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## **Action plan template**

*Produced by each region, the action plan is a document providing details on how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.*

**Donegal County Council/Local Enterprise Office**



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## 1. Executive Summary

By 2019, through the improvement of existing policies, the NICHE project aims to increase the adoption of research and innovation solutions by food sector companies Donegal. The self-defined indicator for PP2 – Donegal County Council on the NICHE project is to create a 9% increase in the number of companies in the food sector undertaking R&D.

While there are innovation supports available for the food sector, the Border Midlands, & Western (BMW) Regional Operational Programme has highlighted that the number of food sector companies carrying out R&D in Donegal and the BMW region is significantly lower than the Southern and Eastern region of Ireland.

The actions outlined in the action plan aim to address the issue of low R&D and innovation among food sector companies in Donegal. The need to develop the actions have been identified by reviewing the SWOT analysis carried in the Review of the Donegal Food Strategy, the Needs Analysis in the BMW Regional Operational Programme 2014 – 2020, innovation audits carried out with businesses and through discussions with local stakeholders. The actions were developed as a result of the learning outcomes from staff exchanges and through local stakeholder meetings which took place in Phase I of the project. The actions have been developed by adopting Good Practices from partner regions and learning outcomes from staff exchanges and Interregional learning events – all of which were part of the NICHE project.

All the actions in this document require co-operation and input from the project stakeholders which include Enterprise Ireland, Letterkenny Institute of Technology (LYIT), Teagasc, Udaras na Gaeltachta, Bord Bia, Irish Sea Fisheries Board (BIM) & and the Northern and Western Regional Assembly (NWRA).

The actions also aim to build upon the actions outlined in the Donegal Food Strategy (2012), Review of the Strategy (2016) and the Border Midlands and Western (BMW) Regional Operational Programme 2014 -2020. The actions aim to contribute to the objectives of the NICHE project which is to increase the number of companies engaging in R&D.

The actions will be implemented primarily by the Local Enterprise Office Donegal and by stakeholders on the project. The implementation of the actions will also be monitored by Local Enterprise Office Donegal and reviewed at local stakeholder meetings.



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## 2. General information

Project: NICHE Project

Partner organisation: Donegal County Council / Local Enterprise Office

Country: Ireland

NUTS2 region: Border, Midland and Western (IE01)

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## 3. Policy context

The Action Plan aims to impact:

- Border, Midland and Western Regional Operational Programme 2014-2020
- Donegal Food Strategy

Name of the Policy Instrument addressed:

- Border, Midland and Western Regional Operational Programme 2014-2020



#### 4. Overview of the current situation

The actions outlined in this Action Plan have been identified by reviewing the Needs Analysis in the Regional Operational Programme 2014 – 2020, the SWOT analysis carried in the Review of the Donegal Food Strategy, results of innovation audits with businesses and through discussions at local stakeholder meetings.

The needs analysis undertaken as part of the Border Midlands and Western (BMW) Regional Operational programme (ROP) highlighted that the proportion of companies undertaking innovation activities in the BMW region (53%) is significantly lower than in the S&E region (79%). It also stated that there was an opportunity to enhance linkages between HEIs and enterprise leading to increased R&D commercialisation and increases in employment. The self-defined indicator for Donegal (Project Partner 2 –PP2) on the NICHE project is to have a 9% increase in the number of companies undertaking industry R&D.

In 2012, the Local Enterprise Office in Donegal commissioned the Donegal Food Strategy to further develop the Donegal Food Coast Initiative, and to establish a Food Steering Committee and network of food businesses. The Strategy outlined a number of actions to support the food sector by developing and promoting businesses under the umbrella brand Donegal Food Coast. The strategy also supported the sector by organising events for network members and to provide specific supports for food start-ups.

In 2016, a Review of the Strategy was carried out along with a SWOT analysis to review the progress since the implementation of the existing strategy. The Review of the Strategy proposed that the focus of the actions should be to address the following issues:

- How to strengthen this brand through collective marketing/ awareness raising, collective buying , clustering, attending trade fares etc
- How to tackle barriers to innovation:
  - understanding why enterprise are slow to innovate ( are they risk adverse)
  - encouraging enterprises to become more innovative by informing them about the availability of innovative kitchen space, technical expertise, innovation vouchers and other supports etc
  - ensuring that enterprises know of innovation opportunities that are happening locally, regionally and internationally for example highlighting local success stories, etc
- How to add new members to this network and increase the recognition of this brand locally regionally and internationally.



