An individual interview was also conducted with Beverley Poskitt, Community Development Officer with the Orange Community Network. Unfortunately a meeting could not be arranged with a representative of the International Fund for Ireland within the available timescale.

Telephone interviews with some of the Good Relations training providers were also conducted, namely Peter Osborne of Rubicon Consulting and Mary McAnulty of Dara Training and Consultancy.

An interview guide was devised and used for each interview to ensure a degree of standardisation in the questions which were asked of each participant, thus enhancing the reliability of the findings.

III Focus Group

One focus group was conducted with the following trainers who delivered the capacity building modules:

- Anne Mc Cready, Anne Donnelly and Thérèse Lowry.

The evaluators used a standard focus group guide to moderate the discussion which posed similar questions to those asked in the individual interviews.

IV Informal Observation

The following launch events were also attended in order to observe, on an informal basis, the impact which the *Maximising Community Space* Programme has had on participants:

- Lurgaross Community Group (7th November 2008)¹
- Trustees Kilrea Orange Hall (13th November 2008).

V Survey

The evaluators conducted a postal survey of the 42 groups who had been successful under round 1, strand 1: 36 postal questionnaires were issued to the groups who participated in round 1, strand 1 and a letter requesting feedback to the other six groups who had withdrawn from round 1, strand 1. The questionnaire has been included in Appendix B and the letter in Appendix C.

VI Analysis

The data collected through tools I – V 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 – IV 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).

¹ N.B: Although this group was not included under Round 1, the launch was attended by the evaluators and taken to be indicative of a typical launch event. Many launches for round 1 groups had already taken place before the evaluators began their review.

3.0 Results

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

- Documentation review
- Survey
- Individual interviews
- Focus group
- Informal observations and soundings.

3.1 Survey Results

Questionnaires were distributed to the 36 groups which participated in round 1, strand 1 of the *Maximising Community Space* programme. Eighteen questionnaires were completed and returned giving a response rate of 50%. A letter requesting feedback on the decision to withdraw was sent to the six groups which withdrew from round 1, strand 1 of the programme. No survey response was received from any of these six groups although we did speak to representatives of the groups which withdrew, the details of which may be found in section 3.3.

The vast majority of the groups surveyed (94.4%) described the programme as being 'very relevant' in meeting their needs. The remaining 5.6% described it as being 'quite relevant' in meeting their needs. Respondents found the programme to be relevant to the group in that both the capital works and capacity building elements were specifically tailored to meet their own particular needs. Groups cited the experience of working with different partners as being beneficial and believed that they now had the confidence to reach out to the wider community. This was further heightened by the sense of pride which the groups now had in their newly refurbished community resource which they may not have had save for the *Maximising Community Space* programme.

83.3% of the groups surveyed were 'very satisfied' with the programme and 16.7% were 'quite satisfied'. There was a high level of satisfaction amongst groups with the support and guidance offered by the staff at the RDC and indeed by Mc Cready, Donnelly and Lowry.

All groups surveyed fully understood the aims and objectives of the *Maximising Community Space* programme. Only one group thought that there were factors for

the RDC at programme level which inhibited the *Maximising Community Space* programme in achieving its aims and objectives. This group questioned how realistic it was to expect certain groups to progress in building community relations who were starting from a base which strongly discouraged interaction. Two groups identified factors at project level which inhibited the group in achieving their aims and objectives. One group cited the impact which the extent of their capital build had on delaying the delivery of their proposed programme of activities. The other group had difficulties in convincing all group members that accepting the grant would not entail losing control either over who could use the hall or what activities could take place there.

The *Maximising Community Space* programme met the expectations of all but one of the groups surveyed; one group was 'unsure'. 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. In cases where this issue 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.

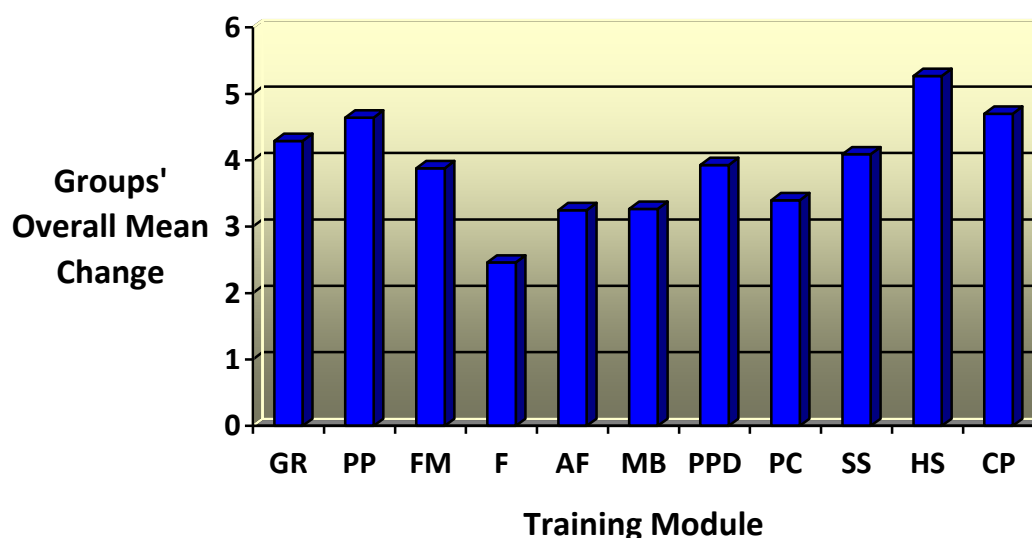
As regards groups' priorities for the next five years, most groups stated that sustaining their hall and developing the activities on offer were their primary concerns. Widening participation in their management committees and growing their membership were also of high importance.

