FLAG
NORTH

Fisheries Local Action Group
Local Development Strategy 2016

This an edited version of the full FLAG North Local Development Strategy produced to inform potential project applicants of the themes and priorities contained therein. The full text of all FLAG strategies and their appendices may be found on www.bim.ie. E & O E.

The development of this Local Development Strategy by FLAG North was facilitated through the provision of preparatory support as part of Ireland's European Maritime and Fisheries Fund Operational Programme 2014-2020, co-funded by the Exchequer and European Union. This Strategy was 100% funded under that Programme. This Strategy covers the period of the Programme and is intended to guide FLAG North in prioritising, selecting and supporting projects with EMFF funds in its FLAG territory.

Cover image by John Rafferty

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1   The Definition of the Strategy Area

1.1 Introduction

This section describes the FLAG area and sets out confirmation that the FLAG area meets the criteria set out in the European Maritime Fisheries Fund OP 2014 – 2020 (Section 5.1.2).

1.2 Description of the FLAG Area

The FLAG North area comprises the coastal zone of County Donegal. In order to provide a snapshot of the nature of this area the 80 District Electoral Divisions have been used to provide aggregate statistics. The area of operation will typically be the 10 km coastal strip however should projects further inland positively impact the coastal strip they will be considered on a case by case basis. The FLAG North has a total population of 91,406 and the largest electoral division in the FLAG North is Donegal with a population of 4,010.

The population in the FLAG North and Donegal in general is sparsely populated with Donegal being listed as the fifth most rurally dispersed county in Ireland with an estimated 34 person per sq. km. Furthermore, within the FLAG North area 26% of the Gaeltacht land area in Ireland is located mostly in the FLAG North area [1].

The main port in the FLAG North is Killybegs to the south of Donegal which is ranked at the largest port in Ireland for fish landed and value domestically. Greencastle in the North East is also the 10th largest port and Rathmullan to the North is the 20th largest port. The port landed approximately 123,000 tonnes at a value of €64.3m [2]. There is a great importance of the fishing industry in the FLAG North as the region lands the highest tonnage of fish landed of 304 tonnes per 1,000 of the population and employs the highest proportion in the fishery industry compared to the other FLAGs. Furthermore, the FLAG North also makes up a fifth (20%) of value in the Aquaculture sector around the FLAG regions. This has remained consistent with their share in 2014 therefore showing the Aquaculture is a relatively stable industry in the FLAG North region.

Environmentally the coastline has several designated sites in particular special areas of conservation. The environment and fishing of the region can attract visitors to the area with initiatives such as the Food Coast and being part of the Wild Atlantic Way.

1.2.1   Map of the FLAG Area

Figure 1.1: Map of FLAG North area

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1   County Donegal Development Plan 2012-2018
2   SFPA, 2016

1.3 Confirmation of Compliance of FLAG Area

Confirmation of compliance of the FLAG North with the following criteria was addressed by the FLAG selection committee.

Table 1.1: FLAG Area – Compliance with Criteria

Criteria[3]	Compliant (✔ / ✘)
The area proposed must have at least one boundary comprising the coastline	✔
The area must have a significant level of employment in fisheries or aquaculture	✔
The population of Coastal Electoral Districts for proposed area must be over 70,000	✔
The area must have a minimum of 150 vessels in all fleet segments of the fleet register and preferably not more than 400	✔
The area proposed must have no more than one National Fisheries Harbour Centre	✔

1.4 Coherent Sub-Areas

As part of the development of the strategy the differing needs and priorities of differing areas of the FLAG were considered.

The differing needs of areas were identified through the socio-economic review, the needs identified were further explored through meetings with key stakeholders representing differing areas of the FLAG as well as public consultations in 7 areas including a number of coastal islands. The needs and priorities of the areas were identified through this process and there was found to be little need to establish a coherent sub-area as part of the FLAG strategy but rather any varying needs have been acknowledged and addressed as part of the main strategy.

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3   In accordance with Article 33 of Common Provisions Regulation 1303/2013 – December 2013.

2   ANALYSIS OF THE DEVELOPMENT NEEDS
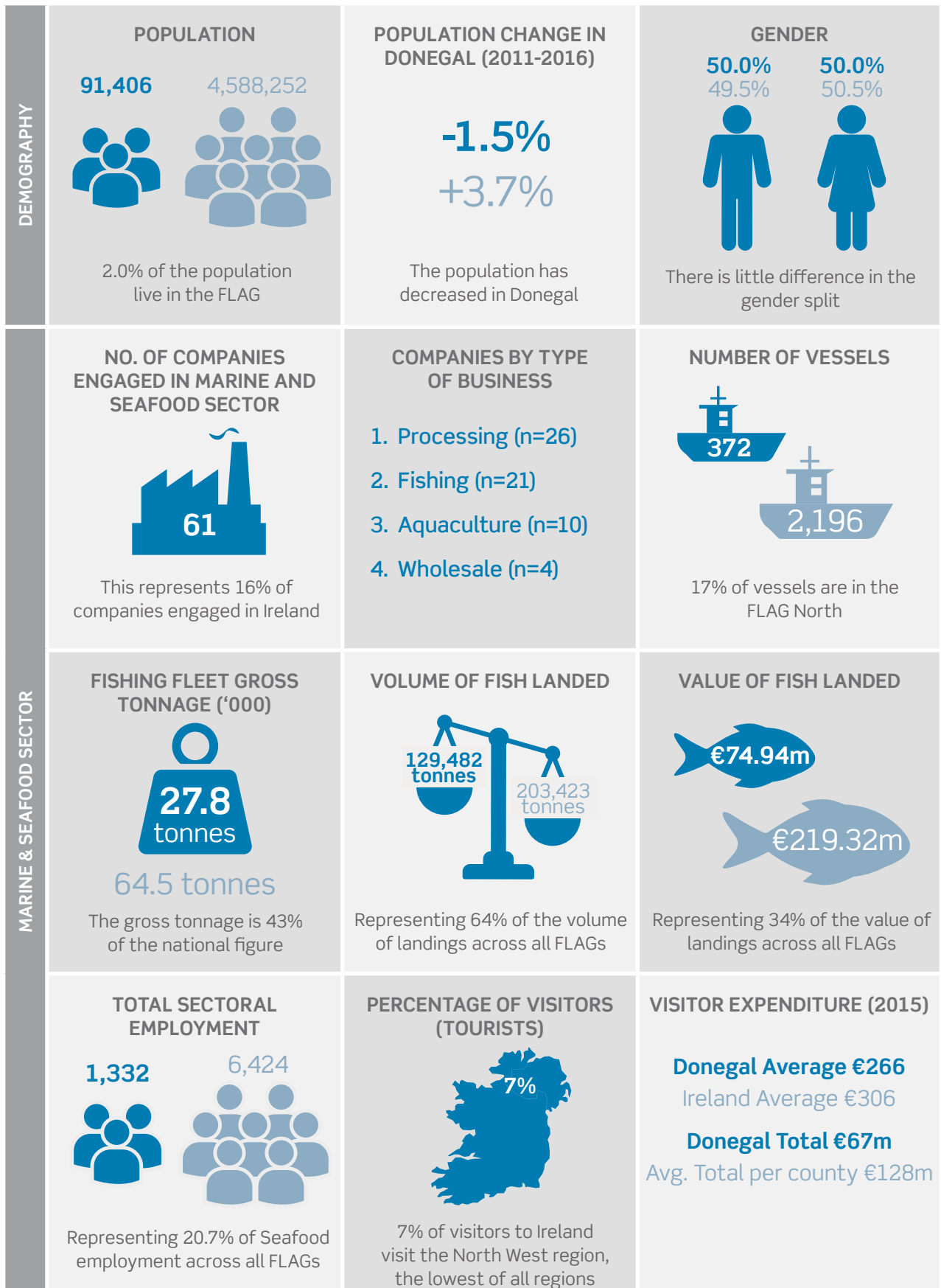
2.1 Introduction

This section sets out the summary of the analysis of the development needs and potential of the FLAG Area. This includes an analysis of the strengths, weaknesses, opportunities and threats. It has been developed based on desk-based research along with consultation findings.
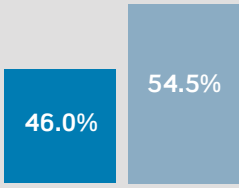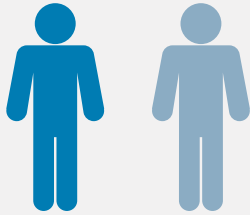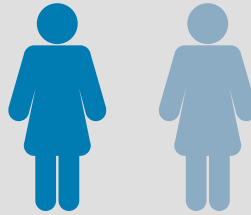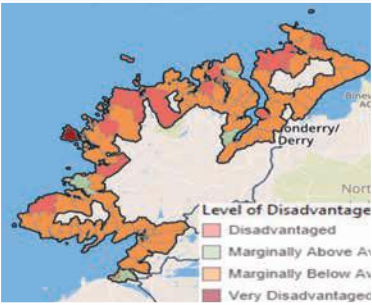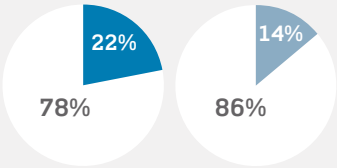
2.2 Summary of Socio-Economic Review

- Preliminary Census 2016 statistics suggest that population is decreasing in the Donegal area (by 1.4% over the past five years) and therefore, also within the FLAG North area.

- There is a significantly older population (over-65) in the FLAG North area (14.7% of the population) than other FLAGs (12.6% overall) and across Ireland (11.7%), resulting in age dependency and public services implications for the communities. However, there is a slightly larger proportion of persons aged under 15 in the FLAG North (22.3%) in comparison to Ireland (21.3%).

- The FLAG North has a higher rate of owner occupancy (77.5% non-vacant homes) compared to other FLAGs (74.6%), and the Irish average (69.8%). However, the number of vacant homes in County Donegal is persistently high with 30.4% compared to 14.5% across Ireland suggesting over-supply.

- Donegal also has a significantly high proportion of holiday homes which are vacant for a large proportion of the year and therefore do not contribute to local economy.

- The FLAG North has the higher proportion of those identifying as Irish (92.5%) across the seven FLAGs (average of 89.2%). There is a strong sense of cultural awareness within the area as 42.2% of residents can speak Irish, with three times as many persons likely to use it within daily life particularly in Gaeltacht areas.

- With regard to education attainment, there is nearly twice the proportion of FLAG North residents with no formal qualifications (2.9%) compared to other FLAGs (1.7%) and the national figure (1.4%). Educational attainment is considerably lower within the FLAG North across the board, with residents more likely to have a primary qualification as their higher level of qualification than the national figure.

- PACEC estimates for Q1 2016 highlight unemployment within the FLAG North (10.1%) to be higher than the national average (8.3%). Economic inactivity is also higher within the FLAG North, as well as inability to work due to ill health (5.1% in FLAG North against 4.4% in Ireland)

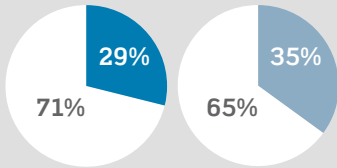- Deprivation is highly prevalent in the FLAG North zone (95% of EDs lower than the national average) which could present a disincentive to migration into the area and this could be a factor in the decrease in population.

- The FLAG North area has the highest percentage of total gross tonnage (43.1%) of fishing vessels out of all FLAGS.

- The fishing industry in the FLAG North area is substantial and provides significant employment opportunities due to the existing infrastructure in the area to support the industry

- The FLAG North's activity is heavily concentrated within Killybegs, which represents 62% of all Irish tonnes landed, and 33% of the total value representing the significance of Killybegs to the sector and for the local economy and employment opportunities, and its national impact to the Irish Sea fisheries industry. Furthermore, Greencastle and Malin Head in Donegal are also part of the FLAG North and top twenty ports by value.