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After reviewing the programmes and resources currently offered by stakeholder organisations, it was found that a range of supports already exist to encourage and assist companies develop innovation projects and carry out R&D. The Local Enterprise Office provides grant support to establish and develop micro food businesses (less than 10 employees) including assistance in the feasibility grants to develop and explore the viability of new food products. The FoodWorks programme, which combine resources from Enterprise Ireland, Bord Bia and Teagasc, acts as an accelerator programme to assist companies to develop innovative products with high growth and export potential. Bord Bia also have dedicated resources to provide food sector companies with rich data and insights into the latest trends and market opportunities. BIM also provide a range of financial supports and R&D facilities to help seafood companies develop or research new products. However, despite these supports, food sector companies are not innovating to their full capacity. The Action Plan will not develop a new programme of support for innovation, but develop a model to build awareness and help companies access the existing supports from stakeholder organisations.

This Action Plan will focus on developing a new model of cooperation for the region that will draw on aspects of Good Practises from other countries to enhance collaboration between enterprises and the third level sector whilst also consolidating the Donegal Food Coast Brand.

Through this Action Plan, PP2 aims to address some of the issues identified in the ROP and Review of the Donegal Food Strategy. By participating in staff exchanges and interregional learning events the project partner and stakeholders from Donegal have had the opportunity to experience and learn from Good Practices in the partner regions. In 2017, PP2 and stakeholders participated in staff exchanges in Timisoara, Romania, Seinajoki in Finland and Torun in Poland. In the development of the action plan, PP2 aims to adopt learning outcomes from the following Good Practices as part of the NICHE project:

- Foodovation Centre at North West Regional College (Derry and Strabane District Council)
- FoodWest: Developing and Marketing 'free from' products to Baltic Sea Countries (Finland)
- Research and Implementation Fund (Kujawsko-Pomorskie Voivodeship, Poland)
- Agronutritional cooperation of the Region of Crete (Crete, Greece)
- Taste of Arran (Isle of Arran, Scotland) – Collective Marketing

The actions outlined in this Action Plan aim to contribute to the key objectives of the NICHE project which is to increase the number of food sector companies engaging in Research & Development (R&D) activity. It is envisaged that these actions within the action plan, in particular the Pilot Action, will help companies increase their capacity to innovate and overall R&D activity.



## 5.1 Action 1: Developing a Strategic Model For innovation -Triple Helix Model (Pilot Action)

### Background

While there are innovation supports available for the food sector, the BMW Regional Operational programme has highlighted that the number of food sector companies carrying out R&D in Donegal and the Border Midlands & Western region is significantly lower than the Southern and Eastern region of Ireland.

Through meetings with local stakeholders and engagements with businesses when carrying out the innovation audits, it was found that generally business don't have a broad view and understanding of the range of supports available to assist them increase their R&D capacity and projects. Generally it was found that businesses tend to have strong relationship with one or two stakeholders (business support agency) and they are only aware of the supports specifically delivered by that agency. Furthermore, there is no system or mechanism for support agencies to refer businesses to support programmes from other stakeholder/partner organisations.

A key learning form the NICHE project is that greater levels of innovation can be achieved when there is an integrated range of available support services for new and existing food businesses. During Phase 1 of the project, stakeholders from Donegal learnt about the good practices FoodWest Ltd. in Finland, Foodovation Centre in Derry and the Bio Competence Centre in Estonia and how they use a triple helix model combining resources from HEIs and public sector agencies to drive innovation in the food sector. These models in effect provide an integrated First Stop Shop offering advice, market information, technology expertise, kitchen and food incubation and mentoring.

The aim of this pilot action is to document the current food innovation infrastructure in the county, in particular its strengths and weaknesses, and to develop a new operational model that will drive innovation and innovative practices within the food sector. Currently there is no co-ordinated/integrated model for driving and supporting innovation activities in the food sector.

The aim of this pilot action is to develop a new operating model similar to that in the Bio Competence Centre (Estonia) and Foodovation Centre (Derry) by bringing together supports from HEIs, government bodies, support agencies and community organisations to assist companies increase R&D activity and that will lead to increased levels of innovation. The model will consist of a local agreed model for the integration of the diverse range of existing services, supports and infrastructure within the county and contiguous counties so as to



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maximise the innovation potential of local food businesses. A further key part of the model will be how these integrated services should and will be promoted. The pilot will draw heavily from the experiences of both the Foodovation centre in Derry and Foodwest Ltd, South Ostrobothnia, Finland in its approach.