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 7.4 with the range being 2.3 to 16.8. 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 address health and safety issues in the management of their halls (a mean change of 5.3 when rating capacity before and after training). The smallest change for the groups on average was in their capacity for fundraising (a mean change of 2.5 when rating capacity before and after training).

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'. Almost 89% of the groups surveyed believed that this programme had allowed them to network and share best practice with other groups managing rural halls. Over 94% of groups surveyed had identified a strategy for sustainability for their group and hall.

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

Most groups surveyed (88.9%) claimed to hold more activities in the hall following participation on the programme. All groups felt that their hall is now more fully utilised than before their participation on this programme. When asked, however, to provide specific details on these activities, some groups were unable to do so. Follow-up monitoring visits to be conducted by RDC staff may provide this level of detail as well as hard evidence to support group claims as to increased usage of the hall.

Of the groups who did provide hard evidence, additional activities offered included classes such as music lessons, First Aid, Food Hygiene as well as hosting community events such as dances and parties. Some management committees opened up their hall to accommodate other groups such as the credit union, women's groups, drama groups and youth groups. 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 was only completed in the summer.

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

The programme was universally 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; half (50%) had changed the composition of their management committee to be more inclusive with 88.9% 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 new 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.

The groups universally felt supported and encouraged to reach out to people in the community whom they did not access in the past. Indeed, 72.2% of groups had changed the way in which they marketed and publicised the activities now taking place in the hall with 61.1% being able to cite at least one group who now use the hall but had not done so previously.

72.2% 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.

The findings arising from the groups surveyed suggest that the *Maximising Community Space* programme met its strategic aims of: increasing the capacity and confidence of groups managing rural halls; supporting the wider usage of existing space, and fostering and developing relationships within and between communities.

3.2 Findings from Informal Observation

The evaluators visited the launches for two groups which had participated in the *Maximising Community Space* programme: Lurgaross Community Group and the Trustees of Kilrea Orange Hall. The visits to the launches gave the evaluators an opportunity to see the impact of the programme at first hand.

Although factors such as the morale of a community are self-evidently difficult to assess, there was a clear sense that the work financed by the *Maximising Community Space* programme had given a real boost to the communities who use the Lurgaross and Kilrea halls.

It was apparent in both instances that the work done on the halls had been completed to a high standard. In the case of Lurgaross, photographs displayed at the launch illustrated very clearly the transformation which had taken place from a spartan and sub-standard facility to a cosy and welcoming hall, of which the community was clearly proud. Users of the hall were very willing to show visitors the improvements which had been made. It was very noticeable that the RDC grant had

been a catalyst for a good deal of voluntary effort and work over and above the amount covered by the contract. The roof in the Lurgaross hall could justifiably be described as a “labour of love”, which set the building off as a bright and modern resource for the community.

The transformation in Kilrea was of a different type, but none the less significant. The starting point for the project was a solid and spacious town building – albeit one which is approaching its 100th birthday in 2009. The use of the grant to install a stair lift, disabled access toilet and fire escape brought the building up to modern compliance standards, and, in particular, made the large hall on the first floor accessible to all.

The food, entertainment and speeches at the launch ceremonies provided clear evidence of the pleasure being experienced by the hall user communities. At both venues, specific reference was made to the outstanding professionalism and helpfulness of both RDC staff and the trainers who had been brought in.

The programmes at both launches drew heavily on hymn tunes and Ulster Scots culture. It was noticeable that the hall at Kilrea, though used as an Orange Hall, did not display any regalia associated with the Orange Order and we took this to be a conscious decision to show sensitivity and to avoid inadvertently causing offence to any visitors on the night.

The evaluators found that their attendance at these launches was enjoyable and provided valuable insights into the benefits for local communities of the *Maximising Community Space programme*. It is unfortunate that, in the interests of using their available time effectively, it was not possible to attend more of them.

3.3 Results from Soundings

During the course of their work, the evaluators spoke to a number of people who were known to have a general interest in the *Maximising Community Space programme*. These included two politicians from the Unionist community – one of them an MLA and the other a District Councillor. Both were very appreciative of the benefits of the programme for rural halls and their users. One of them, who had

some experience of working with RDC staff, commented: “You couldn’t find better people to work with!”