- Almost one in three workers in the Agriculture, Forestry and Fishing sector are over the age of 65, compared to 25% across all sectors suggesting potential longer term supply issues.

- There are significant tourism opportunities for the area due to the scenic landscape and initiatives such as the Wild Atlantic Way route;

- Information is not available at a FLAG level regarding exporting, however the points below summarise the general picture.

- The overall value of Irish seafood exports was €564 million in 2015. The largest Irish seafood export by value is pelagic (€204m, 36%), followed by crustaceans (€113m, 20%), freshwater fish (€85m, 15%), molluscs (€82m, 15%), whitefish (€53m, 9%) and fish meat and oil (€26m, 5%). Sectorally, shellfish led the way – rising 12% to €195 million; followed by salmon – where exports increased to an impressive €75 million; and whitefish – where exports grew by 7% to €53 million. The only decline in 2015 was seen in pelagics, where exports fell 7% to €204 million as a result of falling trade and market prices.

- 70% of the seafood industry exports are as a bulk commodity, it is anticipated that this needs to be reduced to 50% by 2025 to meet increasing market demands, with seafood demand expected to increase by 50% by 2030.

- Looking at aquaculture specifically, France remains the main market for Irish oysters accounting for over 76% of all exports, however this has decreased by 10% in 2015 identifying the need for oyster produces to diversify outside the French market. France and The Netherlands are the primary markets for rope mussels with demand from The Netherlands increasing as processors there have developed techniques for handling and packaging of rope mussels.

- Over two thirds of Irish seafood exports in 2015 were to EU countries (€388m, 69%), while just under a fifth of exports were to Nigeria and North Africa (€98m, 17%), (€47m, 8%) were to Asia which is seen as an expanding export market for certain species and the remaining €31m was to Non-EU countries (6%).

2.3 Summary - Infographic (■ FLAG ■ National)

DEMOGRAPHY

POPULATION

91,406   4,588,252

2.0% of the population live in the FLAG

POPULATION CHANGE IN DONEGAL (2011-2016)

-1.5%

+3.7%

The population has decreased in Donegal

GENDER

50.0%   **50.0%**
49.5%   50.5%

There is little difference in the gender split

MARINE & SEAFOOD SECTOR

NO. OF COMPANIES ENGAGED IN MARINE AND SEAFOOD SECTOR

61

This represents 16% of companies engaged in Ireland

COMPANIES BY TYPE OF BUSINESS

1. Processing (n=26)
2. Fishing (n=21)
3. Aquaculture (n=10)
4. Wholesale (n=4)

NUMBER OF VESSELS

372

2,196

17% of vessels are in the FLAG North

FISHING FLEET GROSS TONNAGE ('000)

27.8 tonnes

64.5 tonnes

The gross tonnage is 43% of the national figure

VOLUME OF FISH LANDED

129,482 tonnes

203,423 tonnes

Representing 64% of the volume of landings across all FLAGs

VALUE OF FISH LANDED

€74.94m

€219.32m

Representing 34% of the value of landings across all FLAGs

TOTAL SECTORAL EMPLOYMENT

1,332   6,424

Representing 20.7% of Seafood employment across all FLAGs

PERCENTAGE OF VISITORS (TOURISTS)

7%

7% of visitors to Ireland visit the North West region, the lowest of all regions

VISITOR EXPENDITURE (2015)

Donegal Average €266
Ireland Average €306

Donegal Total €67m
Avg. Total per county €128m

ECONOMY

EMPLOYMENT

46.0%   **54.5%**

There is a lower proportion of people in employment than the national figure

MALE UNEMPLOYMENT

13.2%   9.9%

The male unemployment rate is higher than the national figure

FEMALE UNEMPLOYMENT

7.2%   6.4%

The female unemployment rate is higher than the national figure

DEPRIVATION

SOCIAL CLASS

1. Managerial and Technical
   24%/27%
2. Non-manual
   18%/18%
3. Skilled Manual
   17%/15%
4. Semi-Skilled
   14%/11%

DEPRIVATION

Level of Disadvantage
- Disadvantaged
- Marginally Above Av
- Marginally Below Av
- Very Disadvantaged

60% of FLAG North EDs are within the top 20% most deprived in Ireland while 30% are within the top 10% most deprived in Ireland

PROFILE & EDUCATION

AGE PROFILE

15% 65+ 12%
63% 15-64 67%
22% 0-14 21%

The population is older than at a national level

% OF POP. WITH PRIMARY EDUCATION ONLY

22%   **14%**
78%   **86%**

Over one in five people with a primary education only

% OF POP. WITH THIRD LEVEL QUAL. OR ABOVE

29%   **35%**
71%   **65%**

Lower portion of population with Third Level qualifications or higher

HOUSEHOLDS, ACCESS & HEALTH

ONE PERSON HOUSEHOLDS

26%   24%

There is a higher proportion of one person households than nationally

ACCESS TO BROADBAND

57%   63%

Lower proportion of the population have access to broadband than the national figure

% OF POPULATION UNABLE TO WORK DUE TO HEALTH PROBLEMS

5.1%   4.4%

A higher proportion of FLAG population are unable to work due to health problems

2.4 Overview of the Consultation Process

The FLAG North recognises the importance of the active engagement and participation of Donegal citizens in the sustainable development of their coastal communities and the opportunity for them to input meaningfully into the design, development and implementation of the FLAG North Strategy. The FLAG Board has supported Public and Corporate Economic Consultants (PACEC) in the comprehensive public consultation process undertaken.

In keeping with the Community Led Local Development (CLLD) approach of FLAG, the FLAG Board undertook a comprehensive consultation process at a local level to ensure the local development strategy was informed by the active engagement and participation of those directly involved in fishing and aquaculture, those involved in the development and maintenance of coastal communities, those involved in marine tourism and promoting coastal areas and many others. The table below sets out the consultation activity undertaken by PACEC on behalf of the FLAG Board.

Table 2.1: Overview of the Consultation Process

Consultation Activity
Public Meetings
7 public meetings in the FLAG North region (Killybegs, Aranmore Island, Burtonport, Tory Island, Derrybeg, Carrigart and Carndonagh), with 4 of these in Irish supported by an Irish facilitator. Over the 7 public meetings there were approximately 80 attendees. Representation in the FLAG North was made up from a number of groups: • Representatives from local authorities made up 27% of attendees; • Economic and social partners made up 44% of attendees; • Other relevant bodies that represent civil society made up 29% of attendees.
Meetings with Relevant Stakeholders
As part of a strategy development process, interviews were held with a range of key stakeholders[4] including those from the statutory sector as well as industry representatives. In addition, FLAG board members had the opportunity to identify relevant stakeholders who were to be included in the consultation process.

The format of the community consultation events was participatory in nature to promote meaningful engagement and to ensure the active participation of the local community in identifying the challenges and opportunities present in their local areas.

2.4.1 Inclusive Process that involved key stakeholders

All consultation events were promoted and well publicised to raise awareness of the process amongst all key stakeholders. The meetings held were publicised locally using a variety of different means including advertisements in local and trade press, notices on local and regional radio, signage and posters and word of mouth. The inclusive nature of these events can be witnessed from the diverse representation amongst the attendees.

2.4.2 Multi-Sector Approach that involves co-ordination with relevant sectors

The consultation processes directly engaged with various sectoral groups covering a very broad remit of different population cohorts, activity and geographic areas of coverage. The different sectoral group interests were captured from a combination of the public consultation events, stakeholder meetings and telephone consultations.

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4   Donegal Tourism Ltd; LEADER (FLAG Board member), Fáilte Ireland. Other stakeholders attended the public consultation workshops.

2.4.3 Specific Methodologies for engaging with more difficult to reach groups

A number of specific methodologies were adopted to ensure the engagement of more difficult to reach groups. Consultation meetings were held within local communities, the timing of the meetings (i.e. during the day or early evening) tried to accommodate those who may be at sea and unable to attend meetings during the day. This outreach approach through which communities were directly engaged in their own areas (avoiding the need for them travel long distances) was important in ensuring that more remote, peripheral and isolated communities were afforded the opportunity to actively participate in the preparation of the Local Development Strategy.

In addition, efforts were made to include Islands and other isolated communities. Meetings and consultation events were held on islands and specific travel and meeting arrangements were made to ensure that these important areas of the FLAG were included in the process.

Other specific actions were taken including meeting with organisations that represent migrant workers, who have a key role to play in the fishery, aquaculture and seafood processing industries. These stakeholders may have been restricted from participating in consultation events due to issues related to language etc.

In addition to this, when a FLAG area included a Gaeltacht area efforts were made to ensure that the meetings were conducted in Irish, or that an Irish interpreter was present to ensure that the views of Gaeltacht areas were also taken on board.

2.5 Feedback from Consultation

2.5.1 Introduction and Methodology

The public consultation and the engagement with local stakeholders is the most important element in the development of the strategy. Given this the meetings were designed such that pertinent information, that would clearly inform the strategy, was collected at each.

The engagement had three main components which are described in the diagram below.

Figure 2.1: Consultation Methodology

SWOT and Needs	Ranking	Opportunities and Project Ideas
This element asked consultees to consider the information gathered by PACEC in relation to the Socio-Economic Review and discuss the Strengths, Weaknesses, Opportunities and Threats within thier local area.	Using seven areas of activity, developed from the Union Priority 4 of the EMFF Regulation, Article 63 of the Common Provision Regulation and the EMFF OP, we asked attendees to rank the areas of activity in order of important to them and to their local area.	Using the highest ranked areas of activity, attendees were asked to consider the opportunities and project ideas that may be supported through the programme to address some of the weaknesses and threats identified.

Source: PACEC, 2016

The outworking was a bank of information which we have used to inform the development of the strategy in constant liaison with the FLAG North Board. A summary of the information gathered through the public consultation process is included in the sections that follow.

2.5.2   SWOT and Needs

The consultation exercise undertaken included a discussion of the needs of the local area and through this a SWOT analysis was developed. The key findings from this analysis are presented in Table 2.2.

Table 2.2: SWOT Analysis – North Fisheries Local Action Group

Strengths	Weaknesses
• Almost half of all homes in the FLAG North area are owner occupied without a mortgage (47.3% compared to 34.4%) indicating a relatively stable housing market • There is a strong sense of cultural awareness within the area with the population of Tory Island being able to speak Irish and overall in the region 42.2% of residents speak Irish, compared to 40.6% nationally • As well as a strong cultural awareness in the area there is also a strong maritime history in the region; • There is a National Fisheries College in Greencastle that gives access to people in the FLAG North region to develop their skills in fishing, fish farming and seafood processing.	• Population is decreasing in the Donegal area and thus in the FLAG North area (decreased by 1.5% compared to an increase of 3.7% nationally) • Significantly older population in the Donegal area (14.7%) when compared to the other FLAGs (12.6% average) and the national figure (11.7%) • Significantly lower levels of employment were recorded in the 2011 census within the FLAG North area when compared to the national average (42% compared to 50.1%) • Higher proportion of the population 65 and over that are retired or still working in the fishing sector • Poor infrastructure in the area with limited national and primary roads as well as broadband and no active rail routes in the FLAG region leading to high levels of isolation and deprivation in the region; • Large proportion of holiday homes and building lying vacant in the area with holiday homes only being used for several months a year providing little or no contribution to the local economy in the FLAG North region; • Lack of signage between Killybegs and Burtonport giving visitors little awareness of the area.