The new model will adopt the practices from the Foodovation Centre and Foodwest Ltd. by acting as a First Stop Shop for businesses in the food sector looking to access information on the supports and services available to develop innovative products. The model will also include a roadmap which outlines the range of supports available for each stage of the innovation process from market research to commercialisation. As well as giving food sector businesses a better understanding of the resources and services available, the roadmap for innovation will also help stakeholder agencies signpost client businesses to supports from partner organisations. The triple helix model of innovation refers to a set of interactions and relationship between academia- industry-governments and combining these resources and services of each to foster economic and social development.

### Action description

The main objective of this pilot action is to develop a new operating model which incorporates all the supports and services from each of the relevant stakeholders. The new operating model will promote supports and services from the Local Enterprise Office Letterkenny Institute of Technology (LYIT), Teagasc, Udaras na Gaeltachta, Bord Bia, Irish Sea Fisheries Board (BIM) and Enterprise Ireland. The pilot action will be developed and implemented in stages in each semester in phase 2 of the project.

#### Semester 1 (Phase 2 of the project)

- Develop terms of reference and procure external expertise to develop new model of innovation which will incorporate all the services and resources from stakeholder organisations.
- Adopt and implement the learning outcomes from the good practices Foodovation Centre in Derry, Foodwest Ltd. in Finland and Bio Competence Centre (Triple Helix Model) in Estonia in the development of the new operating model.
- Local Enterprise Office (LEO) and contractor/external expertise to continue hosting stakeholder meetings and consultation in the development of new model for innovation
- Develop a roadmap of services and supports which cover all stages of the innovation process.







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- Develop and agree management model between stakeholders for overseeing the implementation of the pilot action.
- Agree the model for the integration of services and its promotion within the county and region.
- A part-time Project Executive (3-days per week) is required to deliver the planned activities for pilot action. The project executive is required from the beginning of phase 2 till June 2019. The Finance Officer and Project manager (Head of Enterprise) will continue to monitor and oversee the implementation the action plan and pilot action in conjunction with stakeholders till the end of the project in March 2020.

### Semester 2

- Share roadmap of supports and resources with businesses in the food sector and promote opportunities for innovation through funded programmes and supports
- Implement the new strategic model for innovation with input and commitment from stakeholders
- Promote and encourage food sector businesses to utilise the services offered through the new operating model
- Continue to update the roadmap of supports and resources through a continued cooperation with stakeholder organisations
- Continue to host stakeholder meetings as per agreed stakeholder model

### Semester 3

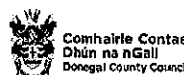
- Measure the impact of new model on the food sector by assessing the update in supports from partner agencies
- Assess how the new model for innovation integrates with the objectives and actions of the Donegal Food Strategy and the Regional Operational Programme
- Explore how new model could be sustained and funded through the Regional Operation Programme

### Stakeholders involved

- Local Enterprise Office
- External Expertise (Consultant)
- Stakeholders: Bord Iascaigh Mhara, Teagasc, Bord Bia, Enterprise Ireland, LYIT, Údarás na Gaeltachta, Failte Ireland, Northern and Western Regional Assembly

### Timeframe

- July 2018 – March 2020





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#### Costs (if any)

- External Expertise (consultancy) €7,000
- Room Hire and expenses for meetings: €1,200
- Staff Costs – Part time Project Executive €31,287.64
- Admin (15% of staff costs): €4,693

#### Funding

- This pilot action will be funded through the NICHE project as a pilot action with the aim of it eventually being funded through the Regional Operational Programme.  
Total funding required €44,180

#### Outputs (KPIs)

- Develop and agree management model between stakeholders for overseeing the implementation of the pilot action
- Publication of a roadmap of services and supports which cover all stages of the innovation process
- The main KPI for this pilot action will be in line with the self-defined indicator which is to increase the number of companies in the food sector carrying out R&D by 9%

#### Expected impact on SMEs

- SMEs in the food sector will have a better understanding of the range of supports and services available to develop innovation projects
- Increase in number of companies engaging with third level colleges and increase in R&D among the food sector

#### Expected impact on innovation level

- SMEs in the food sector will have a better understanding of the innovation process and how to avail of supports at the different stages of product/project development
- Increase in the number of innovation projects being developed by SMEs
- Increase in the number of companies receiving support from stakeholder organizations.