One of those with whom we spoke was particularly experienced in dealing with local planning matters and said that he felt that timescales for the programme had been particularly ambitious. He acknowledged, however, that RDC staff had been extremely helpful to groups in addressing this problem.

One of the representatives mentioned that while he was very happy to see rural Orange Halls participating in this type of programme, he was aware that the trustees of some halls still had some resistance to it. This position probably owed more to the high value they placed on independence and self reliance, rather than any hostility to the programme as such.

As mentioned in section 3.1 above, we spoke to representatives of three of the groups which withdrew from the programme. One representative made it clear that the reasons for his group’s withdrawal were not to do with the RDC or the programme itself but rather with the involvement, in their case, of the Big Lottery as a match funder. On reflection, the group had decided that it would have been inappropriate to proceed since, as a group, they were opposed in principle to monies generated through gambling. Our individual interviews led us to believe that another group withdrew due to the fact that they could not remain motivated and had issues in task management amongst their committee – a decision which they now apparently regretted having witnessed first- hand the launches of several refurbished halls. Yet another group who withdrew had a problem (specifically one older trustee) with opening the hall to the wider community so the group withdrew the application rather than split the group.

3.4 Results from Individual Interviews and Focus Group

The findings emerging from the above qualitative tools served to triangulate the results from the survey, informal observations and soundings, and documentation review. The contributions arising from these qualitative 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.

3.5 Outputs

Table 1 below lists the outputs which were achieved in the course of implementing round 1, strand 1 of the *Maximising Community Space* programme. We have used the original RDC application to IFI as a template for the presentation of anticipated versus actual outputs.

While all groups participating in round 1, 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 January 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. Thirty-four groups had completed their Good Relations training sessions with 2 groups scheduled to do so in January 2009. The reason for the delay in completion was due to a family death for one of the Good Relations trainers who had been scheduled to deliver the training in November/December 2008.

In addition to the outputs cited in the table, at the time of writing 30 monitoring visits had been conducted on site by the RDC staff with a further 6 scheduled to take place in early January 2009.

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

(Taken from page 8, *RDC Programme Proposal*, May 2006)

Output	Anticipated Number of Groups	Actual Number of Groups	Indicator/Data Source
Completed developmental needs analysis and agreed work plans	30	40	Presence of Training Needs Analysis and Work Plan in group file
Completed agreed activity in development support work plans	30	39	Progress reports in group file
Completed appropriate level of accredited Good Relations Training	30	0*	8 individuals due to complete accredited training in January 2009
Completed group specific Good Relations Training*	N/A	34	Reports on Good Relations training received*
Received development and technical support as required to enable effective project planning and delivery	30	36	Progress reports from appointed associates/RDC monitoring as shown in group files
Learned from other community organisations and shared best practice	30	12	Study Visits attendance register
Supported in contact and dialogue with 'other' communities towards reconciliation	30	36	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	36	Progress reports in group file
Enabled to contribute to community development by enhancing programme of activity and services available	30	36	Survey results and monitoring visit reports
Encouraged wider usage of their hall	30	36	Survey results and monitoring visit reports

*See page 19 for note on Good Relations training.

3.6 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. As a result of participating on the *Maximising Community Space* programme, groups now appreciate that there is a need to have a strong and diverse management committee so that the workload, skills required and responsibility for sustaining the hall and the activities does not fall solely on one individual.
- 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.
- Groups have had the confidence to use the funding secured under the *Maximising Community Space* programme as leverage in accessing other sources of help, e.g. in activating local volunteers to get involved in the renovation of the halls and in the ongoing upkeep of the hall and management of activities.
- We spoke to RDC staff, consultants and representatives from organisations such as OCN, who witnessed first-hand the personal development of many individuals within the management committee of the groups involved. Individuals have developed skills in the training modules offered (e.g. ICT,

financial management and marketing) which they are now translating to all aspects of the management of their halls.

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.
- 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. The level of interest in pursuing accredited Good Relations training is also hugely encouraging with eight individuals from round 1 having confirmed attendance.

iv. Unanticipated outcomes

- Five groups specifically stated that participation on the programme led to unexpected outcomes for them. For three of these groups, these unanticipated outcomes focused around fostering and developing relationships within and between communities with one group citing cooperation with another local group which in the past would have been seen as a competitor. The second group reported an unexpected interest in their hall and activities from people who had never previously been in the hall. The

third group reported that they grew closer and worked better together as a group and this allowed them to extend the hand of friendship into the local community.