Opportunities	Threats
● There are significant tourism opportunities for the area due to the scenic landscape and initiatives such as the Wild Atlantic Way route that are currently under utilised;	● No opportunities for young people in the fishing industry therefore contributing to the large number of emigration to the likes of Dublin and Cork;
● The fishing industry in the FLAG North area is substantial and provides significant employment opportunities due to the existing infrastructure in the area to support the industry	● There is a large proportion of people leaving the area putting pressure on the workforce and supporting the economically inactive population;
● Beaches and scenery are very scenic and natural but the areas under developed along the FLAG North region therefore prompting the opportunity to pursue projects along these areas such as providing bilingual signage that shows the cultural heritage the FLAG North has to offer;	● Fishing is the FLAG North area is primarily concentrated towards Killybegs and Greencastle which ultimately sees other ports such as Burtonport suffer;
● Increasing the level of training to encourage the development of the fishing industry. There is an opportunity to look at the training needs of fishermen and tailor courses to suit their needs;	● Regulation / legislation threatens the development of the sector and fishermen's livelihood through quotas, health and safety, environmental protection accessing fishing stock and licensing restrictions limiting fishermen's opportunities to diversify into tourism;
● With a large proportion of empty buildings along the coastline in the FLAG region there is the potential to build a marine centre or aquarium;	● A lack of community development officers around the FLAG region
● Potential to develop the smaller ports in the area such as Burtonport.	● Deprivation in the area could present a disincentive to migration to the area (95% of FLAG North Electoral Divisions are below average in terms of deprivation) and this could be a factor in the decrease in population
	● There is a lower attainment of higher level education in the area (18.5% compared to 24.6% nationally) which reduces the creation of higher skilled jobs.

Source: PACEC, 2016

2.5.3   Ranking

A key element of the consultation exercise was the ranking of the Areas of Activity in order of importance and priority for the FLAG. The Areas of Activity are taken from Article 63 Implementation of Community Led Local Development of the Common Provision Regulations. The table below details the out workings of this process including the overall assessment of the ranking of areas based on feedback from the consultation process.

Table 2.3: Ranking of Areas of Activities

| Area of Activity	Overall Ranking
1. Adding Value to Fishery and Aquaculture Products	2.4
2. Job Creation/Maintenance	1.3
3. Supporting Innovation and Diversification	2.7
4. Lifelong Learning & Attracting Young People	2.3
5. Promoting Environmental Assets	5.3
6. Promoting Social Wellbeing and Cultural Heritage	2.3
7. Strengthening Role and Governance	2.0

Source: PACEC, 2016

Table 2.3 indicates that across all of the consultation activity:

- Job creation and maintenance was identified as the highest ranked priority area;
- Strengthening the role and governance was identified as the 2nd highest area;
- Lifelong learning and attracting young people and promoting social-wellbeing and cultural heritage was ranked joint 3rd;
- Adding value to fisheries and aquaculture was ranked 5th ;
- Supporting innovation and diversification was identified as the 6th most important area for the FLAG;
- Promoting environmental assets was identified as the least important area for the FLAG board.

After the consultation exercise and taking into account feedback from the consultation meetings the areas of activity were refined and remodelled to better reflect the framework of activities. The main change in the framework is that 'creating and maintain jobs in coastal areas' was seen as an overarching goal and that all of the other Areas of Activity could contribute to. In addition, another area was added in relation to the development of marine tourism and diversification. The outcome of this process is displayed below.

Figure 2.2: Refinement of the Areas of Activity
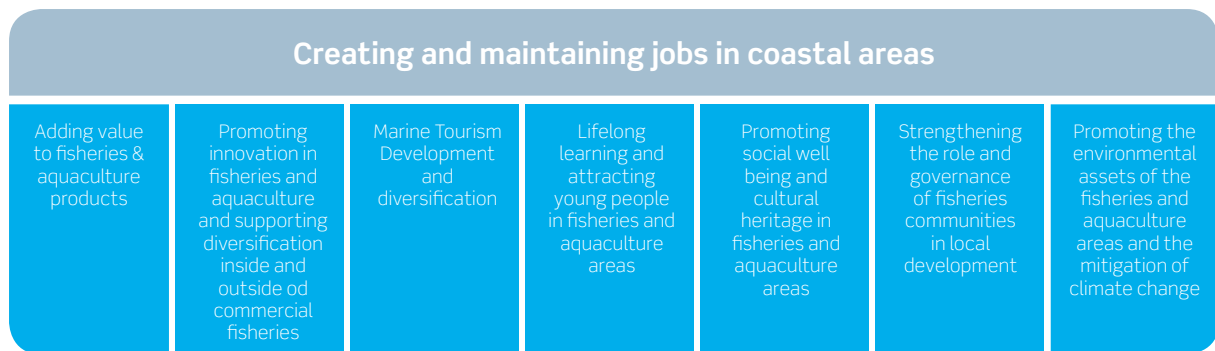
Source: PACEC, 2016

Continuing the development of the framework it was acknowledged that some of the areas above were overlapping and could be grouped together to streamline the focus of the strategy to be developed. PACEC, in consultation with the FLAG Board, developed five themes for which the prioritised areas of activity would fit. The breakdown of these themes is detailed in Figure 2.3.

Figure 2.3: Areas of Activity to Themes
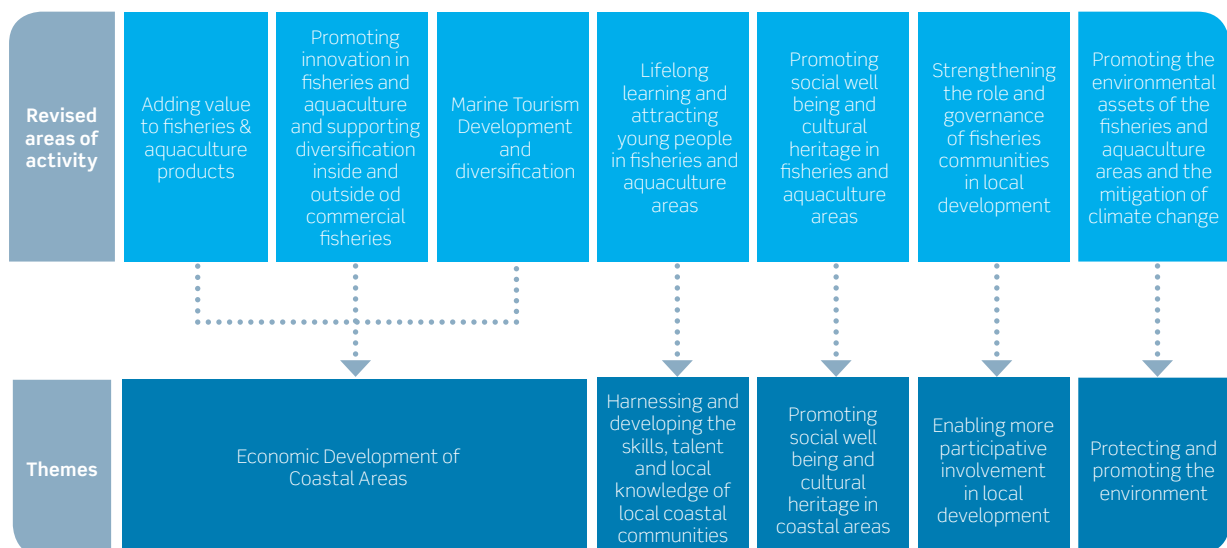
Source: PACEC, 2016

The five themes detailed above are the bedrock on which the strategy is built. All of the proceeding sections of the strategy use the themes detailed.

2.5.4 Project Ideas / Opportunities

The final element of the consultation work considered the opportunities and project ideas that attendees had in relation to the areas of activity. Using the themes detailed above we have included the tables below a summary of the key needs and project concepts against each theme.

Whilst the tables below set out all the project concepts / needs identified through the consultation the FLAG Board have assessed this feedback and have identified areas that are ineligible or illegal for FLAG support according to State Aid rules. There are also issues arising which are the core remit of other agencies or the state or that are better supported through other programmes or funding streams. Therefore, not all the areas detailed below have been progressed in to the intervention logic for the strategy.

Table 2.4: Economic Development of Coastal Areas

Economic Development of Coastal Areas
Developing Sustainable Fishing and Seafood The development of the fisheries and seafood sector was identified as the highest priority for the FLAG specifically in relation to supporting existing jobs and bringing the potential for future job creation. Several issues related to decreases and losses of fish stocks for peripheral communities (including the Islands) was identified as one of the main reasons for the decline of the industry. In addition, the lack of cohesion and collaboration in the industry was impacting on the performance of the quality product in domestic and international markets. Some of the key needs identified included: - Support sustainable fishing   - Support for improving the quality and standards of fishing practice;   - Better management of inshore fisheries is needed for crab and lobster including the potential introduction of shellfish management plans   - Better networking and communication between fisheries for oysters and mussels;   - Improving bay management   - Develop an effective framework for the management of local resources in terms of landing values, enhancing quality and building industry networks.   **Enhancing and Developing Existing Seafood Businesses** An important area raised by consultees was the FLAG's role in supporting existing businesses that operated in the seafood sector. Some on the issues included: - Support for existing businesses   - Support for robust business planning and strategies by individuals and co-operative type groups to address supply chain issues and quality handling.   - Support for the development of best practice in the industry including securing new or enhance existing markets focusing on sustainability;   - Support for the development of artisan processing   - Support for existing projects which can promote integration between the marine tourism and fisheries sector with focus on sustainability or environment;   - Support on marketing and branding including developing local regional brands for quality produce e.g. Arranmore.   - Support for new product development   - Research on new product and new processing including local processing;   - Support needed for new ways to cure fish including salting, artisan smoking, pickling and development of pates should be considered.

Economic Development of Coastal Areas

Development of Marine Tourism

Donegal, more than nearly any region of Ireland, has seen the benefits of the Wild Atlantic Way and the new focus from County Council on the promotion of tourism including marine and coastal tourism. With this on-going support, available the role of FLAG in this needs to be tailored. Some of the project ideas and concepts in relation to include this:

- Support for Marine Tourism
  - Support for charter boats to offer additional sea angling and marine wildlife tours
  - Support for the industry to promote activities such as rowing / sailing / kayaking
  - Developing links between existing business including fishing / aquaculture, tourism and hotels / restaurants.
- Support for Tourism infrastructure and promotion of shared facilities
  - Support for harbour management including maximizing the potential for mixed use
  - Support for information points and points of contact for visitors and users including proper use of slip-ways, by-laws;
  - Small scale improvements which could make a difference including mooring, pontoons electricity, storage areas for gear to improve health and safety and security.

Source: PACEC, 2016

Table 2.5: Enabling more Participative Involvement in the Governance of Fisheries

Enabling more Participative Involvement in the Governance of Fisheries

Except for a small number of large commercial operators with relatively modern facilities, the fisheries sector in County Donegal comprises of mostly small-scale operators. Governing fisheries involves much more than applying fisheries laws and policies. A fishery system is governed by factors affecting the rights and livelihoods of the people who fish, the trade in fishery products and services, the environment the fish live in and the national economic and political context within which the sector operates.

Throughout the consultation process activities which would support the strengthening of the local governance of fisheries as well as activities which would enable the fishing community to play a more active and constructive role in the development and implementation of good governance practices was deemed as significant need for the industry.

Some of the project ideas and opportunities identified included:

- Empowering peripheral coastal communities (including fishing communities, aquaculture communities, others) to educate and organise themselves to better represent themselves in relation to fisheries and coastal matters.
  - Work with fishing communities and local government to empower coastal organisations to better represent the interests of peripheral coastal communities (including fishing communities, aquaculture communities, others);
  - To support the inshore sector through their work with the Inshore Forums to better protect and regulate the fisheries on which their livelihoods depend ensuring their long term sustainability.