#### Action monitoring

- To be monitored by the Local Enterprise Office with input from stakeholder organizations





## 5.2 Action 2: Develop Case Studies - Value Added Products and Innovation Projects

### Background

One of the learning outcomes from the staff exchanges in 2017 was that project partners that highlighted the success and achievements of food producers in both local and national media inspired and encouraged other businesses in the sector to start innovating. The publications also highlight the support the businesses received from Higher Education Institutes and local government. Examples of Good Practices which highlight these achievements are the Foodovation Centre at the North West Regional College (PP3) and the Agronutritional cooperation of Crete.

Each year a number of Donegal food businesses make significant achievements in product development and innovations. These success stories are often recognised via the Local Enterprise Office 'Donegal Business Awards', Bord Bia - Food and Drink Industry Awards 2017, Bord Iascaigh Mhara 'National Seafood Awards' etc.

Such awards provide an opportunity for other businesses to be inspired and to learn from these winners in planning their own journey to success. An example would be Gallagher's Bakery being awarded Entrepreneurial Company of the year 2017 at the Bord Bia - Food and Drink Industry Awards 2017 as recognition for developing value added products.

The stories should draw out elements that were key to the success of these food companies for example Food Academy or Feasibility Grants offered by the Local Enterprise Office and focus on different success factors.

### Action description

- Liaise with stakeholders and companies in the food sector to capture success stories and publish it in the Donegal Food Coast Newsletter and on the Food Coast Website and in local media
- Highlight the support the businesses received from agencies such as the Local Enterprise Office and Bord Bia and encourage businesses to avail of these supports
- Publish case studies (in print and online) in the Donegal Food Coast Newsletter and website, in local media and on stakeholder websites.
- Publicise that the Local Enterprise Office is the first stop for businesses looking for support to grow their business or develop innovative products.



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### Stakeholders involved

Local Enterprise Office, Enterprise Ireland, BIM, Teagasc, Bord Bia, Food Steering Committee, Award Winners (Food Sector Businesses)

### Timeframe

- July 2018 – March 2020 (Phase 2), review impact in 2020 and decide if it should be continued

### Costs

- Cost to develop Newsletter and maintain Food Coast website.

### Funding

- No additional funding required. Use of existing resources to publish newsletter and update Food Coast Website

### Outputs (KPIs)

- 5 case studies published each year
- 10% increase in enquiries to the LEO about accessing support to develop an innovation project
- Increase in enquiries for Grant aid and attendance at grant aid workshops

### Expected impact on SMEs

- Expected that SMEs in the food sector will have an increased awareness of the support available from partner organizations.

### Expected impact on innovation level

- Increase in the number of companies developing innovative products and carrying out R&D
- Companies in the food sector will have increased capacity for developing innovation projects

### Action monitoring

This action will be monitored by the Local Enterprise Office Donegal and stakeholders





### 5.3 Action 3: Capitalising on new Food Trends

#### Background

The Donegal Food Strategy and the BMW Regional Operational Programme highlights the need for Food producers to carry out more R&D and to explore options to develop new products and to diversify. Food for health and Sustainable Food Production are two of the research priorities outlined in Ireland Smart Specialisation Strategy and BMW Regional Operational Programme.

Good Practices from PP3 (Foodovation Centre in Derry) and PP4 (Foodwest Ltd.) demonstrate how food sector companies work with third level colleges to identify opportunities and trends in the food and drink sector and to develop innovative new products in response to consumer demands and trends.

Bord Bia (Irish Food Board) has a Consumer Insight Team and Mintel regularly publish reports on industry trends and consumer demands and behaviours. Bord Bia, Mintel and Enterprise Ireland can provide food companies with new industry trends and updates to help businesses develop new projects. Examples from the Bord Bia Consumer Lifestyle Trends 2018 Report include: Reduce packaging, less plastic, reduce sugar Functional Foods etc.