- Participation on the programme allowed another group to finish their project to a far higher standard than first planned. This gave them such confidence that they completed the project over and above their original objectives by purchasing adjoining land and adding a car park to the side of the hall.
- Participation on the programme was not without its challenges for yet another group who reported that some group members who had previously been active within the group withdrew from the group entirely as they felt unable to support wider community involvement.
- A high degree of positive publicity (for example, through press coverage of the launches/re-opening of halls) was achieved for the RDC and its funders (International Fund for Ireland and Peace II) through the *Maximising Community Space* programme. This helped RDC's standing within the rural Unionist community and went some way towards addressing the perception amongst the rural Unionist community of neglect by funders.
- 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.

3.7 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 1 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-old². It is perhaps unsurprising then that the vast majority of rural halls participating in the programme have been transformed from states of near dilapidation 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 36 groups completing strand 1 was £2,217,058.23 with the average total cost per project being £61,584.95. The total of the grants awarded by the RDC came to £1,601,052.99 with the average grant awarded per group being £44,473.69. This represents value for money in terms of the amount of people impacted and the geographical spread of that impact.
- The majority of groups funded had never engaged with RDC before. As a funding body, RDC has now developed new relationships with these groups. This has resulted in RDC being viewed as a more inclusive funder than may have previously been the case. This is particularly important as RDC may have been incorrectly perceived in the early days as only benefiting one section of the community. The *Maximising Community Space* programme and the press coverage around it enhanced the RDC’s reputation as an inclusive funder and raised awareness of the RDC in areas which did not know it existed. This may continue to impact applications to the RDC and other funding bodies from this particular community in the future.
- 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 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

² These statistics are based on information reviewed in the 32 files available on 05/12/08.

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 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. This was evidenced by one group who, being a single identity niche organisation, had no women involved in any activities before participation on the programme. Having hosted a community session, 22 women turned up at the hall and the group are now actively organising taster sessions specifically aimed at women in the wider local community. This group have widened their experience to embrace community development.

- The ability of groups to engage in more informal networking and, for some participating groups, to offer mutual support will 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.

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 (for example, those whose constitutions allowed them to participate or those who owned their halls).

For future rounds, it might be useful to have a clearer statement of the controls and procedures groups are expected to have in place either at the start of the programme or by the end, for example, financial policy and management system, asset register, petty cash procedure, cheque journal, public and employer liability insurances. Having said this, the supportive approach taken by RDC was probably correct, in that it would be unfair to penalise low capacity groups. Nevertheless, the fact remains that assessments on suitability for participation on the programme may be drawn by using these kinds of assessment criteria and may help provide RDC with a full picture of the range of groups applying (useful where a programme may be heavily over-subscribed) while also making groups aware of the kinds of practical controls, protocols and procedures which they will need to have in place by the end of the 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. Round 1 seemed to be hectic for both staff and participating groups. All RDC staff referred to tight timing and deadlines. Completing two application forms may

have been particularly onerous for groups especially when it is difficult to keep groups motivated across the training and capital build phases. Combining the two application forms into one may have eliminated some of this extra work. This is important when one considers the amount of work already undertaken by groups and the commitment involved for people who are essentially working on a voluntary basis and may have other demands upon their time.

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. Perhaps more points/a greater weighting could be available in the assessment process for those groups who may have started seeking planning permission or building control (and therefore may be more likely to finish on time if awarded funding).

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 project 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.

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 structured 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.

4.2.2 Consultants

Mc Cready, Donnelly and Lowry were praised by groups and RDC staff alike as trainers and indeed mentors. A focus group with these trainers provided evidence of the trainers' enthusiasm, professionalism and sensitivity to the needs of individual groups for which they are to be commended.

4.2.3 OCN

In addition to the support provided directly by RDC, a number of organisations were already working with some of the groups who went on to apply for the programme, including OCN, who are to be commended for the valuable preparatory role they played with these groups.

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 and the reasons outlined on page 19 above. RDC have nevertheless planned to host accredited Good Relations training in early 2009. 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 January and February 2009. This may have worked out for the best given that the commitment required to complete accredited Good Relations training may overwhelm individuals/groups already in the throes of undertaking a capital build and capacity building training. A further factor was that some groups were starting from a point where they had received little or no training of any kind and, in some instances, were very anxious about contact with members of the "other" community. The gradual approach taken by RDC was appropriate and appears to have yielded dividends, given the level of interest now being shown in accredited Good Relations training scheduled for January 2009.

Bearing this in mind, the Good Relations training may benefit from a different approach. We suggest that it could be delivered as a core strand running through all training modules rather than a separate module delivered discretely. Perhaps Mc Cready, Donnelly and Lowry could deliver the Good Relations training as part of the

overall training modules. Feedback received on these particular trainers was especially positive and the contact hours allowed them to develop relationships of trust with the groups.

It may 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. More attention should also be paid next time around in the assessment of the Good Relations baseline for groups. 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 some needed more 'hand-holding' than others. We appreciate that the cross-border programme will be more of a rolling process thanks to timing of IFI Board meetings. This will 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.