Source: PACEC, 2016

Table 2.6: Harnessing the Skills, Talent and Knowledge of Local Coastal Communities

Harnessing and Developing the Skills, Talent and Knowledge of Local Coastal Communities

Attracting Young People to Fisheries and Coastal Areas

Many coastal areas in County Donegal have suffered as a result of the migration of young people who leave the predominantly rural coastal areas seeking initially education and then employment opportunities. During the consultation process it was clear that one of the main priorities for coastal areas and one key to the long term survival of the regions was to promote the marine sector to young people. Some of the areas of need and opportunity identified included:

- Enhancing the training opportunities for young people
  - Support the introduction of apprenticeship schemes for young people in a range of sectors including fishing and aquaculture as well as marine tourism and scientific pursuits;
  - Find a mechanism or forum so that the traditional skills and knowledge within peripheral coastal communities (including fishing communities, aquaculture communities, others) could be passed down to the next generation of young people.
- Making the marine environment real to young people
  - Promote young people at school age in interacting with and experiencing the marine environment;
  - Support the development of information on the career opportunities related to the marine sector (e.g. fishing, aquaculture, tourism, scientific roles i.e. marine biologist etc.)
  - Support young entrepreneurs who have business ideas for coastal areas.

Developing Skills in Local Coastal Communities

The consultation highlighted a number of areas in which the programme may wish to support the development of skills and life-long learning. In particular there was feedback gathered in relation to the need for the development and improvement of fisheries skills and those specific training course related to those who operate in the sector as well as wider skills development.

- Improving the understanding of fisheries and coastal issues and how peripheral coastal communities (including fishing communities, aquaculture communities, others) can better represent themselves in relation to these issues.
  - Train those in the industry in relation to for example Good Manufacturing Practices (GMP), Good Hygiene Practice (GHP) and Good Environmental Practice (GEP);
  - Authorities and agencies need to work in partnership with fishery sector organisations to inform peripheral coastal communities (including fishing communities, aquaculture communities, others) better in relation to regulations so that they can run their businesses more effectively / efficiently;
  - Provide capacity-building and training programmes designed to enable peripheral coastal communities (including fishing communities, aquaculture communities, others) to educate themselves on fishery matters or organise themselves so that they can represent themselves in relation to fisheries and coastal matters.
- Developing Skills in Fisheries and Aquaculture Areas
  - Support those involved in fishing and aquaculture in training and upskilling;
  - Support those involved in fishing and aquaculture in advanced training and courses;
  - Support the development of basic skills including governance, business management
  - Support training and support for peripheral coastal communities (including fishing communities, aquaculture communities, others) in relation to new technologies and ICT.
  - Develop training in relation to the maritime environment providing designated areas to facilitate this.

Source: PACEC, 2016

Table 2.7: Promoting Social Well-Being and Cultural Heritage in Coastal Areas

Promoting Social Well-Being and Cultural Heritage in Coastal Areas

Improving the Local Heritage Offering in Donegal
 	
The consultation exercise indicated that there could be more done to promote the local heritage of the region and provided an extended and interactive tourism element which would improve the sustainability of the coastal regions. In particular the following opportunities were identified.
 	
• Developing the heritage infrastructure
   - Develop new and refurbish existing heritage centres to improve their capacity to deal with increasing visitor numbers
   - Support the research of the local area so that content at heritage centres can be updated and also the enable special events and exhibitions;
• Support the fishing industry through heritage
   - Develop a fisheries food trail which is an experience driven product which perhaps fishermen could be trained to deliver. In particular it should take in local products, local traditional fishing methods, changes in the region and the sampling of high quality seafood products;
   - Develop strong links between the mainland and island communities promoting the shared history and cultural links as well as their uniqueness.
 	
Supporting Fisheries and Fishing Families
 	
Issues related to social isolation and access to service came up during the consultation process. In particular there were issues raised in relation isolation amongst older single men in coastal areas as well as access to services for fishing families. Some of the needs highlighted included:
 	
• Improving quality of life in coastal areas
   - Support for the development and sustainability of existing coastal community assets;
   - Targeted initiatives to address isolation such as fishermen living alone e.g. Men's Sheds type initiatives;
   - Supported needed for vulnerable people in coastal communities.

Source: PACEC, 2016

Table 2.8: Protecting and Promoting the Environment

Protecting and Promoting the Environment

There was limited support for actions under this area as it was deemed to be largely the responsibility of other bodies rather than of the FLAG Programme, however there were several opportunities / projects identified throughout the consultation which are detailed below.
 	
• Developing the environmental based tourism product
   - Develop nature trails that have signage to indicate scenic areas and areas of environmental important as well as providing information on wildlife.
   - Ensure the quality beaches in the area are maintained through efforts to collect litter and plastics from the shore.

Source: PACEC, 2016

2.6 Summary

This chapter presents all the desk based and consultation data collected which will form the basis of the strategy going forward. The socio-economic review considered the data and statistical evidence in relation to the FLAG region. In addition, the consultation work including the public consultation and stakeholder meetings collected the views of over 80 people in relation to the challenges, weakness and strengthens of the region, their priorities for the FLAG Programme and the project ideas that they had.

Using this information, the next chapter of the strategy now considers the overall prioritisation of areas to be supported under the FLAG North Programme based on several components. The intervention logic is then progressed with the development of objectives and actions.

3 STRATEGY AND OBJECTIVES

3.1 Introduction

This chapter sets out the intervention logic for the programme taking into consideration the findings of the socio-economic review and the programme of consultation.

3.2 Consistency with the Overarching Strategy set out in the Operational Programme

As per section 5.1.1 of the European Maritime Fisheries Fund Operational Programme this strategy has been developed to be consistent with the overarching strategy set out in the operational programme. The strategy has been developed to meet the requirements that the evaluation committee will assess the strategy against.

More over the strategy has been developed recognising the aims of the overarching strategy in relation to Union Priority 4, namely in relation to the employment created and maintained, and will seek through all actions to promote these outcomes so as they may be achieved by 2023.

3.3 Level of Change Required

The FLAG North Region is has a strong history of fishing and aquaculture and a having a strong coastal community. This is being threatened by several issues including:

- A decline in fisheries and aquaculture;
- Population migration away from coastal areas to urban centres for opportunities in education and employment; and
- An aging population.

However, there are also areas which are once again promoting coastal areas these include tourism, the revival of food tourism and artisan products and crafts.

The FLAG North Programme aims to support fishing dependent coastal communities. The programme aims to support the development of coastal areas by supporting the fishing and aquaculture industry as well as coastal community groups to upskill, diversify, innovate regenerate and exploit the opportunities that are available.

The overall aim of the strategy is to see the rejuvenation of coastal communities.

3.4 Prioritisation of Identified Areas of Activity

3.4.1 Introduction

The process for prioritising the areas of activity was an iterative one ensuring that all views elicited were heard and that relevant internal and external documents were objectively examined. It was also evident from this process that the local knowledge on the ground and in all the relevant organisations and agencies was consistent with the comprehensive statistical information available and analysed.

The FLAG Board were heavily involved in the prioritisation, receiving all information from the public consultation meetings and having workshops with the consultants.

3.4.2 Prioritisation

The following section considers the prioritisation of the areas of activity which were developed from the following sources:

- Union Priority 4 of the European Maritime and Fisheries Fund Regulations;
- Article 63 of the Common Provision Regulation; and

- The European Maritime Fisheries Fund op 2014 – 2020 Priorities.

The prioritisation exercise was carried out by examining the following four criteria:

- Strength of support for the need (using information from ranking exercises carried out within the public meetings);
- Strength of the evidence of need (using information gathered through the socio-economic review of the FLAG Region);
- Fit with the European Maritime Fisheries Fund 2014 – 2020 – Union Priority 4; and
- Opportunities/Project Pipeline.

Each of these criteria were assigned a weighting and a score between 1 and 5. The details of the scoring are included in the table below.

Table 3.1: Scoring Methodology

Criteria	Weighting		Scoring Rationale
	Weighting	Rationale	
Strength of support for the need	25	• This weighting reflects the importance attributed to the information provided through the public engagement.	• A stronger score will be awarded for this criterion if the findings from the public consultation have highlighted this area of activity as a key priority.
Strength of evidence of the need	30	• This criterion has been awarded the highest weighting as it is based on the socio-economic review of the FLAG region which supports the need for intervention under certain areas of activity.	• A stronger score will be awarded for this criterion if the findings from the socio-economic review have highlighted this area of activity as a key priority.
Fit with European Maritime Fisheries Fund 2014 – 2020	20	• Given that the areas of activity are derived from the EMFF Regulations all of them fit with the EMFF OP to a certain degree. This criterion has been allocated the lowest weighting for this reason.	• A stronger score will be awarded for this criterion if the area of activity fits with the priorities and objectives of the EMFF OP. The highest score is awarded to those which will directly contribute to UP4.
Opportunities/ Project Pipeline	25	• The project pipeline is an indication of the opportunities that the FLAG will have to spend money on a projects under a particular area of activity. Therefore, a weighting of 25 has been attributed to this criterion.	• A stronger score will be awarded for this criterion if through the stakeholder engagement a larger pipeline of potential projects has been identified.

Source: PACEC, 2016

The prioritisation of the areas of activity has led to the following summary.

Table 3.2: Summary of Prioritisation

Area of Activity	Score	Ranking
Adding value to fisheries and aquaculture products	300	5th =
Creating and maintaining jobs in coastal areas	475	1st
Promoting innovation in fisheries and aquaculture and supporting diversification inside and outside commercial fisheries	300	5th =
Lifelong learning and attracting young people in fisheries and aquaculture areas	375	2nd
Promoting the environmental assets of the fisheries and aquaculture areas and mitigation of climate change	225	7th
Promoting social well-being and cultural heritage in fisheries and aquaculture areas	325	3rd =
Strengthening the role and governance of fisheries communities in local development	325	3rd =

Source: PACEC, 2016

The prioritisation exercise has established a ranking for all the seven areas of activity. This is broadly in line with the findings from the consultation exercise.

In addition, the FLAG Board considered that the interlinkages between adding value, job creation and maintenance and innovation and diversification meant that these would work best in co-ordination and therefore collected then under one thematic heading of Economic Development in Coastal Areas.

In consultation with the FLAG Board it was agreed that the strategy would pursue the four thematic areas:

- Economic Development of Coastal Areas;
- Harnessing and Developing the Skills and Knowledge of the Local Coastal Community;
- Promoting Social Well-Being and Coastal Cultural Heritage;
- Protecting and Promoting the Environment

The one area which has been omitted relates to strengthening the role and governance of fisheries communities in local development. The rationale for this being omitted is detailed below:

- Supporting the governance and voice of fisheries and aquaculture was the remit of the Regional Inshore Fisheries Forum and therefore FLAG did not want to support activities which could provide competition of duplication to this body;
- Governance training for organisations is already available from several sources including the Local Enterprise Office, other BIM schemes and support for governance for the FLAG Board itself could be covered through the Technical Assistance budget (provided this was a collective activity with other FLAG boards).

The next sections of this Chapter set out the development of the intervention logic.

3.5 Intervention Logic of the FLAG North Strategy

The intervention logic for the FLAG North Strategy sets out the layers of the programme. The table below sets out a description of each element of the intervention logic.

3.5.1   Components of Intervention Logic

The components of the intervention logic have been developed using the latest guidance from FARNET "Results Orientated Community Led Local Development"[5].

Table 3.3: Components of the Intervention Logic

Component	Description
Vision	The vision describes the overall goal of the entire programme. This is a high level, often qualitative metric.
Theme	The theme in this instance sets out a group of areas of activity which are similar in nature and which can lead or support the achievement of joint goals.
Area of Activity	The areas of activity are the areas which the FLAG programme can legally support and are based on the EMFF and Common Provision Regulation documents as well as the European Maritime Fisheries Fund 2014 – 2020
Objective	The objectives are high level outcomes which intervention under a theme aims to achieve. These are often macro-level and qualitative.
Action	The actions are the direct supports that will be provided to applicants to enable them to complete project which will contribute to the achievement of the earlier components of the intervention logic.
Output	The outputs describe the tangible impact of the programme and are often specific to individual projects. These are quantified and used to assess the performance of the programme overall.

Source: PACEC, 2016

3.5.2   Strategy Vision

The FLAG North will have regenerated, robust, sustainable local coastal communities.

3.5.3   Objectives and Supporting Actions

3.5.3.1   Introduction to Indicators

An indicator is a tool that defines, measures and values progress in the implementation of the local strategy. This information will help the FLAG to determine whether and to what extent the objectives are being reached and to review and update the local strategy[6]. There are a few different types of indicators including impact[7], result and output indicators. The types most relevant to the FLAG programme are:

● Result Indicators – these measure products or services delivered because of implementing a set of activities. These have been defined as per the overall European Maritime Fisheries Fund 2014 – 2020.

● Output Indicators – these measure the immediate tangible product of support. These have been defined for each objective and action of the FLAG Local Development Strategy.

3.5.3.2   Result Indicators

Result indicators measure the products or services delivered because of implementing the set of actions that are outlined in this strategy. The FLAG Programme is funded under Union Priority 4 of the EMFF OP and therefore must report against a set of targets at both the mid-point of the programme (2019) and the ex-post evaluation (2023). All FLAGs must contribute to these overall objectives and therefore they are standard across all FLAG Regions. The value of the indicators however is dependent on the allocations to each FLAG region and therefore these vary between FLAG Regions.

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5   https://webgate.ec.europa.eu/fpfis/cms/farnet/publications/guides
6   FARNET Factsheet 2 – Results Orientated CLLD in Fisheries Areas – Selecting the Indicators and Setting Targets.
7   these measure the effect of the intervention on the wider environment and its contribution to wider policy objectives.

The two overarching targets that the FLAG programme must achieve are in relation to FTE jobs created and maintained. Since these specific result indicators are cross-cutting rather than tied to any specific theme or action, they have been included as result indicators.

Table 4:4: Indicator Tables – Programme Level Result Indicators

Programme level indicators: Total Programme Budget €1,778,250						
*assume that Theme 1 – Economic Development of Coastal Areas makes the largest contribution so indicators based on this allocation of 50% of the programme budget (i.e. €889,125)						
Action	Financial Allocation	Indicator(s)	Measurement Unit	Milestone (2019)	Target (2023)	Estimated Cost per Job
FTE Jobs created	€889,125	# of FTE Jobs created	#	5	15	€55,000
FTE jobs maintained	€889,125	# of FTE jobs maintained	#	11	38	€22,300

These are complemented by output indicators across all of the themes for the FLAG North.

3.5.3.3 Objectives, Actions and Output Indicators

The following tables set out the detail of the intervention logic for the strategy. This includes the indicators which will be used to measure the output of the FLAG North Programme. These contain two target values as follows:

- Milestone (2019) – this sets out the proportion of the final target value that is expected to be achieved by the mid-point of the programme in 2019. This will be used to measure the success of the programme during the mid-term review of the overall FLAG Programme and the whole EMFF Programme for Ireland; and

- Target (2023) – this sets out the final value of the target to be achieved throughout the lifetime of the programme. This is the value that will be used to measure the level of success the programme has been able to achieve overall and will be used for the official programme reporting and evaluation.

Table 3.5: Theme 1 – Objective 1

Theme 1 - Economic Development of Coastal Areas (€889,125)					
Objective 1 - Supporting the Development of Sustainable fisheries communities (€355,650)					
Rationale for the Objective					
Directly coming from the feedback from the consultations the findings indicate that the communities have been particularly badly affected by the loss of their fisheries. The decline in fishing and lack of co-operation means there needs to be support provided for the development of the inshore fisheries sector.					
Action	**Description**	**Financial Allocation € (%)**	**Indicator(s)**	**Milestone (2019)**	**Target (2023)**
1. Development of Artisan Food Production	Actions to develop and encourage artisan food production.	€355,650	# of businesses supported	3	6
2. Improving product quality, appearance and marketing	Support for example: to improve the appearance, marketing, packaging and traceability of local products; exploring new supply chains and improving local supply chains; improving collaboration with partners and actors in the supply chain; research and feasibility studies on market demand, shelf life, catchment areas etc. **Investment in quality labels should only be approved if it relates to value add activities (not protected geographical indications.**		# of businesses supported	4	11
3. Industry networking and co-operation	Support for projects which aim to improve networking and co-operation of the industry.		# of businesses supported	2	5

Table 3.6: Theme 1 – Objective 2

Theme 1 - Economic Development of Coastal Areas (€889,125)					
Objective 2 - Supporting the enhancement and development of existing coastal businesses (€177,825)					
Rationale for the Objective					
Whilst it is important to support the development of new coastal businesses there is significant need for support for existing businesses. This objective aims to support coastal businesses through a range of supports to encourage diversification and innovation.					
Action	**Description**	**Financial Allocation € (%)**	**Indicator(s)**	**Milestone (2019)**	**Target (2023)**
4. New product development	Actions to support the development of new products including market testing, incubation space development (fit out and access of space not new build) and exploration of new export markets, including within the blue growth / maritime sector.	€177,825	# of new products developed	2	5
5. Supporting existing coastal businesses	Actions to support the increase in value of existing coastal businesses. For example: support for new equipment / facilities, feasibility studies and business plans etc., including within the blue growth / maritime sector.		# of businesses supported	4	12

Table 3.7: Theme 1 – Objective 3

Theme 1 - Economic Development of Coastal Areas (€889,125)					
Objective 3 - Supporting the development of the marine and coastal tourism sector in Donegal (€355,650)					
Rationale for the Objective					
Tourism is the largest growth sector for the economy of County Donegal, this increase is based on the regional and national strategies, such as the Wild Atlantic Way, which have created a joined up approach to tourism for the first time. Many of the key tourism assets are linked to the sea and the coastal areas and these are breathing new life into many areas. The continued development and growth of the marine tourism sector is a key driver of economic development in coastal regions which in turn can bring investment in facilities and services e.g. hotels, restaurants and shops but also vital employment opportunities for local people in coastal areas. The support under this objective aims to promote the development of the marine and coastal tourism product in coastal areas.					
Action	**Description**	**Financial Allocation € (%)**	**Indicator(s)**	**Milestone (2019)**	**Target (2023)**
6. Developing the marine tourism offering	Actions to support the development of the marine and coastal tourism offering.	€355,650	# of marine leisure / tourism activities supported	4	12
7. Improving pier and harbour infrastructure and supporting the multi-use of marine facilities	Support for harbour management plans, development of information points and small scale infrastructure improvements to improve facilities at smaller piers and harbours.		# of marine infrastructure improvements	2	6

Table 3.8: Theme 2 – Objective 1

Theme 2 - Harnessing and Developing the Skills and Knowledge of the Local Coastal Community (€266,738)						
Objective 1 - To support the future of coastal communities through learning and skills development (€266,738)						
Rationale for the Objective						
Many coastal areas in County Donegal have suffered because of the migration of young people who leave the predominantly rural coastal areas seeking initially education and then employment opportunities. During the consultation process it was clear that one of the main priorities for coastal areas and one key to the long-term survival of the regions was to promote the marine sector to people. Support under this objective aims to rejuvenate the marine sector and promote it as a viable employment options for people.						
Action	**Description**	**Financial Allocation € (%)**	**Indicator(s)**	**Milestone (2019)**	**Target (2023)**	
8. Developing the skills in local coastal communities	Actions to support training and upskills of coastal communities. For example: training courses (excluding those already delivered by existing providers), knowledge exchange, basic skills training, governance, business management, ICT etc. in line with the Leech Report. Training supported by the FLAG should complement / not duplicate training already provided by BIM.	€266,738	# of participants on training courses	14	34	
9. Bringing the marine environment to life for young people	Actions to promote young people at school age in interacting with and experiencing the marine environment and to support the development of information that encourage young people into marine sector careers.		# of educational/information schemes	2	4	

Table 3.9: Theme 3 – Objective 1

Theme 3 - Promoting Social Well-Being and Coastal Cultural Heritage (€355,650)					
Objective 1 - Supporting the development of the local coastal heritage offering in Donegal (€213,390)					
Rationale for the Objective					
This objective aims to support the development of coastal heritage in Donegal. Specifically, there were concerns raised in the consultations regarding the loss of local heritage and therefore the action under this objective will support projects which ensure the survival of maritime heritage.					
Action	Description	Financial Allocation € (%)	Indicator(s)	Milestone (2019)	Target (2023)
10. Ensuring the survival of coastal heritage	Support for projects which aim to promote and sustain the coastal heritage of Donegal. For example: historical events and exhibitions in relation to coastal heritage; the development of heritage centres; research into local history; interpretative signage in relation to points of interest and of coastal heritage trails / coastal walks and actions to promote the heritage of the Irish language.	€213,390	# of projects supported to promote local fishing heritage, knowledge and culture	2	4
11. Marine Heritage / Coastal Festivals and Events	Support will be provided for festivals and events which contribute to the promotion of marine or coastal heritage. Support for this will be capped at €1,000 per application.		# of seafood/ marine festivals or events supported	4	10

Table 3.10: Theme 3 – Objective 2

Theme 3 - Promoting Social Well-Being and Coastal Cultural Heritage (€355,650)					
Objective 2 - Providing support for marine and coastal communities (€142,260)					
Rationale for the Objective					
Access to services and issues of social isolation are important and often under reported issues which impact on the social wellbeing of coastal communities. Support under this objective seeks to support and improve the quality of life and social wellbeing of coastal residents.					
Action	Description	Financial Allocation € (%)	Indicator(s)	Milestone (2019)	Target (2023)
12. Improving access to services in coastal areas	Support for the development and enhancement of existing coastal community assets. For example: targeted initiatives to address isolation e.g. Men's Sheds type initiatives; supports for accessible coastal activities and community health and well-being projects.	€142,260	# of projects which improve quality of life or social well-being	1	3

Table 3.11: Theme 4 – Objective 1

Theme 4 - Protecting and Promoting the Environment, (€266,738)
Objective 1 - To support the protection and enhancement of the coastal environment (€266,738)
Rationale for the Objective
County Donegal boosts some of the best scenery and wildlife in Ireland and as a result a significant resource has been used to improve the natural environment sites for visitors, whilst protecting them for future generations. Whilst the main environmental measures are deemed to be the responsibility of other supports including those from the EPA (Environmental Protection Agency) the support under this objective looks at smaller projects in relation to developing the environmental product.

Action	Description	Financial Allocation € (%)	Indicator(s)	Milestone (2019)	Target (2023)
13. Protecting and Enhancing the Marine Environment	Actions to support the protection and enhancement of the environment in coastal areas.	€266,738	# of projects supported to enhance environmental conservation, awareness and protection	8	15

Table 3.12: Cross - Cutting Theme - Networking and Co-Operation

Cross-Cutting Theme - Networking and Co-Operation - €50,000
Rationale for the Objective:
The budget for this FLAG includes a provision of €50,000 over the lifetime of the programme for networking and co-operation with other FLAGs nationally and internationally, including the ability to contribute funding to multi-territorial projects where there is a mutual benefit for the involved FLAGs e.g. sharing of best practice, ability to foster a relationship with a comparable European FLAG area and promote trading, learning and knowledge exchange, or to learn from other projects supported by FLAGs across member states.

Action	Description	Financial Allocation €	Indicator(s)	Milestone (2019)	Target (2023)
	To support networking and co-operation between FLAGs at a regional, national and international level	€50,000 (100%)	n/a	n/a	n/a

4 COMMUNITY INVOLVEMENT IN THE DEVELOPMENT OF THE STRATEGY
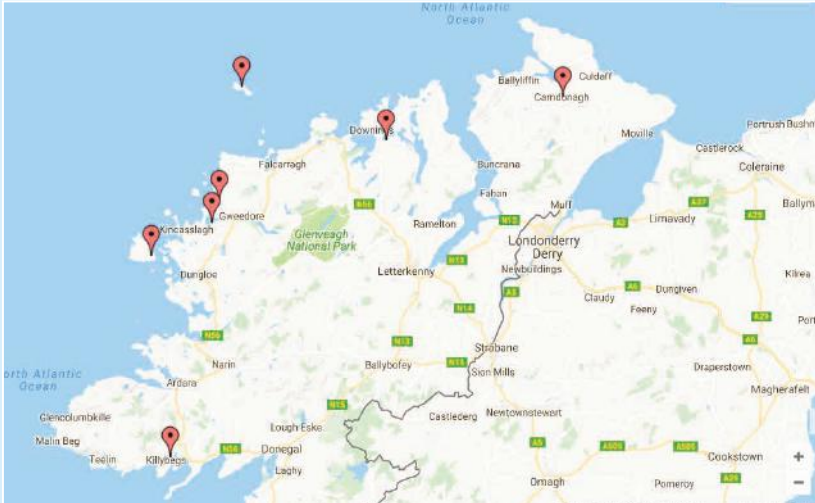
4.1 Introduction

This section sets out an overview of community involvement in the development of this strategy including details of public consultation events held (location, attendance at each and the sectors represented) as well as information on stakeholder consultation undertaken to inform the strategy.

This details the number, organisations and categorisation of all of those consulted with in the development of the strategy.

4.2 Overview of Public Consultation Events

The table below sets out the overview of the public consultation events held

Table 4.1: Consultation Events

Stakeholders to be Involved[8]	Details
Preliminary interviews with key stakeholders	As part of a strategy development process, interviews were held with a range of key stakeholders[9] including those from the statutory sector as well as industry representatives. In addition, FLAG board members had the opportunity to identify relevant stakeholders who were to be included in the consultation process.
Public meetings[10]	
	As part of the consultation process during the development of the strategy, public meetings were held in 7 locations within the FLAG Region[11] . These locations were distributed across the FLAG Region, including on Islands and other remote locations to ensure that all coastal communities and stakeholders had the opportunity to participate (see map). Approximately 80 people attended these 7 meetings.

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8   FARNET GUIDE #1 – A Start-Up Guide for Fisheries Local Action Groups (FLAGS) – Stakeholders.
9   Donegal Tourism Ltd; LEADER (FLAG Board member), Fáilte Ireland. Other stakeholders attended the public consultation workshops.
10 Public meetings should be held to inform the local community and to consult on the strategy development and building of partnership. A series of public information meetings will be held in the FLAG Regions to ensure that all parts of the area have the opportunity to participate. FARNET GUIDE #1 – A Start-Up Guide for Fisheries Local Action Groups (FLAGS).
11 Killybegs; Aranmore Island; Burtonport; Tory Island; Derrybeg; Carrigart; Carndonagh.

4.3 Categories of Stakeholders

The table below categorises the stakeholder who have fed into the strategy, this includes both those who attended public consultation events and those consulted with separately either in individual meetings or telephone consultations. The categories are based on those identified in the Common Provisions Regulation (Article 9).

Table 4.2: Representation from Categories of Stakeholders

Category of Stakeholder	Number attending public meetings	Key stakeholder meetings
Competent regional, local, urban and other public authorities	13 (27%)	2 (67%)
Economic and social partners	21 (44%)	1 (33%)
Other relevant bodies representing civil society, including environmental partners, non- governmental organisations and bodies responsible for promoting social inclusion, gender equality and non- discrimination, including, where appropriate, the umbrella organisations of such authorities and bodies.	14 (29%)	0 (0%)
Total	48 (60% of total of 83)[12]	3 (100%)

Source: PACEC 2016

Public engagement is, by its nature, non-discriminatory, in that anyone is welcome to attend. In developing the strategy there are no specific requirements set out in European or national legislation in relation to the proportion of stakeholders to be involved from each category. However, in the interests of facilitating a bottom-up approach it is accepted that good practice is to ensure that those representing civic society and economic and social partners provide the majority of the input and that those representing regional and public authorities should have a lesser role in the development of the strategy.

The table above shows that this has been achieved with 80%+ of those participating in the consultation representing economic and social partners and other relevant bodies representing civic society. Whilst this is no measure of the quality of the input, it does demonstrate that the strategy has been developed from the bottom up.

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12 It was not possible to identify and therefore categorise some of those attending public meetings. This is the rationale for the percentage being lower than 100%.

5 ACTION PLAN

5.1 Introduction

This section sets out the Action Plan for FLAG North demonstrating how the objectives of the strategy are translated into actions. This builds on the work conducted through the public workshop events and the meetings with the FLAG Board and BIM.

Table 5.1: FLAG North Action Plan – 2016/17

Action	Responsibility	Dec '16	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Overarching Activities														
FLAG Board Meeting	FLAG Board	X		X			X						X	
Decide Dates for Calls	FLAG Board	X												
Training														
Skills Training e.g. Governance / Conflict of Interest	FLAG Board		X	X	X									
Assessing Applications Training	FLAG Board/ BIM Centrally				X	X	X							
Monitoring and Evaluation Training	FLAG Board/ BIM Centrally					X	X	X						
PR / Animation / Communication Training	FLAG Board/ BIM Centrally		X	X	X									
PR / Animation / Communication														
PR / Communication	FLAG Board		X			X			X			X		
Animation / Public Workshops	FLAG Board		X			X			X			X		
Initiation of Call														
Call Publicity/Animation	FLAG Board	X	X	X			X			X			X	
Open Call	FLAG Board			X			X			X			X	
Close Call	FLAG Board				X			X			X			X
Assessment Process														
Assessment Against Eligibility Criteria	BIM					X			X			X		
Assessment Against Criteria	FLAG Technical & Investment Committee					X			X			X		
Recommendations approved/rejected	FLAG Board					X			X			X		
Issue Rejection Letters	FLAG Board via BIM					X			X			X		
Issue LoOs	FLAG Board via BIM						X			X			X	
Monitoring & Evaluation														
Project monitoring	FLAG Board / BIM							X						X
Post Project Evaluation	External													X
Strategy Review	FLAG Board / BIM												X	X

Table 5.2: FLAG North Action Plan – 2018 - 2022

Action	Responsibility	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Overarching Activities													
FLAG Board Meeting	FLAG Board	X			X			X				X	
Decide Dates for Calls	FLAG Board	X											
PR / Animation / Communication													
PR / Communication	FLAG Board	X			X			X			X		
Animation / Public Workshops	FLAG Board	X			X			X			X		
Initiation of Call													
Call Publicity/Animation	FLAG Board / BIM	X	X			X			X			X	
Open Call	FLAG Board / BIM		X			X			X			X	
Close Call	FLAG Board / BIM			X			X			X			X
Assessment Process													
Assessment Against Eligibility Criteria	BIM				X			X			X		
Assessment Against Criteria	FLAG Technical & Investment Committee				X			X			X		
Recommendations approved/rejected	FLAG Board				X			X			X		
Issue Rejection Letters	FLAG Board via BIM				X			X			X		
Issue LoOs	FLAG Board via BIM					X			X			X	
Monitoring & Evaluation													
Project monitoring	FLAG Board / BIM						X						X
Post Project Evaluation	External												X
Strategy Review	FLAG Board / BIM											X	X
Networking and Co-Operation													
Co-operation	FLAG Board				X					X			
Networking	FLAG Board				X					X			

6　FINANCIAL PLAN

6.1　Total budget

The overall allocation for the FLAG Programme across all seven FLAG Regions is €12m. This is considerably greater than the total investment (direct and indirect) delivered to coastal communities by the previous FLAG previous programme, an approximately eight-fold increase. The previous programme made over €1.5 million available via direct and indirect investment over the period 2012-2015.

The allocation for FLAG North is €1.95m, this is across the 6 years that the programme will be operational (i.e. from 2017 -2022). The tables in this section profile budget for the FLAG North.

The proposed budget reflects the Board's investment strategy based on information available at the time of developing the strategy and appropriate use of FLAG funds to address identified needs.

The FLAG Board will keep the budget, funds committed and funds spent under regular review. It will also take into account demand for funding and project pipeline as well as external factors which emerge in the FLAG area over the course of the FLAG programme. Based on this information, the FLAG Board will consider the need to transfer funds between themes, objectives and actions as required and in such situations, will put forward a proposed reallocation supported by a robust rationale to BIM Head Office for approval.

6.2　Rationale for Spend

The use of the financial resources in relation to the proposed actions have been robustly justified through:

- A bottom-up process seeking feedback and input from local stakeholders;
- A robust review of socio-economic data.

The evidence collected in this way has been used to build and shape the objectives, actions and outputs for the programme. The budgetary allocation across each areas has also been determined by taking into account:

- The need for the type of intervention;
- The indicative project pipeline;
- The anticipated size and scale of projects to be supported (i.e. infrastructure projects attributed more given capital and large nature compared to perhaps training which requires less investment).

6.3　Allocation of total budget between Project and Administration Spend

Table 10.1 profiles the FLAG budget by project (i.e. grant aid for projects) and administration (i.e. supporting the operation of the programme) spend by year.

Table 6.1: Summary Sheet

	2017 (€)	2018 (€)	2019 (€)	2020 (€)	2021 (€)	Total (€)
Implementation of Operations / Projects under the LDS						
Theme 1: Economic Development of Coastal Areas	€ 177,825	€ 222,281	€ 222,281	€ 177,825	€ 88,913	**€ 889,125**
Theme 2: Developing the Skills and Knowledge of the Local Coastal Community	€ 53,348	€ 53,348	€ 53,348	€ 53,348	€ 53,348	**€266,738**
Theme 3: Promoting Social Well-Being, Coastal Cultural Heritage and Environmental Protection	€ 71,130	€ 71,130	€ 71,130	€ 71,130	€ 71,130	**€ 355,650**
Theme 4: Protecting and Promoting the Environment	€ 53,348	€ 53,348	€ 53,348	€ 53,348	€ 53,348	**€266,738**
Cross Cutting Theme – Networking and Co-operation.	€ 10,000	€ 10,000	€ 10,000	€ 10,000	€ 10,000	**€ 50,000**
Sub-Total	€ 365,650	€ 410,106	€ 410,106	€ 365,650	€ 276,738	**€ 1,828,250**
FLAG Administration and Animation Costs						
Overall Admin Costs	€24,350	€24,350	€24,350	€24,350	€24,350	**€121,750**
Total	**€390,000**	**€434,456**	**€434,456**	**€390,000**	**€301,088**	**€1,950,000**

6.4 Project Spend by Theme, Objective and Year

Table 6.2 considers project spend in more detail setting out the budget by theme and objective across the programme period.

Table 6.2: Implementation of Operations / Projects under the LDS

	2017 (€)	2018 (€)	2019 (€)	2020 (€)	2021 (€)	Total (€)
Implementation of Operations / Projects under the LDS						
Theme 1: Economic Development of Coastal Areas						
Supporting the Development of Sustainable Coastal communities	€ 71,130	€ 88,913	€ 88,913	€ 71,130	€ 35,565	**€ 355,651**
Supporting the enhancement and development of existing coastal businesses	€35,565	€44,456	€44,456	€35,565	€17,783	**€ 177,825**
Supporting the development of the marine and coastal tourism sector in Donegal	€71,130	€88,913	€88,913	€71,130	€35,565	**€ 355,651**
Sub-Total	**€ 177,825**	**€ 222,281**	**€ 222,281**	**€ 177,825**	**€ 88,913**	**€ 889,125**
Theme 2: Developing the Skills and Knowledge of the Local Coastal Community						
To support the future of coastal communities through learning and skills development	€53,348	€53,348	€53,348	€53,348	€53,348	**€ 266,740**
Sub-Total	**€ 53,348**	**€ 53,348**	**€ 53,348**	**€ 53,348**	**€ 53,348**	**€ 266,740**
Theme 3: Promoting Social Well-Being, Coastal Cultural Heritage and Environmental Protection						
Supporting the development of the local coastal heritage offering in Donegal	€42,678	€42,678	€42,678	€42,678	€42,678	**€213,390**
Providing support for marine and coastal communities	€28,452	€28,452	€28,452	€28,452	€28,452	**€142,260**
Sub-Total	**€ 71,130**	**€ 71,130**	**€ 71,130**	**€ 71,130**	**€ 71,130**	**€ 355,650**
Theme 4 - Protecting and Promoting the Environment						
To support the protection and enhancement of the coastal environment	€53,348	€53,348	€53,348	€53,348	€53,348	**€ 266,740**
Sub-Total	**€53,348**	**€53,348**	**€53,348**	**€53,348**	**€53,348**	**€ 266,740**
Cross Cutting Theme – Networking and Co-operation						
Networking and Co-operation	€ 10,000	€ 10,000	€ 10,000	€ 10,000	€ 10,000	**€ 50,000**
Sub-Total	€ 10,000	€ 10,000	€ 10,000	€ 10,000	€ 10,000	**€ 50,000**
Total	**€ 365,650**	**€ 410,106**	**€ 410,1065**	**€ 365,650**	**€ 276,738**	**€ 1,828,250**

6.5 Administration Spend

Another important element of the budget is the administration spend. This will be used to cover necessary administration to support the FLAG to deliver on its role. This includes communication / PR, evaluation, monitoring, buying in services, travel and subsistence for FLAG board members, networking and co-operation, etc.

Article 35 of the Common Provisions Regulation states what can be supported under the Administration budget.

"Support from the ESI Funds concerned for community-led local development shall cover:

- (d) running costs linked to the management of the implementation of the community-led local development strategy consisting of operating costs, personnel costs, training cost, costs linked to public relations, financial costs as well as the costs linked to monitoring and evaluation of that strategy as referred to in point (g) of Article 34(3);

- (e) animation of the community-led local development strategy in order to facilitate exchange between stakeholders to provide information and to promote the strategy and to support potential beneficiaries with a view to developing operations and preparing applications.

- Support for running costs and animation as referred to in points (d) and (e) of paragraph 1 shall not exceed 25 % of the total public expenditure incurred."

The breakdown of administration spend is detailed in Table 10.3.

Table 6.3: Administration and Animation Costs

	2017 (€)	2018 (€)	2019 (€)	2020 (€)	2021 (€)	Total (€)
FLAG Administration and Animation Costs						
Communication / Publicity / Advertising[13]	€2,850	€2,850	€2,850	€2,850	€2,850	**€ 14,250**
Meeting Facilitation[14]	€3,000	€3,000	€3,000	€3,000	€3,000	**€ 15,000**
Travel & Subsistence[15]	€6,000	€6,000	€6,000	€6,000	€6,000	**€ 30,000**
Buying in service/person[16]	€3,000	€3,000	€3,000	€3,000	€3,000	**€ 15,000**
Labour Replacement Costs[17]	€9,500	€9,500	€9,500	€9,500	€9,500	**€ 47,500**
Total	**€ 24,350**	**€ 24,350**	**€ 24,350**	**€ 24,350**	**€ 24,350**	**€ 121,750**

13 Budget for communication, publicity and advertising is based on the acknowledgement that all common activity in relation to this (i.e. communication, publicity and advertising that is common to all FLAGS) will be covered centrally by BIM. The FLAG Board have remit to conduct their own individual activity in relation to this area and a budget has been set. The FLAG anticipates expenditure of approximately €3,000 per annum for communication, publicity and marketing; this may include printing informational materials, local news and radio advertising, signposting calls for applications, photography, content creation for the website, and events to showcase successful projects.

14 Includes allowance for meeting room hire, refreshments and one meal allowance for Board members in attendance. This is anticipated to cost approximately €300 per meeting, subject to attendance. This is capped at €3,000 per annum.

15 The rates paid for all travel and subsistence costs are based on the following rates: 0.3125c per km, lunch – up to €15, Dinner – up to €30 and overnight accommodation costs of up to €70. Mileage expenses will be payable in full to all board members attending FLAG Board meetings excluding those who can re-coup mileage expenses through their own organisation or employer. The Travel and Subsistence budget is based upon six FLAG Board meetings per year, and includes provisions that travel, hotels and accommodation may be reflected within this budget line where appropriate for meetings external to the regular board meetings.

16 The FLAG cannot legally hire a member of staff; however, it has the right to commission an individual(s) on a consultancy basis to support with the administration of the FLAG. This budget assumes such a commission may take place for approx. 10 days per annum at €300 per day. This is capped at €3,000 per annum.

17 Labour Replacement Costs have been agreed at a National FLAG Level to be an important part of the administration expenditure to ensure continued engagement with the FLAG Programme. Labour Replacement costs will be paid to voluntary board members, who, through attendance at a FLAG Board meeting, lose their normal income (i.e. this Labour Replacement Cost is specifically for those involved in the fisheries, aquaculture and in some specific instances other marine industries.) The LRC is payable to a maximum of €200 per day assuming that a full 8 hour day has been completed. In addition the payment is not payable if – FLAG Board meetings are not held during the day or they are held on a day when board members would not normally be working or earning an income. In these instances when LRC is not payable members are still eligible for travel and subsistence payments. In line with similar structures (RIFF), the Board will reserve budget for payment of approximately nine members for five meetings (i.e. up to 45 payments of this kind per annum, totalling to €9,500 per annum).

In comparison, the previous (pilot) programme incurred admin spend of around €165K across 6 FLAGs (which equates to around 11% of the previous programme budget of €1.5m). This included strategy development costs, T&S, Networking events costs, advertising for project calls, etc. However the current programme is of a larger scale and is split across 7 rather than 6 FLAGs.

6.6 Mobilisation of Other Resources

An important element of the FLAG programme is the imperative to mobilise other resources both financial and human.

Financial resources: This is facilitated by grant aid intensity rates which vary by type of applicant as outlined in the table below.

Table 6.4: Grant Aid Intensity Rates

	Beneficiary	Project Type	Maximum support rate %	Maximum Aid per project	Total Investment
1	Public bodies e.g. State agencies or Local Authorities	Public good projects	100%	€200,000	**€200,000**
2	Community Groups (non commercial) and Registered Charities	All	80%	€200,000	**€200,000**
3	SSCF vessels owners or collective thereof	Investment ashore adding value directly related to SSCF fisheries	80%	€80,000	**€100,000**
4	Collectives and co-operatives	Related to seafood	60%	€100,000	**€166,666**
5	Seafood & Marine Enterprises* (incl. sole traders)	Related to seafood or marine sector and diversification	50%	€100,000	**€200,000**
6	Enterprises* & sole traders outside seafood sector	All	40%	€50,000	**€125,000**
7	FLAG	All	100%	€100,000	**€100,000**

Micro-enterprise means a person(s) carrying on a business, including but not limited to sole traders, partnerships, limited companies and cooperatives, and having less than 25 employees (FTE) and turnover of less than €5 million per annum.
Definitions wrt thresholds between processing and aquaculture schemes to be confirmed following further discussion.
Source: FLAG Grant Rates Final - BIM 14 November 2016

These rates mean that for most applications other resources, finance and human, will need to be mobilised to see the successful completion of the project. This in turn will ensure that the FLAG programme will leverage in additional private investment into the region. It is important to note that in all cases match funding cannot come from another European Funding Programme (i.e. LEADER cannot match fund FLAG) or from statutory monies (i.e. council cannot match fund a FLAG project). However, match funding can be private monies including bank loans and other private funding mechanisms; however the private match funding must be secured at the time of application. Given the variable grant rates available it is difficult to estimate the value of the additional private investment that could be generated by the programme. However, PACEC estimate that this will be in the region of €782,430[18].

Human Resources: There is also significant scope for the mobilisation of human resources both those involved in the project application (i.e. volunteers involved in community groups and initiatives) as well as FLAG board members. The time invested by voluntary FLAG Board members is not insignificant. Whilst this will depend on the number of meetings, calls for applications and application received as well as other Board member duties including PR, monitoring and evaluation, it is expected to be in the region of 10-15 days per board member per year across the life-span of the programme.

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18 This is calculated on the assumption that the majority of those apply under Theme 1: Economic Development of Coastal Area will be applying for the 50%, 60% or 80% grant rates; that those applying under Themes 2 – 4 will be applying under the 60% or 100% grant rates.

7 The Fisheries Local Action Group

7.1 Organisation Details

Table 7.1: Organisation Details

Element	Detail
Organisation Details	Fisheries Local Action Group North
Primary Contact Details	Contact Name: Owen Doyle Website: TBC Role: FLAG Co-ordinator Email: doyle@bim.ie Phone Number: +353 (0) 87 909 3271 Mobile: +353 (0) 74 938 1745
Date of FLAG Establishment	December 2016
Legal Structure	The Fisheries Local Action Group is the North Fisheries Local Action Group with Bord Iascaigh Mhara fulfilling the role of Financial Partner and Implementation Partner.

7.2 FLAG Composition and Decision Making

7.2.1 Basis for FLAG Membership

Number of Members: At any given time, it is expected that overall board membership will not be less than ten and not more than seventeen members, but may evolve to ensure that there is democratic accountability across the programme area.

Sectoral Representation: The FLAG comprises public and private partners from the defined geographical areas and includes representatives from different sectors of the local economy/ community that reflect the main focus of the strategy and the socio-economic composition of the area through a balanced representation of the main stakeholders, including private sector, public sector and civil society and ensure a significant representation of the fisheries and/or aquaculture sectors. In keeping with Article 58 of the EMFF Regulation[19] 508/2014 and Article 32 (2) (b) of the Common Provisions Regulation[20], it is important that no single interest group has more than 49% of the voting rights in the decision-making. It is recommended that membership of the FLAG should have a maximum of 40% representation from the Statutory/Public Sector[21] and a minimum of 60% representation from the fishing, seafood, coastal communities sector[22]. The balance of organisational representation will be retained throughout the replacement/ rotation process.

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19 Article 58 of the EMFF Regulation 508/2014: "Community-led local development should be implemented through a bottom-up approach by local partnerships that are composed of representatives of the public, private and civil society sectors and that reflect correctly the local society. Those local actors are best placed to draw up and implement multisectoral community-led local development strategies to meet the needs of their local fisheries area. It is important to ensure that no single interest group has more than 49 % of the voting rights in the decision-making bodies of Fisheries local action groups (FLAGs)."

20 Article 32 (2) (b) of the CPR 1303/2013: "2. Community-led local development shall be: (b) led by local action groups composed of representatives of public and private local socio-economic interests, in which, at the decision-making level neither public authorities, as defined in accordance with national rules, nor any single interest group represents more than 49 % of the voting rights;"

21 These are likely to include Údarás na Gaeltachta, County Councils including LEOs, Education and Training Boards, LEADER LAGs, Fáilte Ireland, and Enterprise Ireland, among others deemed as statutory.

22 This can include representatives or individuals within the fishery, aquaculture or processing sectors; as well as representatives from the community and voluntary sector.

Gender Balance: In line with Government Policy the gender balance on FLAG boards is to be at least 40% female[23]. In the previous FLAG programme, the Policy was to ensure that at least 30% of committee members[24] were female and whilst some met this requirement, not all did. Ideally, during the lifetime of the strategy, if at any stage the gender balance does not reflect at least 40% female, the FLAG Board will actively try to recruit suitably qualified female volunteers. To help to achieve this, all nominating bodies will, in future, be asked to nominate two candidates, one male and one female, to the FLAG for any vacant position; in addition, assistance will be sought from respective Public Participation Networks[25] (PPN) in identifying appropriate female candidates for any relevant vacancy on the FLAG. This commitment to gender balance will also apply to relevant sub-committees.

Declaration of Interests: All FLAG members will, on appointment, declare their employment status, all business interests and community and voluntary involvement which might involve a conflict of interest or might materially influence the FLAG member in relation to the performance of their duties.

Term of membership: The FLAG Board members will commit to implementing the objectives of the FLAG Local Development Strategy, and will act as a focal point for consultations, implementation and delivery, and promotion of the FLAG. To ensure continuity, appointed members shall remain in place until the end of the current programme.

Annual Review of Membership: The FLAG shall carry out an annual internal review of the membership to account for any change to FLAG objectives or actions, where this is appropriate e.g. where the strategic need for member organisations has been satisfied or new member organisations are required to meet a specific Local Development Strategy need or member organisations are not attending on a regular basis.'

7.2.2 Experience and Expertise of FLAG Members

The FLAG North has 16 members, and is representative of a wide range of sectors and areas. The table below sets out the current membership of the FLAG.

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23 Consistent with approach in LEADER Local Development Strategies and reflects aspirations in government policy on gender parity e.g.: Towards Gender Parity in Decision-Making in Ireland – An Initiative of the National Women's Strategy 2007-2016 (2013)
24 http://www.bim.ie/media/bim/content/newsandevents/START%20UP%20GUIDE%20FOR%20FISHERIES%20LOCAL%20ACTION%20GROUPS.pdf)
25 Public Participation Networks are the chosen method for recruiting community representatives to the FLAG Board.

Table 7.2: FLAG Members - Experience

Organisation	Member	Sector[26]	Area	Experience
Northwest Shellfish	Jerry Gallagher	Private	Aquaculture	Jerry grew up involved in agriculture farming and diversified into fishing in the mid-80s. Jerry bought his first half decker in 1988 and has fished crab pots, gill nets, trawling, drift netted for salmon and lots of angling trips catching all species on many sizes of boats since then. Jerry formed North West Shellfish in 1992 and diversified into scallop aquaculture production in Mulroy Bay combining this enterprise with fishing and farming until it became the main enterprise employing 12 people. He has been Chairman of the Irish Shellfish Association (ISA) for 12 of the past 20 years and has sat on and Chaired numerous other boards down the years. Jerry is currently Chair of FLAG North and North RIFF, and is on the board of the ISA, the EMFF monitoring committee and several community groups.
Inishowen LEADER	Andrew Ward	Public	LEADER	Experience of local community development and FLAG North 2012-2015
Donegal County Council	Charles Sweeney	Public	Council	Charles is the Donegal County Council on the FLAG North board, he is an Administrative Officer with Council with responsibility for community development and social inclusion within the FLAG area and has over 20 years' experience in both the Local Authority and in development structures in coastal areas and offshore islands.
Foyle Fishermen's Co-Op	Conor McCourt	Private	Fishing	Conor has been the assistant manager of Foyle Fishermen's Co-op in Greencastle for over 10 years. Prior to that he worked for 10 years in an IT/Manufacturing company in Derry. Conor spent his youth in the fishing industry both inshore (Salmon, Oysters) and offshore (Whitefish and Pelagic).
n/a	Dermott McLaughlin	Private	Environment	Dermot is environmental representative on North Riff since 2012. And is a retired District Conservation Officer, National Parks &Wildlife Service. He is currently a member of Donegal P.P.N. Secretariat And represents it on Planning and Development S.P.C. of Donegal CoCo. He Serves as Chair of Inishowen Development Partnership. He has served on a number of statutory and community organisations including Citizens Advice Service and Co. V.E.C. He is founder Chairman of Wild Inishowen Conservation group and member of Inch Wildlife Trust.
n/a	Jerry Early	Private	Islands / Fishing	30+ Years' experience and FLAG North 2012-2015

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26   As per Article 5 of CPR: private sector (fisheries and/or aquaculture sectors), public sector, civil society.

Organisation	Member	Sector[26]	Area	Experience
Donegal Tourism Limited	Joy Harron	Public	Marine Tourism	Joy has over 16 years' experience in the Tourism Marketing and Development sector, with particular emphasis on digital and communications strategy. Currently specialising in Marine Tourism marketing and development in Donegal. Joy is working on the development and management of several EU and National Funded Tourism Projects on behalf of Donegal Tourism Ltd. Joy is also a CTP (Certified Training Professional) qualified to deliver a wide range of training courses in the tourism sector.
n/a	Seamus Bovaird	Private	Fishing / Community Development	Retired shipmaster with over 30 year's seagoing experience. Retired nautical surveyor and marine consultant. After coming ashore Seamus served as manager of Foyle Fishermen's Co-op during which time he represented the Co-op on Donegal County Council's SPC, on IBEC's Marine Food Council and chaired the catching sector segment of the Government Task Force for Training and Employment in the Fishing Industry. Since retiring Seamus has served as a Commissioner on Derry Harbour Board, as a director of Inishowen Development Partnership (LEADER) and as a director of Greencastle Community Development Co Ltd. Seamus continues his connection with the sea through sailing with Moville Boat Club and Foyle Sailabilty and currently serves as chairman of the Inishowen Maritime Museum, Greencastle. He served as vice-chair of the previous FLAG North board.
Killybegs Fishermen's Organisation	Norah Parke	Private	Fishing	30+ Years' experience and FLAG North 2012-2015
Údarás Na Gaeltachta	Sean Ó Gallachóir	Public	Údarás	Seán is the Údarás na Gaeltachta representative on the FLAG North Board. He has been a Development Executive with the Gaeltacht development authority for over twenty years, dealing with enterprise and community development in the Donegal coastal Gaeltacht communities. He served as a Board Member of the FLAG North 2012-2015.
n/a	Máirín Uí Fhearraigh	Community Development, Former FLAG Member	Islands / Community Development	Máirín is the Co-op Manager for the Donegal Small Islands, Comharchumann na nOileán Beaga. The Comharchumann promotes sustainable development on the islands and its aims are development of the islands and empowerment of the islanders. Máirin is an islander and a native Irish speaker and has promoted the preservation of Irish marine heritage through projects she has organised for the small Islands of Donegal. She has qualifications in rural development, cultural tourism and business studies. She currently serves as a member of the PPN Secretariat and is convenor of the Heritage Linkage Group. Tá sí ina Rúnaí ar Mheitheal Pleanála Teanga an Iar Thuaiscirt agus ina ball boird ar Choiste Stiúrtha Ghael Linn.

Organisation	Member	Sector[26]	Area	Experience
Burtonport Co-op	Tony Boyle	Private	Fishing	30+ Years' experience and FLAG North 2012-2015
Malin Co-op	Eddie Kelly	Private	Fishing	30+ Years' experience and FLAG North 2012-2015
-	Stephen McCathill	Civic	Community Development	Involved in community work and fishing industry for over 30 years. Served as a member of the CFP Review Committee .One of the few recognised fishing capacity brokers in Ireland.
Comharchumann Thoraí Teo Oileán Thoraí	Marjorie Uí Chearbhaill	Civic	Community Development	Community development manager for the Tory Island Co-Op. From the Gaeltacht village of Magherorarty,Co. Donegal. In her previous role Marjorie Worked for 12 years as projects manager for Cló Ceardlann na gCnoc Teo (Visual art & Media workshop & international artist residency facility), managing and securing funding for many projects at local, national and international level.
-	Michael O Donnell	Private	Seafood Processing	Michael has over 15 years' experience in Sales Management, Marketing (Strategic & Digital) and new product development in the seafood processing sector and extensive experience in adding value in business through innovation, diversification and green initiatives. He has also been involved in different initiatives to promote the fishing industry and marine tourism.

In accordance with Regulation[27] in relation to Fisheries Local Action Groups (FLAGs) it is desirable that the FLAG Board has balanced representation from all relevant sectors and industries to broadly reflect the main focus of their strategy and the socioeconomic composition of the area. At the time of writing the FLAG Board are still working to fill some gaps in the skills, experience and expertise on the FLAG Board. In particular the following issues are noted:

- The FLAG has 5 representatives from the fisheries sector and 1 representative from the aquaculture sector. It is recognised that these proportions are not reflective of the sectors in the FLAG region. The FLAG Board are working, through the recruitment of new members, to address this issue, although it is noted that membership from these sectors does need to be nominated by parent organisations and have a mandate to act on their behalf.

- While the FLAG does have a tourism representative sitting on the Board, the FLAG Board recognise the importance of this sector as well as the need for further input from tourism representatives in project scoring and decision making. In instances were further expertise are required in relation to tourism the FLAG Boards have put in place a mechanism for accessing tourism expertise by which tourism representatives (e.g. Fáilte Ireland) will make written submissions to information / feedback requests from the FLAG Board. This mechanism will ensure that tourism is adequately represented as part of the FLAG Board.

- It is recognised that the FLAG Board does not have sufficient representation in terms of training. The FLAG Board are working, through the recruitment of new members, to address this issue, although it is noted that potential members must to be nominated by parent organisations and have a mandate to act on their behalf.

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27 REGULATION (EU) No 508/2014, Article 61

In addition, it is recognised that the FLAG Board members have a greater role to play in the implementation of the 2014-2020 FLAG Programme and that capacity building training will be vital to the successful implementation of the FLAG programme. To equip and support Board members to effectively fulfil their role, a number of actions are planned:

- A training syllabus has been developed – this details a programme of relevant training which will be delivered to address the identified training needs of FLAG Board members; and

- BIM intend to host at least 2 national networking events annually, this will provide an opportunity for networking and the sharing of good practice amongst the Irish FLAGs which in turn will help develop the capacity of board members.

7.2.3   Decision Making Structure and Procedures

The FLAG Board is representative of a wide range of sectors and areas thus providing for effective and accountable decision making. As the core decision-makers, members of the FLAG Board are responsible for the proposal of a community-led local development strategy and are responsible for its implementation[28]. This means that they are key in fulfilling the financial, strategic, policy and promotion remit of the FLAG, with support at the administrative level by DAFM and BIM. This will enable the FLAG to deliver the LDS from the bottom-up, consistent with the CLLD approach[29].

The FLAG will adhere to all required local, national, and European guidance and requirements within decision making, and will fully support principles of human rights, equality and social justice.

The FLAG has a review and decision making role with regard to the implementation of individual, community, and social benefit projects. The FLAG will operate in accordance with relevant FLAG programme operating rules, as set out within the Procedures Manual.

It is expected that decisions will be made on a consensus basis, and where this is not possible, votes will be cast in accordance with the Committee Standing Orders. Decision-making procedures will be representative, and that no sector may have more than 49% of voting rights at any such times[30] to protect accountability. The FLAG Board will be assisted by the implementing partners in its capacity to make recommendations for decision-making and provision of awards.

Ultimately, the FLAG Board will recommend projects for funding subject to final confirmation by BIM.

BIM also plays a role in the project selection process at the eligibility check stage which is final in the absence of further information or clarification which might allow such a decision to be appealed.

7.2.4   Frequency of FLAG Meetings

The number of meetings to be held by the FLAG depends on a number of factors including how many calls there will be per year and how often the board need to meet for assessing projects, monitoring and evaluation purposes. In addition there may be different cycles of meetings with the whole FLAG Board meeting a different number of times per year to any sub-groups or sub-committees established.

Guidance from FARNET, Managing Effective Partnerships[31], suggests that from experience that FLAG Boards should be between four and five times a year, depending on the number of project applications submitted. Making a calendar of meetings well in advance helps to ensure good attendance at meetings as it is often difficult to arrange meetings at short notice for a large number of busy people.

In line with governance good practice, minutes should be recorded and circulated in advance of each subsequent meeting.

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28 Regulation (EU) 508/2014 (EMFF) - Article 61.
29 Regulation (EI) 1303/2013 (CPR) – Article 32
30 Regulation (EU) 1303/2013, Common Provisions Regulation - Article 32 and also Regulation (EU) 508/2014, European Maritime and Fisheries Fund Regulation – Article 58
31 FARNET Guide 4 – Steps for Success - Managing Effective Partnerships https://webgate.ec.europa.eu/fpfis/cms/farnet/files/documents/EN_GUIDE_4_4-16.pdf

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