#### Action description

- Deliver workshops, networking events and peer learning sessions around customer insights trends and developments in the food sector emerging from reports published by Bord Bia and Mintel etc.
- Organise a series of workshops for food sector businesses which will be delivered by Bord Bia or Mintel or relevant knowledge provider such as LYIT or St Angelas.
- Through the workshops and engagement with the food sector businesses, highlight the support available to develop new products such as Feasibility Study from LEO and Innovation Vouchers from Enterprise Ireland.
- Encourage businesses utilise the knowledge and insights available from the Bord Bia Consumer Insight Team to learn about consumer trends and demands.
- Organise 2 workshops per year, minimum of 10 participants



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#### Stakeholders involved

- Local Enterprise Office, Food Coast Network, Bord Bia

#### Timeframe

- July 2018 – Ongoing

#### Costs

- Cost of running workshops (Room hire, food etc.). Estimated at €500 per workshop

#### Funding

- Funded through the Local Enterprise Office and Food Coast Initiative, workshops delivered by Bord Bia or Mintel

#### Expected impact on SMEs

- Food Sector companies will have better understanding of industry trends and opportunities to develop new and innovative products

#### Expected impact on innovation level (if relevant)

- Increase in new product development

#### Action monitoring

- Local Enterprise Office and Donegal Food Steering Committee. Survey businesses that attend workshops to identify new product developments in response to new trends and consumer demands



## 5.4 Action 4: Growing the Donegal Food Coast Network

### Background

The Donegal Food Network was established as part of the Donegal Food Coast initiative and is open to businesses in the food sector in Donegal including start-ups, farmers, value added producers, retailers, hotels and restaurants. Network is currently made up of 74 members (June 2018) and aims to facilitate networking between businesses and encourage businesses to promote food produced in the county. A number of training and networking events are hosted each year specifically for network members to allow them to learn new skills and network with other food businesses in Donegal.

There is an opportunity to further develop the network by learning from Good Practices such as the Taste of Arran in Scotland and the 'Kujawsko – Pomorskie Pantry' in Poland. There is also an opportunity to encourage more networking and peer learning and to promote the food sector in the region through collective marketing under the Donegal Food Coast brand.

### Action description

- Examine the activities of the Kujawsko - Pomorskie Pantry and the Taste of Arran to identify potential areas for improvement
- Develop workshops and training events for network members to help them improve their skills such as marketing, selling and networking.
- Develop a members forum on the Food Coast website for food sector businesses which allows them to login and post questions and support each other through the network
- Encourage new businesses to sign up to the network by highlighting events in Food Coast website and on the Food Coast Website

### Stakeholders involved

- Local Enterprise Office, Food Coast Network and the Food Steering Committee

### Timeframe

July 2018 – Ongoing

### Costs

- Cost of organizing events for Food Network members and cost employing part-time food Executive



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#### Funding

- No additional funding required. Activities will be funded through the Donegal Food Coast initiative and the Local Enterprise Office / Donegal County Council

#### Expected impact on SMEs

- SMEs will have an increased awareness about the Food Coast activities the potential to network with other likeminded businesses

#### Outputs

- 20% Increase in food network members each year
- 4 events per year for Food Network businesses

#### Action monitoring

- Monitored by Local Enterprise Office and Food Steering Committee

## 5.5 Action 5: Increased Awareness of Food Coast Brand

#### Background

The Food Coast initiative certifies businesses that grow or produce food in Donegal and service & retail sector businesses that sell Donegal made produce. The Food Coast Brand is a mark of origin and allows consumers to identify food which is produced in Donegal or businesses which sell Donegal made produce. Service sector businesses including retailers, restaurants and hotels will receive the certification if they regularly source products from Donegal and mention the suppliers on their menu.

Businesses which are approved certification will receive a Donegal Food Coast 'Certified' plaque to display on their premises and are able to use the 'Certified' logo on their packaging or menu and for marketing purposes.

While the brand and model has already been established, there is an opportunity to increase the number of certified members and to increase awareness among consumers





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This action aims to examining model used by the Agronutritional Cooperation of Crete and the Taste of Arran and to adopt elements of the Good practice such as the marketing strategy to further strengthen the Food Coast Brand.

#### Action description

- Explore marketing activities used by Good Practices Taste of Arran and Agronutritional Cooperation of Crete
- Profile certified members on the Food Coast website.
- Identify more publications to showcase certified members (Members are already featured in tourism magazines and through press releases in the local papers)
- Collaborate with Donegal Tourism & Failte Ireland to promote certified members
- Produce Map of Restaurants with Food Coast Brand , location of restaurant, menu, contact details , reviews etc

#### Stakeholders involved

- LEO & Food Steering Committee
- Donegal Tourism
- Failte Ireland

#### Timeframe

- July 2018 - Ongoing

#### Costs

- Cost of Maintaining website and producing marketing material and publications in local press

#### Funding

- Funding required to employ Food Executive, source of funding to be determined.