Handouts (*Good Group Checklist* and *Community Development – What's Expected*) provided by Mc Cready, Donnelly and Lowry were excellent; they were tightly aligned to the aims and objectives of the *Maximising Community Space* programme and were a good resource for groups to measure their progress and identify areas which may have needed more attention.

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 33 groups who participated (see appendix F for details). Twelve of these groups were drawn from round 1 with five of those twelve taking part in more than one visit. Study visits may thus provide another valuable mechanism for networking and sharing of best practice.

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.

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. All trainers made a point of working with individuals first of all, then groups and only then opening up groups to possibilities of engaging with the wider community but not forcing them down a preconceived route. 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 community resource for generations to come. The pride of the groups in their newly refurbished halls and their new-found confidence to manage them has allowed groups to make an important start in exploring ways to develop the usage of their halls and build relationships with the wider community.

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, noting how the RDC have exceeded anticipated targets in almost all instances further underlines this. Another sign of the success of the programme is evidenced by the fact that the RDC have received over 100 Expressions of Interest from groups hoping to apply for the third phase of the programme which will run on a cross-border basis.

5.1 Summary of Principal Recommendations

1. More dedicated outreach activity and publicity may be required to ensure that all groups managing rural halls are aware of and have the opportunity to apply for (if they so wish) support under the *Maximising Community Space* programme. This may help to make the groups participating in the programme more truly representative of the wider population in Northern Ireland.
2. Consideration should be given to the two part application process to ensure that it is as straightforward as possible for applicants and staff. This is also an appropriate time to review weightings and criteria to ensure that they reflect the objectives of the programme and to remove any confusion over wording (e.g. 'access' which was variously interpreted in terms of 'cross-community' or 'disability'). It has been noted though that the application and assessment process will be adapted in the new Cross Border programme since only one funder will be involved.
3. Introducing a system of geographic clustering in the assessment process may help the RDC to achieve better use/spread of resources rather than having perhaps two halls in close proximity fully funded to carry out capital work and offer similar programmes of activities to the same rural community.
4. A more structured system of reporting, such as, quarterly meetings of a programme steering committee who meet throughout the life of the programme might help to formalise the learning emerging at the programme level and help to monitor the progress of the groups and the overall programme towards agreed aims and objectives.
5. Consider conducting a Training Needs Analysis specifically on the Good Relations element and incorporate the Good Relations training into all modules rather than delivering as a discrete element.
6. Building in the concept of self-evaluation for groups from the outset may help groups to form realistic perceptions of what is expected from funding bodies and may help to provide evidence of delivery against agreed aims and

objectives. Encouraging groups to constantly and effectively monitor and evaluate their activities and management processes may help in their bids towards sustainability.

7. Consider building in more networking opportunities for all programme participants from all rounds to meet together and share their learning. 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.

APPENDIX A: List of Groups Successful Under Round 1, Strand 1

Database Ref. No.	Group Name	Location of Hall	Strand 1	Strand 2
039539	Aghadrumsee Hall Management	Rosslea, Co. Fermanagh	Completed	Completed
039523	Aughagaskin Flute Band Organisation	Magherafelt, Co. Derry	Completed	Completed
039586	Aughnagurgan Rural Development Association	Keady, Co. Armagh	Completed	Completed
039529	Ballintoy, Dunseverick & Rathlin Island Parish	Ballintoy, Co. Antrim	Completed	Completed
039588	Ballymacombs Hall Development Association	Bellaghy, Co. Derry	Completed	Withdrew
039545	Beragh Orange Order	Beragh, Co. Tyrone	Completed	Completed
039631	Blackhill Hall Development Association	Draperstown, Co. Derry	Completed	Completed
039630	Blacksessiagh Regeneration Group	Omagh, Co. Tyrone	Completed	Completed
039628	Bodels Hill Rural Development Association	Gilford, Co. Down	Partially Completed	Withdrew
039590	Carnagh Border Community	Keady, Co. Armagh	Completed	Completed
039526	Church Street Community Association	Maghera, Co. Derry	Completed	Completed
039521	Cloughmills Cultural & Historical Society	Cloughmills, Co. Antrim	Completed	Completed
039530	Curley Rural Community Association	Newry, Co. Down	Completed	Completed
039534	Curlough Rural Society	Aughnacloy, Co. Tyrone	Completed	Completed
039592	Curragh Hall Development Association	Maghera, Co. Derry	Completed	Completed
039546	Derrycarne Rural Community Association	Portadown, Co. Armagh	Completed	Completed
039560	Divernagh Rural Development Association	Bessbrook, Co. Armagh	Completed	Completed
039611	Drumadonald Rural Development Association	Moneyslane, Co. Down	Completed	Completed

APPENDIX A: List of Groups Successful Under Round 1, Strand 1 (Continued)

Database Ref. No.	Group Name	Location of Hall	Strand 1	Strand 2
039612	Gilford Community Group	Gilford, Co. Armagh	Completed	Completed
039542	Glens Development Group	Lislap, Omagh, Co. Tyrone	Completed	Completed
039537	Gortagilly Musical Society	Magherafelt, Co. Derry	Completed	Completed
039535	Independent LOL No. 50	Waringstown, Co. Down	Withdrew	Withdrew
039518	Katesbridge Community Association	Katesbridge, Co. Down	Completed	Withdrew
039608	Kilmegan & Aughlisnafin Rural Community Group	Castlewellan, Co. Down	Completed	Completed
039610	Kirlish Ulster Scots Association	Drumquin, Co. Tyrone	Completed	Completed
039532	Lack Women's Group	Lack, Co. Fermanagh	Completed	Completed
039597	Lisdown Community Fellowship	Armagh, Co. Armagh	Completed	Completed
039531	Lisnamorrow Musical Group	Magherafelt, Co. Derry	Withdrew	Withdrew
039524	Loughlinsholin Community Development Group	Desertmartin, Co. Derry	Completed	Completed
039525	Loup AOH	Moneymore, Co. Derry	Completed	Completed
039533	Mavemacullen & District Community Association	Tandragee, Co. Armagh	Completed	Completed
039543	Model Village Community Association	Bessbrook, Co. Armagh	Completed	Completed
039519	Moneyslane Cultural & Rural Development Association	Moneyslane, Co. Down	Completed	Completed

APPENDIX A: List of Groups Successful Under Round 1, Strand 1 (Continued)

Database Ref. No.	Group Name	Location of Hall	Strand 1	Strand 2
039629	Mullinagoagh Regeneration Group Dromore	Dromore, Co. Tyrone	Completed	Completed
039559	Reaghan LOL 304	Omagh, Co. Tyrone	Completed	Completed
039522	Rocktown AOH	Bellaghy, Co. Derry	Completed	Completed
039596	Tannagh-Hill Rural Development Association	Killylea, Co. Armagh	Completed	Withdrew
039528	Tassagh Cultural Rural Neighbourhood Group	Carrickatuke, Co. Armagh	Completed	Completed
039595	The Whitehouse Hall Committee	Castleberg, Co. Tyrone	Completed	Completed
039511	Trustees Kilrea Orange Hall	Kilrea, Co. Derry	Completed	Completed
039547	Tullywhisker Regeneration Association	Strabane, Co. Tyrone	Completed	Completed
039589	Whitehead Community Association	Carrickfergus, Co Antrim	Completed	Completed
Total Number of Groups at Start of Programme				42
Number of Groups who Withdrew from Programme				6
Total Number of Groups who Completed Programme				36

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 Monday 10th November 2008 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

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

NAME
GROUP
ADDRESS

27 October 2008

Dear NAME

The Rural Development Council in consultation with the International Fund for Ireland has commissioned K.C. Consulting to undertake an evaluation of Strand 1, Round 1 of the *Maximising Community Space* Programme.

The main objectives of this strand of the *Maximising Community Space* Programme are:

- To increase the capacity and confidence of groups managing rural halls
- To support the wider usage of existing space
- To foster and develop relationships within and between communities.

The aim of this evaluation is to assess how well these objectives were met and to identify the key learning points emerging from this programme which may help the design and implementation of similar programmes in the future.

Although we understand that your group chose to withdraw from the *Maximising Community Space* Programme, we believe that your comments may be particularly useful. We would therefore be extremely grateful if you could take a few moments to briefly explain your reasons for deciding to withdraw from the above programme. You can tell us this information by letter (to the address above), email or via a telephone call (details below).

Your comments will be treated in the strictest confidence and feedback will only be reported on an aggregated basis. No response, therefore, will be directly attributable to you or your group.

We would greatly appreciate a response by Monday 10th November 2008 and have included a stamped addressed envelope for your use. Please do not hesitate to contact me on 077 7959 7618 or email ken.cathcart@btinternet.com if you have any queries.

Yours sincerely

Ken Cathcart,
K.C. Consulting.

APPENDIX D: Group Specific Good Relations Training

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
039539	Aghadrumsee Hall Management	Rosslea, Co. Fermanagh	2	14/10/08 20/10/08	Mary Mc Anulty and Peter Mc Kee
039523	Aughagaskin Flute Band Organisation	Magherafelt, Co. Derry	2	19/11/08 26/11/08	Lesley Macaulay
039586	Aughnagurgan Rural Development Association	Keady, Co. Armagh	2	12/11/08 19/11/08	Diane Greer
039529	Ballintoy, Dunseverick & Rathlin Island Parish	Ballintoy, Co. Antrim	2	09/09/08 16/09/08	Lesley Macaulay
039545	Beragh Orange Order	Beragh, Co. Tyrone	2	07/10/08 14/10/08	Lesley Macaulay
039631	Blackhill Hall Development Association	Draperstown, Co. Derry	2	10/09/08 17/09/08	Lesley Macaulay
039630	Blacksessiagh Regeneration Group	Omagh, Co. Tyrone	2	13/11/08 20/11/08	Mary Mc Anulty and Peter Mc Kee
039590	Carnagh Border Community	Keady, Co. Armagh	2	29/10/08 10/11/08	Mary Mc Anulty and Peter Mc Kee
039526	Church Street Community Association	Maghera, Co. Derry	2	23/09/08 30/09/08	Lesley Macaulay
039521	Cloughmills Cultural & Historical Society	Cloughmills, Co. Antrim	2	31/07/08 18/08/08	Lesley Macaulay
039530	Curley Rural Community Association	Newry, Co. Down	2	24/10/08 30/11/08	Lesley Macaulay
039534	Curlough Rural Society	Aughnacloy, Co. Tyrone	2	09/10/08 16/10/08	Lesley Macaulay

APPENDIX D: Group Specific Good Relations Training (Continued)

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
039592	Curragh Hall Development Association	Maghera, Co. Derry	2	06/08/08 14/08/08	Lesley Macaulay
039546	Derrycarne Rural Community Association	Portadown, Co. Armagh	2	25/10/08	Lesley Macaulay
039560	Divernagh Rural Development Association	Bessbrook, Co. Armagh	2	08/10/08 15/10/08	Mary Mc Anulty and Peter Mc Kee
039611	Drumadonald Rural Development Association	Moneyslane, Co. Down	2 Scheduled	19/01/09 23/01/09	Lesley Macaulay
039612	Gilford Community Group	Gilford, Co. Armagh	2	30/10/08 06/11/08	Mary Mc Anulty and Peter Mc Kee
039542	Glens Development Group	Lislap, Omagh, Co. Tyrone	2	15/12/08 17/12/08	Lesley Macaulay
039537	Gortagilly Musical Society	Magherafelt, Co. Derry	2	29/07/08 11/08/08	Wil Glendinning
039608	Kilmegan & Aughlisnafin Rural Community Group	Castlewellan, Co. Down	2	09/09/08 16/09/08	Mary Mc Anulty and Peter Mc Kee
039610	Kirlish Ulster Scots Association	Drumquin, Co. Tyrone	2	10/10/08 24/10/08	Lesley Macaulay
039532	Lack Women's Group	Lack, Co. Fermanagh	2 Scheduled	13/01/09 (Double session)	Lesley Macaulay
039597	Lisdown Community Fellowship	Armagh, Co. Armagh	2	05/08/08 13/08/08	Peter Osbourne
039524	Loughlinsholin Community Development Group	Desertmartin, Co. Derry	2	14/10/08 21/10/08	Diane Greer

APPENDIX D: Group Specific Good Relations Training (Continued)

Database Ref. No.	Group Name	Location of Hall	Number of Sessions Attended	Dates of Sessions	Consultant Involved
039525	Loup AOH	Moneymore, Co. Derry	2	30/07/08 07/08/08	Diane Greer
039533	Mavemacullen & District Community Association	Tandragee, Co. Armagh	2	21/10/08 18/11/08	Mary Mc Anulty and Peter Mc Kee
039543	Model Village Community Association	Bessbrook, Co. Armagh	2	13/11/08 20/11/08	Mary Mc Anulty and Peter Mc Kee
039519	Moneyslane Cultural & Rural Development Association	Moneyslane, Co. Down	2	14/11/08 21/11/08	Mary Mc Anulty and Peter Mc Kee
039629	Mullinagoagh Regeneration Group Dromore	Dromore, Co. Tyrone	2	07/10/08 28/10/08	Diane Greer
039559	Reaghan LOL 304	Omagh, Co. Tyrone	2	16/09/08 23/09/08	Diane Greer
039522	Rocktown AOH	Bellaghy, Co. Derry	2	06/11/08 13/11/08	Lesley Macaulay
039598	Tassagh Cultural Rural Neighbourhood Group	Carrickatuke, Co. Armagh	2	11/12/08 (Double session)	Lesley Macaulay
039595	The Whitehouse Hall Committee	Castlederg, Co. Tyrone	2	24/09/08 01/10/08	Diane Greer
039511	Trustees Kilrea Orange Hall	Kilrea, Co. Derry	2	21/10/08 27/10/08	Lesley Macaulay
039547	Tullywhisker Regeneration Association	Strabane, Co. Tyrone	2	10/09/08 24/09/08	Diane Greer
039589	Whitehead Community Association	Carrickfergus, Co Antrim	2	04/11/08 11/11/08	Mary Mc Anulty and Peter Mc Kee

APPENDIX E: Groups' Total Project Costs and Grant Awarded

Database Ref. No.	Group Name	Total Project Cost	Grant Awarded
039539	Aghadrumsee Hall Management	£54,413.26	£49,287.38
039523	Aughagaskin Flute Band Organisation	£53,674.63	£47,602.98
039586	Aughnagurgan Rural Development Association	£110,578.92	£49,999.51
039529	Ballintoy, Dunseverick & Rathlin Island Parish	£55,663.11	£48,328.49
039545	Beragh Orange Order	£76,740.87	£45,653.37
039631	Blackhill Hall Development Association	£57,612.71	£45,624.83
039630	Blacksessiagh Regeneration Group	£105,163.34	£49,959.99
039590	Carnagh Border Community	£108,034.21	£49,998.08
039526	Church Street Community Association	£81,025.51	£46,900.63
039521	Cloughmills Cultural & Historical Society	£58,391.25	£46,362.25
039530	Curley Rural Community Association	£48,560.83	£41,815.83
039534	Curlough Rural Society	£52,520.67	£49,720.72
039592	Curragh Hall Development Association	£58,175.00	£50,000.00
039546	Derrycarne Rural Community Association	£52,534.84	£49,229.07
039560	Divernagh Rural Development Association	£52,766.83	£49,645.98
039611	Drumadonald Rural Development Association	£47,528.90	£44,126.10
039612	Gilford Community Group	£54,209.13	£49,669.51
039542	Glens Development Group	£51,112.50	£40,000.00
039537	Gortagilly Musical Society	£51,229.79	£49,148.58

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

Database Ref. No.	Group Name	Total Project Cost	Grant Awarded
039608	Kilmegan & Aughlisnafin Rural Community Group	£69,783.82	£50,000.00
039610	Kirlish Ulster Scots Association	£50,491.89	£45,257.88
039532	Lack Women's Group	£50,746.95	£46,762.00
039597	Lisdown Community Fellowship	£63,107.98	£49,153.24
039524	Loughlinsholin Community Development Group	£63,777.00	£48,199.50
039525	Loup AOH	£53,638.66	£44,535.41
039533	Mavemacullen & District Community Association	£45,178.27	£42,411.49
039543	Model Village Community Association	£50,328.37	£48,112.68
039519	Moneyslane Cultural & Rural Development Association	£53,833.58	£44,463.78
039629	Mullinagoagh Regeneration Group Dromore	£50,558.63	£48,109.30
039559	Reaghan LOL 304	£87,841.66	£50,000.00
039522	Rocktown AOH	£35,559.70	£33,893.02
039598	Tassagh Cultural Rural Neighbourhood Group	£105,849.72	£49,151.47
039595	The Whitehouse Hall Committee	£56,355.79	£47,613.14
039511	Trustees Kilrea Orange Hall	£50,680.60	£48,645.27
039547	Tullywhisker Regeneration Association	£63,119.00	£50,000.00

039589	Whitehead Community Association	£86,762.20	£44,181.20
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APPENDIX F: Groups Participating in Study Visits

Group Name	Round	Date(s) of Study Visit(s)	Location(s) of Study Visit
Aghadrumsee Hall Management	1	21/06/08	Omagh
Aughnagurgan Rural Development Association	1	06/09/08 20/09/08	North Antrim Craigavon
Ballyronan Orange Culture Group	2	06/09/08	North Antrim
Ballywillan Community & Cultural Group	2	06/09/08	North Antrim
Blackhill Hall Development Association	1	06/09/08 20/09/08	North Antrim Craigavon
Bush Community Group	2	21/06/08	Omagh
Carnagh Border Community	1	06/09/08 20/09/08	North Antrim Craigavon
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
Curley Rural Community Association	1	20/09/08	Craigavon
Curragh Hall Development Association	1	06/09/08 20/09/08	North Antrim Craigavon

Derryhirk Rural Development Association	2	20/09/08	Craigavon
Derrylin District Regeneration Group	2	21/06/08	Omagh

APPENDIX F: Groups Participating in Study Visits (Continued)

Group Name	Round	Date(s) of Study Visit(s)	Location(s) of Study Visit
Donacavey Youth Council	2	20/09/08	Craigavon
Drumadonald Rural Development Association	1	06/09/08	North Antrim
Edentilone Bowling Club	2	21/06/08	Omagh
Ederney Community Development Trust	2	21/06/08	Omagh
Gilford Community Club	1	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
Mullinagoagh Regeneration Group	1	20/09/08	Craigavon
Mullintur Ulster Scots Improvement Committee	2	20/09/08	Craigavon
Newmills Cultural Group	2	20/09/08	Craigavon
Rathmore Young Farmers	2	20/09/08	Craigavon
Reaghan LOL 304	1	21/06/08	Omagh

APPENDIX F: Groups Participating in Study Visits (Continued)

Group Name	Round	Date(s) of Study Visit(s)	Location(s) of Study Visit
Strawletterdallon Orange Hall Committee	2	21/06/08	Omagh
Tassagh Cultural Rural Neighbourhood Group	1	21/06/08 20/09/08	Omagh Craigavon
Teemore Hall Development Association	2	21/06/08	Omagh
Trustees Kilrea Orange Hall	1	06/09/08	North Antrim