#### Outputs

- 30% increase in the number of certified businesses each year



- 50% increase in traffic to the Food Coast Website in 2019 compared to 2018. Food Coast website was launched in April 2018

**Action monitoring**

- Monitored by Local Enterprise Office and Food Steering Committee

**5.6 Action 6: Facilitating Food Vendors at Tourist Destinations and Maximising Food Tourism Opportunities**

**Background**

The Wild Atlantic Way (WAW) is a tourism trail and 2,500km driving route on the west coast, of Ireland. Since it was launched in 2014, the trail has attracted significant overseas visitors. The increasing tourist numbers and seen a surge in the number of mobile food vendors operating on key points along the Wild Atlantic Way. Mobile Food vendors are becoming increasingly popular in Donegal. This trend is being driven by recent demands for more diverse, high quality and generally healthier food and beverage options particularly for coffee, breakfast, lunch and snacking.

In Donegal there are no designated trading areas along the trail WAW and most mobile vendors are operating unregulated which could result in environmental damage. The quality of the environment is also one of the main reasons tourists visit Donegal.

While there are mobile vendors operating in the most popular signature points, there are a number of locations which are not being served by mobile food vendors. There is an opportunity to encourage start-up and existing food businesses to start operating in areas along the WAW which do not have food and drink options to visitors.

A number of Destination management Plans are being developed for Signature and Discovery Points along the WAW. Donegal County Council invested heavily in key flag attractions along WAW, a lot of which are located in remote location and environmentally sensitive areas. Donegal Council is currently developing a Tourist Destination Management Plan and there is an opportunity to incorporate a Casual Trading policy for signature points into the management plan. There is also an opportunity to explore from and learn from Casual Trading Policy

**Action description**

- Incorporate policy into Destination Management Plan to regulate casual traders



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- Engage with Donegal Tourism and Stakeholders developing Tourist Destination Management Plan
- Develop System to capture type, map trading locations, etc.
- Look at best practice examples in terms of how to manage location specific, event specific multi-location and nomadic casual traders in the county

#### Stakeholders involved

- Donegal County Council
- Local Enterprise Office
- Failte Ireland

#### Timeframe

- July 2018 – Ongoing

#### Costs (if any)

- No additional costs. Action will use existing resources within Donegal County Council

#### Funding (if any)

- No additional funding required.

#### Action monitoring

- Local Enterprise Office & Donegal County Council

## 6 Monitoring and Impact of the action plan

During the second phase of the project (2018-2020) the action plan will be monitored by the Staff in the Local Enterprise Office and Donegal County Council that have been working on the action plan in phase 1. The progress of each action will also be reviewed at the local stakeholder meetings.

Signature





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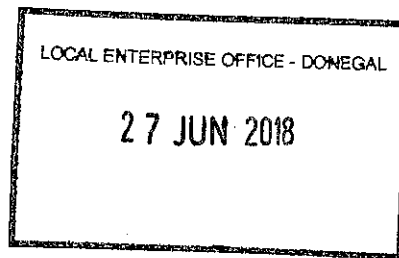
*Donegal County Council/ Local Enterprise Office* agrees to support and promote the implementation (and where appropriate implement) the plan detailed above. I confirm that I have the required authority of my organisation to do so and that the required authorisation process of my organisation has been duly carried out.

Date: 27-6-2018

Signature: *Michael Tunney*

Name and position: Michael Tunney – Head of Enterprise

Stamp of the organisation:





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## 6 Monitoring and Impact of the action plan

During the second phase of the project (2018-2020) the action plan will be monitored by the Staff in the Local Enterprise Office and Donegal County Council that have been working on the action plan in phase 1. The progress of each action will also be reviewed at the local stakeholder meetings.

Signature

*The Northern and Western Regional Assembly agrees to support and promote the implementation (and where appropriate implement) the plan detailed above. I confirm that I have the required authority of my organisation to do so and that the required authorisation process of my organisation has been duly carried out.*

Date:

*28th August 18.*

Signature:

*D Minton*

Name and position:

*Director, David Minton*

Stamp of the organisation:

