

GRANTS SCHEME FOR LARGE TOURISM PROJECTS 2016-2020

For capital grants above €200,000
Application Guidelines





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1 INTRODUCTION

ABOUT FÁILTE IRELAND

Fáilte Ireland, the National Tourism Development Authority, was established under the National Tourism Development Authority Act 2003.

Our role is to guide and support sustainable tourism growth through the development of a vibrant, internationally competitive tourism industry that is informed and inspired by insights and embraces consumer needs and motivations.

A key strategic objective over the coming years is the development and promotion of world class sustainable tourism experiences. Further information about Fáilte Ireland, its development plans and supports is available at www.failteireland.ie.



THE FÁILTE IRELAND TOURISM INVESTMENT STRATEGY

To stimulate innovation and improve international competitiveness, Fáilte Ireland has launched a significant new Tourism Investment Strategy, entitled Tourism Development and Innovation: A Strategy for Investment 2016-2022. This is funded by the Irish Government's Capital Investment Plan 2016 to 2022, which provides for an Exchequer allocation of €125,705,000 to capital spending on the Tourism Product. The objectives of this strategy are:

- To successfully and consistently deliver a world class visitor experience;
- To support a tourism sector that is profitable and achieves sustainable levels of growth and delivers jobs;
- To facilitate communities to play an enhanced role in developing tourism in their locality, thereby strengthening and enriching local communities; and
- To recognise, value and enhance Ireland's natural environment as the cornerstone of Irish tourism.

The Fáilte Ireland Tourism Investment Strategy may be viewed at www.failteireland.ie or a copy may be requested from capital@failteireland.ie.

ABOUT THIS GRANT SCHEME

This grant scheme falls under Fáilte Ireland's Tourism Investment Strategy 2016-2022, in respect of which an amount of up to €65m in total grants is available over the period 2016 - 2020. This grant scheme should be read in conjunction with the Fáilte Ireland State Aid Handbook. This Handbook provides applicants with information in relation to the exemptions that allow Fáilte Ireland to fund projects under this scheme and sets out the rules surrounding the identified exemptions. Of particular relevance to this scheme are Appendices 1-5 of the Handbook.

This programme implements the Fáilte Ireland Tourism Investment Strategy as follows:

- This grant scheme is designed to support large tourism experience development projects applying for capital grants in excess of €200,000.
- Projects seeking a capital grant of €200,000 and below may refer to www.failteireland.ie for updates on the Grants Scheme for Small Tourism Innovation Projects, which will open for applications later in 2016.
- A two-stage application process has been introduced for this grant scheme to allow for effective communication between Fáilte Ireland and project applicants early in a project's lifecycle and to allow statutory consents to be secured before Fáilte Ireland funding is committed to the delivery phase. See Section 5 of these guidelines for further details.
- This grant scheme sets out to encourage innovation and therefore takes an outcome led approach to financial support. Rather than being prescriptive in terms of the types of projects eligible for funding, this scheme is intended to promote the involvement of diverse public, private and community sector parties in the achievement of a set of outcomes for Irish tourism within the framework of the General Block Exemption Regulation ('GBER'). This is an EU measure that provides exemptions from the State Aid rules in certain situations.
- Section 2 of these guidelines summarises the outcomes against which applications will be evaluated.
- Any offer of financial assistance by Fáilte Ireland is subject to budget availability. The Grants Scheme for Large Tourism Projects is a discretionary scheme and will offer assistance only where it will aid Fáilte Ireland in meeting its statutory and corporate objectives in line with Government policy and subject to compliance with EU State Aid rules. Those rules regulate the terms on which public funds may be provided to entities that are engaged in economic activity.
- This scheme has been specifically designed to avail of a number of exemptions for public funding under the GBER. As a result, specific projects need not be notified in advance to the European Commission for approval, although disclosures will be made subsequently depending on the level of funding awarded to a project. To fall within the GBER, its provisions must be complied with in all cases and in all respects in so far as they apply to State Aid for a particular project². While Fáilte Ireland has a primary responsibility to comply with those requirements and other State Aid rules, compliance also depends on the co-operation of applicants, including their adherence to these guidelines, their candour in making applications to us and ultimately, their compliance with any subsequent grant agreement.

¹ Commission Regulation (EU) No 651/2014 of 17 June 2014 declaring certain categories of aid compatible with the internal market in application of Article 107 and 108 of the Treaty. <http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1404295693570&uri=CELEX:32014R0651>

² The exception is where for one or more reasons (such as the recipient not being regarded as engaging in economic activity with respect to the project) the State aid rules do not apply. See Fáilte Ireland State Aid Handbook Chapter 1.



2 THE DIFFERENCE WE WANT TO MAKE

This grant scheme is designed to encourage the attainment of tangible and sustainable outcomes to support the longer-term development of tourism across Ireland. For the purpose of evaluation, two broad categories of outcomes are considered under the Scheme.

1. Economic Development Outcomes relating to the tangible benefits and economic sustainability directly associated with the proposed investment;
2. Visitor experience and Innovation Outcomes relating to specific consumer motivations and/or selected areas of potential;

In evaluating proposals, Fáilte Ireland will look at the extent to which applicants can deliver on the following key economic development outcomes, experience development outcomes and brand specific outcomes (where relevant).



ECONOMIC DEVELOPMENT OUTCOMES

Applications for funding under this Scheme should clearly demonstrate the capacity of the proposed investment to deliver on the following economic development outcomes:

1. **Increasing visitor spend:** Will the proposed development lead to an increase in the number of international and domestic visitors to the tourism business or to the length of time they spend in the surrounding area? What is the likely impact of that increase in terms of additional visitor spending in the area, particularly from overseas visitors? It is a key objective of this grant scheme to stimulate the growth of international visitor numbers in areas in which investment is being made.
2. **Creation of employment opportunities in tourism and hospitality:** Will the proposed development directly or indirectly improve employment opportunities in the area?
3. **Leveraging public and private sector investment in the visitor experience:** Have the project applicants raised additional public or private sector funding? Will an investment by Fáilte Ireland help to leverage further investment in the visitor experience of the area?
4. **Stimulating international awareness and demand:** Will the proposed development help to stimulate international awareness and demand for Ireland as a holiday destination?
5. **Financial sustainability:** Will the proposed development be capable of generating or otherwise covering reinvestment requirements into the future and be financially sustainable? It is a key objective of this grant Scheme to encourage the development of sustainable business models for visitor experiences in Ireland.



VISITOR EXPERIENCE & INNOVATION OUTCOMES

Applications for funding should also demonstrate clearly the potential of proposed investments to address some key areas which have been identified for improvement. Applicants should clearly demonstrate the capacity of the proposed project to deliver on the following experience development outcomes. For the purpose of this scheme, there are seven such outcomes from which applicants may select as appropriate.

1. **Innovation and new tourism product development:** Will the proposed investment by Fáilte Ireland deliver new tourism experiences for which there is demonstrable visitor demand? One of the objectives of this grant scheme is to be a catalyst for the development of new tourism experiences and new tourism businesses.
2. **Greatly improved storytelling:** Will world class storytelling be at the core of the proposed development? We believe an essential ingredient in most memorable visitor experiences is a good story well told. We also believe it is an element of Ireland's tourism offering where significant improvement is needed.
3. **An improved visitor experience in visitor attractions and historic town centres:** Will the proposed investment by Fáilte Ireland help to enhance the visitor experience of attractions and of those historic towns and villages which are important attractions in their own right, by improving their appearance or by providing the

infrastructure necessary to facilitate regular animation such as events, live music, markets, re-enactments, costumed tours, performance and the arts?

4. **Revealing hidden gems:** Will the project help make better tourism use of the many wonderful, though less wellknown heritage and cultural experiences, increasing visitor capacity overall and distributing visitor traffic and spend?
5. **Improved foreign language provision:** How well will the proposed development cater for foreign languages?
6. **Benefits to environmental and heritage assets:** Does the project offer a more sustainable visitor management solution to the benefit of heritage or environmental assets underpinning tourism in the area, or a new sustainable tourism use for a heritage asset?
7. **Community Engagement:** What is the level of community involvement in the project? Will the project encourage a sense of community ownership and civic pride? A vibrant and welcoming community is a core element of Ireland's international tourism offering. Engaging the community as hosts and as custodians for tourism assets is a key challenge for the tourism sector in Ireland.

SUPPORTING KEY TOURISM BRANDS

This grants scheme is open to applications from all areas within the Republic of Ireland. Where applications originate within the geographic area of Ireland's Experience Brands (Wild Atlantic Way, Ireland's Ancient East or Dublin City & County), and subject to the applicable State Aid Rules, priority will be given to proposals which are aligned with the vision and values of the respective brand proposition.



IRELAND'S ANCIENT EAST

THE STRATEGY BEHIND THE BRAND

To offer visitors a compelling motivation to visit the East and South of Ireland, Fáilte Ireland has developed a new umbrella experience brand called Ireland's Ancient East. The brand is rooted in the rich history and diverse range of cultural heritage experiences that are particularly prevalent in the East and South regions of Ireland. From passage tombs older than the pyramids to Palladian mansions, from monastic sites to medieval castles, the experience offers a wealth of heritage set in a fertile, green landscape. This new experience brand has been designed to appeal to the Culturally Curious and the Great Escaper market segments and to present this large geographic area in a cohesive and unified manner.

THE IRELAND'S ANCIENT EAST BRAND PROMISES:

- a destination that is easy and enjoyable to explore;
- where cultural experiences are memorable because they tell their story so well;
- where the stories told at individual visitor attractions link to other sites across the region and to an overall timeline, building to an unforgettable and enriching journey through 5000 years of European history;
- where spectacular heritage sites are set against the backdrop of a rich, green, pastoral countryside.

For further information see www.failteireland.ie/IrelandsAncientEast

BRAND SPECIFIC OUTCOMES FOR THE PURPOSE OF THIS GRANTS SCHEME:

- 1. Greatly improved storytelling:** The Ireland's Ancient East brand promises a destination rich in stories and made memorable by the best storytellers in the world. This requires the destination to be differentiated by the quality of the interpretation at historic sites and by every site linking to a strong connecting narrative which takes the visitor "...on a personal journey of discovery in a beautiful, off-the-beaten track landscape that has attracted warring settlers for millennia...".
- 2. Orientation:** The Ireland's Ancient East brand promises a destination that is easy to explore and research indicates that independent exploration is a key motivator for the Culturally Curious visitor. On a trip through Ireland's Ancient East, stories should connect different places, enhancing the experience for the visitor. We will look for opportunities to ensure that visitors are always comfortable exploring Ireland's Ancient East, can always find their ultimate destination and discover hidden gems along the way.
- 3. Increased capacity at iconic attractions:** While a small number of iconic attractions within Ireland's Ancient East are already at capacity during the busier months of the year, the majority of attractions can accommodate, and would benefit from, increased visitor numbers. Proposals will be sought which provide better visitor management and other solutions at the congested sites in order to increase capacity where possible, and to enhance the visitor experience. Proposals will also be sought which seek to increase the number of visitors to the many less well known sites, but always in line with the carrying capacity of the sites in question.



WILD ATLANTIC WAY

THE STRATEGY BEHIND THE BRAND

The Wild Atlantic Way project arose out of a need to present the West coast of Ireland to overseas markets as a single proposition of scale. The idea of a touring route along the western seaboard from Donegal to West Cork was identified as a suitable mechanism to facilitate this objective. The longer-term objective is to deliver economic, social and environmental benefits for the destinations, communities and businesses along the western seaboard and throughout the greater western region, from Donegal to West Cork.

THE WILD ATLANTIC WAY BRAND PROMISES:

- a destination and route that showcases the rugged, remote, unspoiled and intriguing character of Ireland's Atlantic coast, where the ocean's force has carved a coast of wild, raw beauty;
- a sense of renewal, liberation and excitement for those that immerse themselves in the landscapes and seascapes of the west coast, by walking along cliff-top trails, surfing waves, cycling on quiet roads, riding horses on deserted beaches, foraging along the seashore, tasting the freshest seafood, and island-hopping across a myriad of offshore islands;
- a connection with the unique Atlantic Culture of traditional Gaelic Ireland where life has been shaped by the Atlantic, by joining in the craic at traditional music sessions, meeting the locals around turf fires in traditional pubs, hearing the Irish language in songs and stories and participating in one of the hundreds of local festivals along the way;
- a sense of discovery of an Ireland as imagined and portrayed in film, painting, poetry and writing, which still exists in these western extremities.

For further information see: www.failteireland.ie/WildAtlanticWay. Applicants should also read the Wild Atlantic Way Operational Programme 2015-2019.

BRAND SPECIFIC OUTCOMES FOR THE PURPOSE OF THIS GRANTS SCHEME:

- 1. Access to coast and sea:** The Wild Atlantic Way promises an experience of the elemental beauty of the Atlantic coast. Improving access to the coast and sea, or enhancing the visitor experience of the coast, should have as a core objective the protection of the landscape, natural heritage and indeed the "wildness" of the Wild Atlantic Way, particularly through better visitor management.
- 2. Access to culture:** The Wild Atlantic Way brand promises a place where a distinctive culture has been shaped over thousands of years by proximity to the Atlantic. Proposals are required which bring this unique Atlantic Culture to life for visitors, particularly outside of the main tourism season. This might include the upgrade and refreshment of key attractions that are aligned to the brand and the development of new Wild Atlantic Way cultural experiences, particularly within the towns and villages.
- 3. Opportunities for outdoor activity businesses:** The growth of a skilled and viable cluster of outdoor activity businesses along the Wild Atlantic Way will be key to providing for those visitors who want to actively engage with the landscape. Proposals to support this outcome might include the provision of shared facilities in appropriate locations for use by outdoor adventure providers and their customers.



DUBLIN: A BREATH OF FRESH AIR

THE STRATEGY BEHIND THE BRAND

In 2012, a report presented to the Grow Dublin Taskforce showed the capital was underperforming and had slipped behind its main competitors in Europe. As part of the ongoing work to address this issue Fáilte Ireland developed and launched the 'Dublin. A Breath of Fresh Air' brand proposition which was developed in response to the need to reposition Dublin as a must see destination. It seeks to change people's perception of Dublin as more than just a city: it is nestled alongside mountains and the sea and provides an experience not found in other cities. This new initiative ultimately seeks to increase overall visitor numbers to 6.2m by the year 2020.

THE NEW DUBLIN BRAND PROMISES:

- A vibrant capital city bursting with a variety of surprising experiences where city living thrives side by side with the natural outdoors;
- While a rich history provides a backdrop, Dublin is youthful and always in touch with the spirit of the times;
- Dublin is friendly, colloquial, contemporary and upbeat.

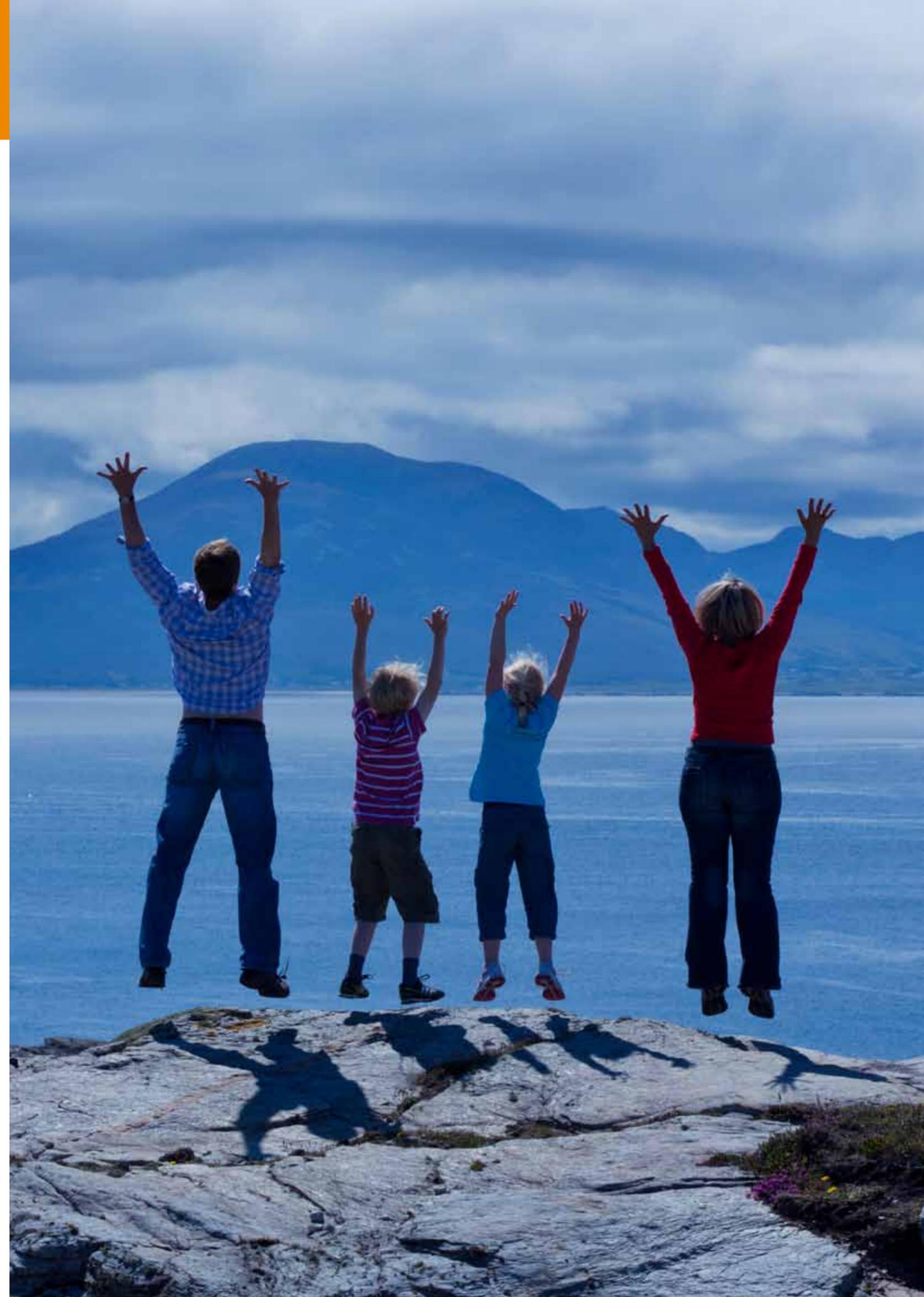
For further information see; www.failteireland.ie/dublin

BRAND SPECIFIC OUTCOMES FOR THE PURPOSE OF THIS GRANTS SCHEME:

- 1. Orientation and Navigation:** Fáilte Ireland will look for opportunities to improve visitor mobility around the city and environs and ensure that visitors are comfortable and well informed when exploring Dublin, and that they can easily find their ultimate destination and discover hidden gems along the way.
- 2. Access to the coast and mountains:** Fáilte Ireland will seek proposals which sustainably create or improve access to, or enhance the visitor experience of the coastline and the mountains. This may include development or enhancement of outdoor amenities and trails, provided such proposals seek to protect the natural asset at the heart of the experience.
- 3. Improved access to Dublin's stories and its literary culture:** Heritage and literary culture are key parts of the Dublin proposition. We will seek proposals which will animate the stories behind Dublin's history and heritage. Proposals will also be sought which seek to bring the city's literary culture to life for visitors with a focus not just on the City's literary legends, but also a contemporary take, including modern day authors, through spoken word, music, comedy and literature in particular.

LAKELANDS

Applicants may be aware that Fáilte Ireland has been assigned the task of exploring the potential of a fourth ('Ireland's Lakelands') Experience Brand under the recently agreed Programme for Government. As this task is not complete at this stage, applications aligned with a Lakelands theme will be evaluated solely against the Economic Development Outcomes and the Visitor Experience and Innovation Outcomes.



3 WHAT PROJECTS WILL WE FUND?

The Grants Scheme for Large Tourism Projects has been designed to encourage innovation and is, therefore, generally non-prescriptive in terms of the types of projects that will be funded. The Scheme is open for applications from new, intending or established tourism operators and providers, anywhere in the Republic of Ireland. Applicants must demonstrate through the funding application that they are focused on attracting overseas and domestic and will help to deliver the outcomes outlined in Section 2 of these guidelines. Applicants are advised that the ultimate amount of funding available depends on both EU State aid rules and Fáilte Ireland's designated levels of maximum support.

ELIGIBILITY CRITERIA

To be considered for support, all projects must first demonstrate, through the application, that they meet the eligibility criteria set out in Appendix 1.

Projects which, in the view of Fáilte Ireland, do not meet the eligibility criteria as to applicant and project will not proceed to the evaluation stage of the process.

Applicants should be mindful of the exemptions available which all have additional eligibility criteria. Before submitting an application, all project applicants are required to review the Fáilte Ireland State Aid Handbook carefully and to pay particular attention to Appendices 2 & 3 if the project relates either to Culture and Heritage Conservation or Aid for Sport and Multi-Functional Recreational Infrastructure, and to check whether or not their project will meet the qualifying criteria for funding.

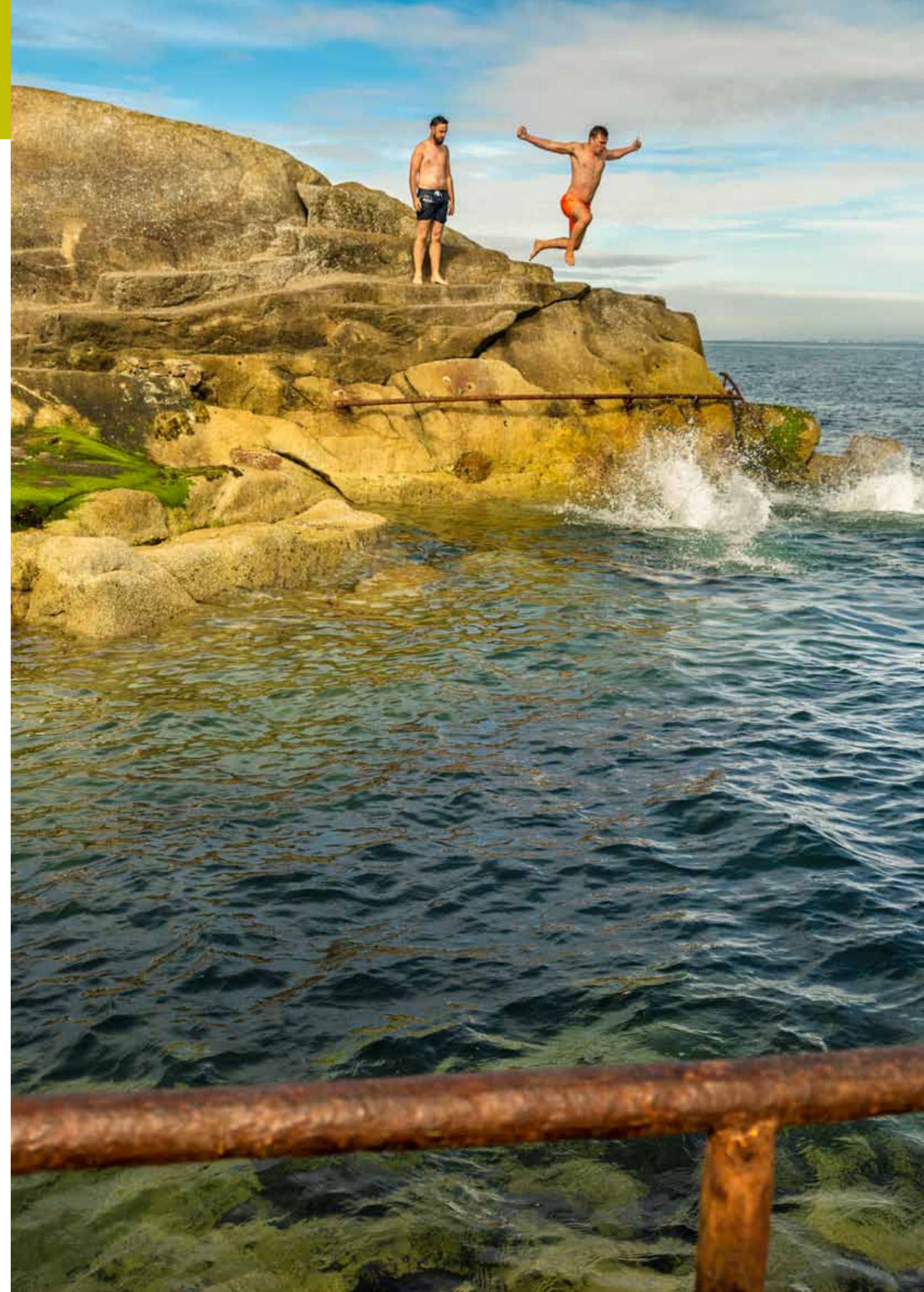
Applicants must ensure that their project is compliant and are advised to avail of their own independent legal advice with regard to their compliance with the specific articles of the GBER regulations and with State Aid rules generally.

WHAT PROJECTS ARE INELIGIBLE?

Any projects that do not meet the eligibility criteria as to applicant and project set out at Appendix 1 are deemed ineligible for this grants scheme.

In addition, Appendix 1 lists a number of project types that are ineligible for support under this Scheme. This list of ineligible project types is not exhaustive and will be updated periodically in line with evolving Fáilte Ireland policy and changes in EU State Aid rules.

Note: Any offer of financial assistance by Fáilte Ireland is subject to budget availability. The Grants Scheme for large Tourism Projects is a discretionary scheme and will offer assistance only to those that will assist Fáilte Ireland in meeting its statutory objectives in line with Government policy.



4 WHAT SUPPORT IS AVAILABLE?

WHO CAN APPLY?

The Grants Scheme for Large Tourism Projects is open to applications from the public, private and voluntary sectors as defined in the table below, but subject to the exclusion of ineligible entities specified in the GBER, the details of which are set out in Appendix 1 and in the Fáilte Ireland State Aid Handbook.

PUBLIC SECTOR BODIES	Companies established to operate facilities on behalf of the public sector including commercial and non-commercial semi-state bodies and local authorities
PRIVATE SECTOR BODIES	Companies and other legal entities and individuals
VOLUNTARY ORGANISATIONS	Not-for-profit bodies, including charities, trusts, community groups and companies limited by guarantee

Generally speaking, an undertaking is an entity, however structured from a legal perspective, that engages in economic activity. Applicants that are not undertakings for the purpose of the project may also apply and must co-operate with Fáilte Ireland in establishing that they are not undertakings. For more information on this please refer to Chapter 1 of the Fáilte Ireland State Aid Handbook.

STATE AID EXEMPTED CATEGORIES

State aid rules apply to this grant scheme and determine what types of projects are eligible and what support can be provided by Fáilte Ireland.

There are a number of exemptions from the State aid prohibition which Fáilte Ireland has identified within the GBER as being relevant to applications for grants under this Scheme. These are provisions under which the aid may be provided legally without prior notification and clearance by the European Commission. Applicants should note that the aid available under some provisions, such as Culture and Heritage Conservation, may be greater than under others. See Appendix 4 for a summary of permitted aid levels for identified Exemptions.

The exempted areas identified and set out in greater detail in the Fáilte Ireland State Aid Handbook include:

- i) regional investment aid,
- ii) culture and heritage conservation aid,
- iii) local infrastructure aid,
- iv) aid for consultancy in favour of SME's, and
- v) aid for sport and multifunctional recreational infrastructures.

This scheme is not prescriptive and applications will be determined with reference to the outcomes (both economic and experience) set out at Section 2. However, we refer applicants to the Fáilte Ireland State Aid Handbook (Appendices 2 & 3) where the requirements to qualify for Culture and Heritage Conservation aid and Sport and Multifunctional Recreational Infrastructures aid are prescriptive, should your project fall into either of these categories.



HOW MUCH GRANT SUPPORT CAN I RECEIVE?

The maximum grant amount that a project may receive is €5 million. Grants in excess of €5 million may be awarded in exceptional circumstances at the discretion of Fáilte Ireland³. The minimum grant that will be offered under this grant scheme for a private, public or voluntary project is €200,001. Grant support ranges from 10% of eligible costs to 100% of eligible costs in certain circumstances. Ultimately, the amount of support that can be provided is governed by the exemption availed of and whether or not the applicant is an undertaking. The eligible costs and any associated Grant will depend on the specific details of the proposed project. Entities that are not undertakings may be eligible for grant assistance of up to 75% of total project costs. Total project costs consists of total eligible costs and such ineligible costs as determined by Fáilte Ireland from time to time.

Only the capital expenditure and external consultancy costs of an approved project may be grant-aided under this scheme. More detail on what types of expenditure are deemed eligible and ineligible is provided in Appendix 1.

Projects seeking a capital grant of €200,000 and below may refer to www.failteireland.ie for updates on the Grants Scheme for Small Tourism Innovation Projects, which will open for applications later in 2016.

MATCH FUNDING

Match funding is required for all projects. The applicant will be required to contribute a minimum of 25% of total project costs as match funding. Applicants must demonstrate that they are incurring costs in the amount of 25% of the total project costs. This can include costs that are ineligible for funding.

However, where the exemption for Regional Investment aid is being availed of, match funding must be made up of at least 25% of eligible costs.

A two stage application process has been introduced for this grant scheme (see section 5).

In the Stage 1 application the applicant must outline how the project will be funded including an outline of the sources of funding.

The Stage 2 application requires the applicant to demonstrate that sufficient match funding to deliver the project is in place (in the form of letters from your accountant/auditor and from your bank).

³ Fáilte Ireland reserves the right to exceed the maximum funding in exceptional circumstances, but in no event will maximum permitted aid intensities under the GBER be breached except where the applicant is judged by Fáilte Ireland not to be an 'undertaking' for the purpose of the State Aid rules.

IF SUCCESSFUL, WHEN WILL I RECEIVE FUNDING?

Funding may be offered to both the development and delivery phases of a project.

The Stage 1 application requires detailed costs for design and other essential tasks in the development phase of the project and may also include a request for financial support towards those costs (the consultancy grant). Appendix 1 provides details on eligible and ineligible costs. The Fáilte Ireland State Aid Handbook provides details of eligible costs for specific exempted aid for external consultancy. The consultancy grant is generally drawn down in agreed instalments based on milestones and expenditure incurred.

Projects which are approved at Stage 2 will be offered⁴ grant aid towards the delivery of the project (the delivery grant). The delivery grant is generally drawn down in agreed instalments based on milestones and expenditure incurred during or on completion of the delivery phase of the project. The Fáilte Ireland State Aid Handbook provides further details of eligible costs for specific exempted aid.

The level of support during both the development and delivery phases will generally be in line with the rates of grant aid set out above, at the discretion of Fáilte Ireland.

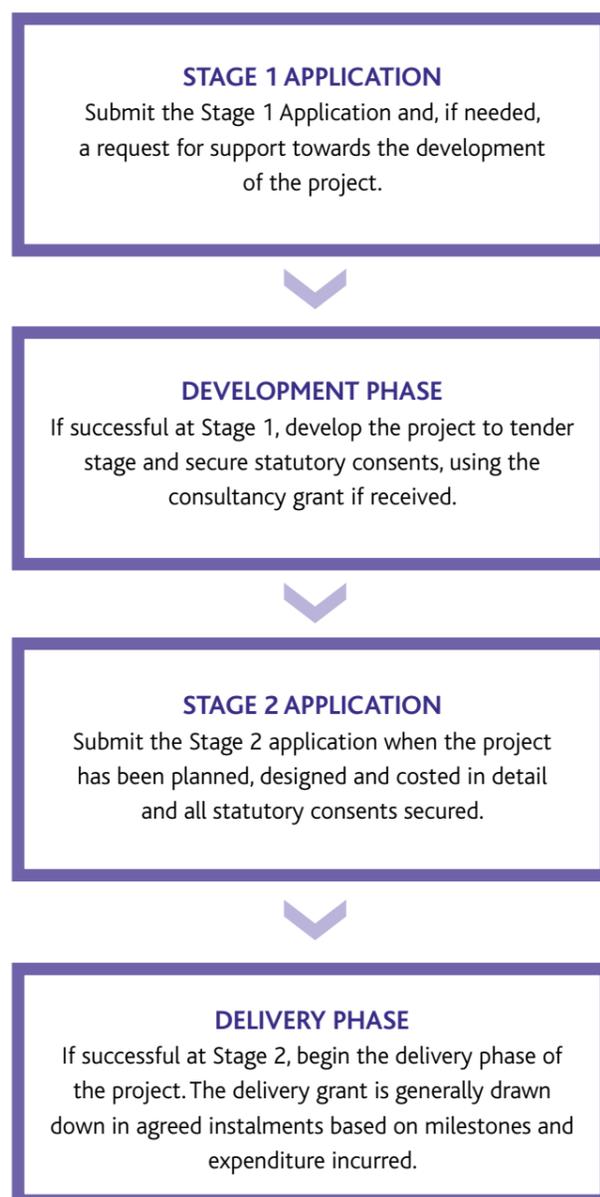


Fig 1: Illustrates where in a typical project lifecycle, grant support may be drawn down.

⁴ At the point where an indication is given by Fáilte Ireland that funding will be provided, it is simply an indication of a good faith intention to engage in a process leading to a possible funding commitment. As such, applicants have no legal entitlement to funding except where such an agreement is concluded and in all events is subject to the terms of that agreement.



5 HOW TO APPLY

TWO-STAGE APPLICATION PROCESS

A two-stage application process has been introduced for this grant scheme to allow for good communication between Fáilte Ireland and Project Applicants early in the project lifecycle before major expenditure has been incurred and to allow statutory consents to be secured before Fáilte Ireland funding is committed to the delivery phase of the project. The application stages are described below.

LINK TO THE CAPITAL WORKS MANAGEMENT FRAMEWORK

The Capital Works Management Framework (CWMF), which has been devised by the Government, sets out a common approach and common language for procurement and project management of capital projects. For more information on the CWMF see www.constructionprocurement.gov.ie.

This two stage grant application process has been designed to align with the Capital Works Management Framework (CWMF).

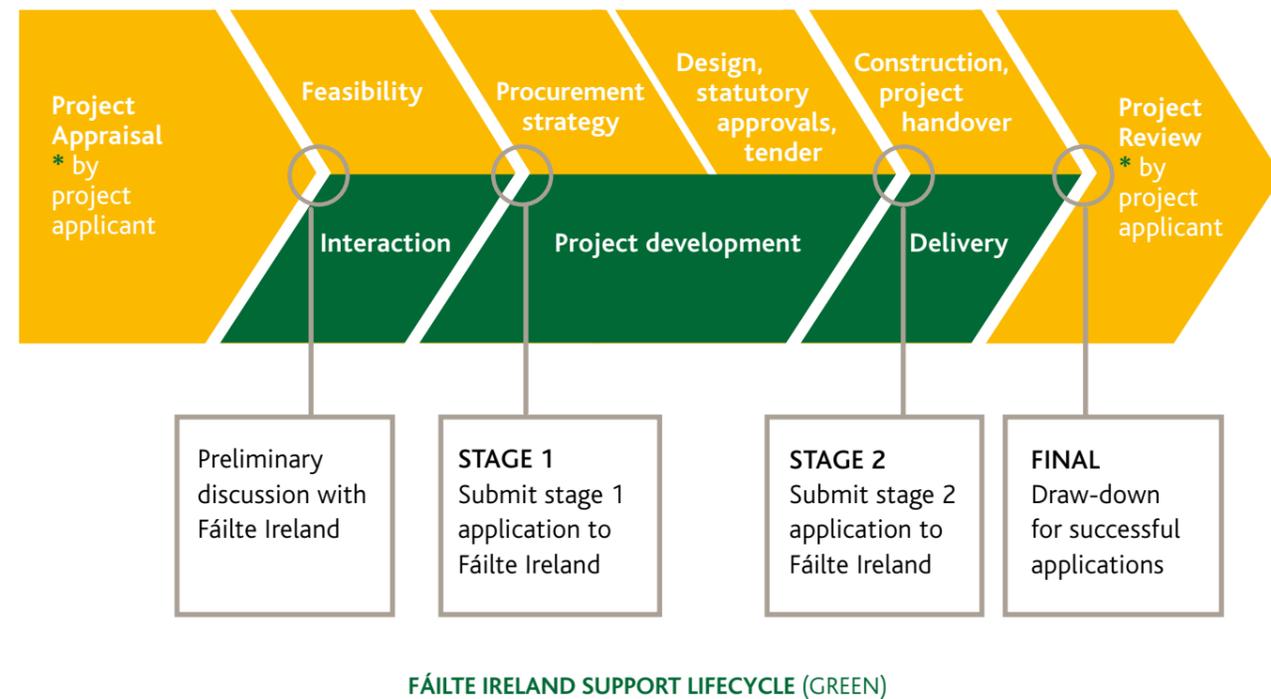


Fig. 2 Illustrates the two-stage grant application process based on the Capital Works Management Framework

APPLICATION STAGES

PRELIMINARY DISCUSSION

Applicants are strongly encouraged to contact Fáilte Ireland (email capital@failteireland.ie or contact your local Fáilte Ireland office) to arrange a preliminary discussion about the project idea. This is an informal stage and is not a pre-requisite to submitting a Stage 1 Application. This is an opportunity for Fáilte Ireland to brief the applicant on the funding criteria to ensure that they are well understood and considered during the subsequent feasibility stage. At this stage the applicant should have considered these application guidelines and the Fáilte Ireland State Aid Handbook and identified which exemption is potentially relevant for the project. Fáilte Ireland will make the final decision on that in a way that seeks to optimise recourse to the available GBER exemptions but limited to necessary funding in line with the realisation of the objectives of the Scheme.

STAGE 1 APPLICATION (DEVELOPMENT PHASE)

- Prospective applicants may submit a Stage 1 Application when the project has reached a stage at which there is a definitive project brief and outline costs, and a feasibility report (corresponds with Project Review 1 in the Capital Works Management Framework).
- Applicants have the opportunity at Stage 1 to apply for a Consultancy Grant towards the cost of developing the project with the assistance of external consultants to the point that a Stage 2 final application for delivery phase funding can be submitted.
- The Stage 1 Application Form may be requested from capital@failteireland.ie
- The Stage 1 Application Form will include or should be accompanied by the requirements specified in the application checklist below, including:
 - Feasibility Report (see Appendix 2 for template);
 - Interpretation Strategy (if required);
 - Project Programme covering the development phase (in detail) and the delivery phase (in outline);
 - Detailed cost plan for the development phase;
 - Outline cost plan for the delivery stage.
- Projects which are successful at Stage 1 will be invited to proceed to a Stage 2 Application (a Stage 1 pass). At this stage Fáilte Ireland may also provide advice or feedback, which is expected to be taken into account and acted upon before a Stage 2 Application is submitted.

STAGE 2 APPLICATION (DELIVERY PHASE)

- Projects which have previously passed Stage 1 of this grant process, have been fully designed and costed in detail and which have secured all necessary statutory consents may submit a Stage 2 Application for funding of the delivery phase of the project (corresponds with Project Review 6 in the Capital Works Management Framework).
- The Stage 2 application must be submitted within 18 months of receipt of Stage 1 approval.
- The Stage 2 Application form should be accompanied by the documents specified in the checklist below, including:
 - detailed design documentation;
 - statutory approvals;
 - detailed cost plan for the delivery phase of the project;
 - updated project programme covering the delivery phase in detail;
 - financial projections and plans for the operational phase.
- Projects that are successful at Stage 2 will be offered support (a delivery grant) towards the cost of implementing the project as designed in accordance with the scheme subject to availability of funding.

Note: An invitation to proceed to Stage 2 does not constitute a commitment by Fáilte Ireland to fund the ultimate delivery of your project.

STAGE 1 AND STAGE 2 APPLICATIONS

The table below shows the different levels of information required at Stage 1 and Stage 2 of the application process. The Construction Works Management Framework guidelines and templates are referred to below as suggested best practice which applicants may wish to refer to in order to inform/aid their completion of the application form and the preparation of required supporting documentation.

INFORMATION ABOUT	STAGE 1 APPLICATION	STAGE 2 APPLICATION
PROJECT DETAILS	<ul style="list-style-type: none"> Definitive Project Brief Helpful CWMF guidance documents and templates can be found here – Project Definition and the Definitive Project Brief Feasibility Report View guidance note and template headings for the feasibility report in Appendix 2 	<ul style="list-style-type: none"> Detailed design documentation
PROJECT COSTS	<ul style="list-style-type: none"> Detailed cost plan for development phase Outline cost plan for delivery phase Order of Magnitude i.e. +/- 30% accuracy. Helpful CWMF guidance documents and templates can be found here – Budget Development 	<ul style="list-style-type: none"> Detailed cost plan for delivery phase Pre-tender estimates prepared by a qualified QS will be required as a minimum
VISITOR EXPERIENCE	<ul style="list-style-type: none"> Analysis of quality of current visitor experience (existing attractions) Outline interpretation strategy (if applicable) 	<ul style="list-style-type: none"> Detailed visitor experience plan Detailed interpretation plan (if applicable)
PROJECT OUTCOMES	<ul style="list-style-type: none"> Outline how your project will contribute to the strategic outcomes set out in Section 2 	<ul style="list-style-type: none"> Detailed information about how your project will achieve the outcomes set out in Section 2 Detailed information about how you will sustain the outcomes of your project during the operational phase
PLANNING PERMISSION AND OTHER STATUTORY CONSENTS	<ul style="list-style-type: none"> Where capital works are likely to require local authority approval, it is highly recommended that discussions are held with the relevant local authority prior to submitting a Stage 1 Application 	<ul style="list-style-type: none"> Statutory Approvals Copies of statutory approval certs/ correspondence to be provided. N.B. Fáilte Ireland do not require a copy of the statutory application documents Planning permission granted EIA/AA completed if required All other relevant statutory consents granted (e.g. National Monuments)

INFORMATION ABOUT	STAGE 1 APPLICATION	STAGE 2 APPLICATION
PROJECT MANAGEMENT	<ul style="list-style-type: none"> Project Execution Plan & Project Programme Covering the development phase in detail and the delivery phase in outline. This should indicate timetable/sequence for the key project milestones and deliverables. Helpful CWMF guidance documents for creating a project execution plan and recommended project programme can be found here – Project Management Profile of the team responsible for development and delivery of the project Helpful CWMF guidance documents on the tendering process for a design team and experts (GN 1.6) can be found here – Procurement Process for Consultancy Services (Technical) Guidance on the design process, which deals with the role of design in both traditional (Employer-designed) projects and in design-and-build (Contractor-designed) projects, at (GN 2.1) can be found here – Design Development Process 	<ul style="list-style-type: none"> Updated project programme Design & Build Tender Approach Where this procurement strategy is chosen, Fáilte Ireland require written confirmation that the process is in accordance with CWMF and public Procurement guidelines Traditional Tender Process: Tender for Design followed by separate tender for Build works Where this procurement strategy is chosen, Fáilte Ireland require written confirmation of the process undertaken and that it is in accordance with CWMF & public Procurement guidelines Helpful CWMF guidance on the tendering process for a design team and experts, GN 1.6) can be found here – Procurement Process for Consultancy Services (Technical) Helpful guidance on the design process, which deals with the role of design in both traditional (Employer-designed) projects and in design-and-build (Contractor-designed) projects, (GN 2.1) can be found here – Design Development Process
OPERATIONAL PHASE	<ul style="list-style-type: none"> Outline operational plan Outline promotional strategy Visitor projections including breakdown into overseas, domestic and local Report on current visitor numbers including breakdown (for existing attractions) Outline of five-year financial projections 	<ul style="list-style-type: none"> Detailed staffing and operation plan 5 year financial projections or business plan for the operational phase Detailed plan for how you will record visitor numbers and evaluate the project A management and maintenance plan, if required

- Notes:** 1. Recommended templates and useful guidance for much of the documentation listed here can be found at: www.constructionprocurement.gov.ie and www.etenders.gov.ie
2. A separate Definitive Project Brief and Project Execution Plan are not specifically required as supplementary material as they overlap with the requirements of the application form and the Feasibility Report, but can be submitted if available.

6 HOW WE WILL EVALUATE YOUR APPLICATION

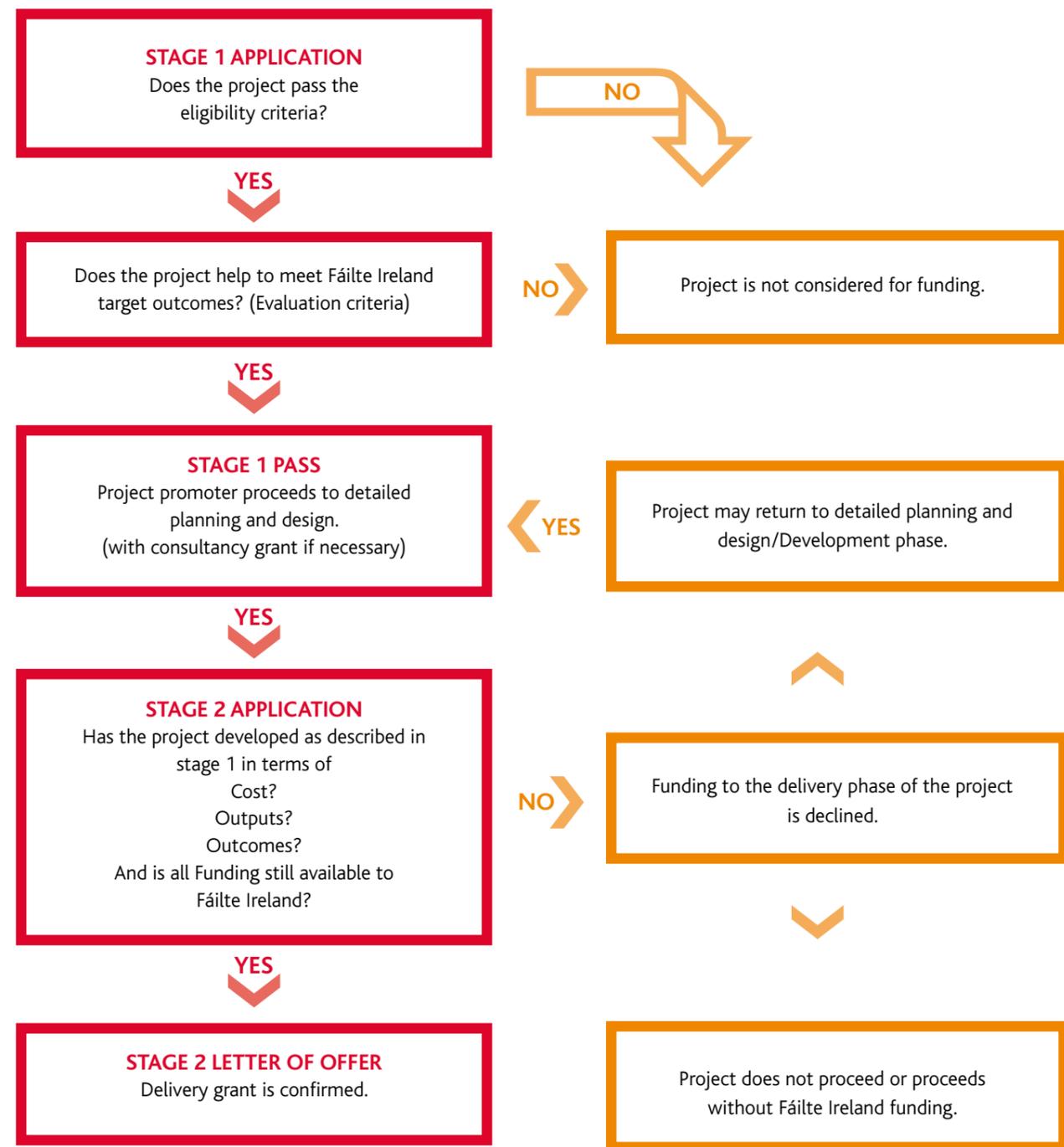


Fig 3. Illustrates the Fáilte Ireland process for evaluating grant applications.

STAGE 1 EVALUATION AND DECISION MAKING

1. Stage 1 Applications will be assessed first against the eligibility criteria for applicants and projects listed in Appendix 1.
2. Applications which, in the view of Fáilte Ireland, have met the eligibility criteria for applicants and projects will be evaluated on a competitive basis against the economic development outcomes, visitor experience and innovation outcomes and where relevant brand specific outcomes outlined in Section 2.
3. Applications which have both met the eligibility criteria for applicants and projects, and have performed best against the outcomes, will be prioritised for funding and receive a "Stage 1 pass".
4. Projects which are successful at Stage 1 will be invited to proceed to Stage 2 (a Stage 1 pass).

Note: An invitation to proceed to Stage 2 does not constitute a commitment by Fáilte Ireland to fund the ultimate delivery of your project.

EVALUATION CRITERIA		MARKS
1	ECONOMIC DEVELOPMENT OUTCOMES Refer to section 2 for descriptions of the outcomes	60
2	VISITOR EXPERIENCE AND INNOVATION OUTCOMES Refer to section 2 for descriptions of the outcomes	40

STAGE 2 COMPLIANCE CHECKS AND DECISION MAKING

1. A Stage 2 Application for delivery phase funding may be submitted for projects which have previously received a Stage 1 Pass, which have been designed and costed in detail and which have secured all necessary statutory consents.
2. Projects which have progressed through the development phase and achieved what was set out in Stage 1 in terms of costs, outputs and outcomes, will be recommended for delivery phase funding to the Fáilte Ireland Authority, who will make the final decision.
3. Projects may be declined funding at Stage 2 if:
 - a. there is a significant divergence from the delivery cost, outputs and outcomes of the project described in the Stage 1 Application;
 - b. the length of time between the Stage 1 and Stage 2 Applications is more than 18 months;
 - c. funding is no longer available to Fáilte Ireland or is available but is required for other statutory purposes as determined by Fáilte Ireland;
 - d. an applicant or project becomes ineligible for assistance.



7 WHEN TO APPLY & TIMETABLE FOR DECISIONS

- Stage 1 Application forms will be available from 8th June 2016. The closing date for the 2016 call for Stage 1 grant applications for this scheme is Friday 12th August 2016.
- Fáilte Ireland will endeavour to assess all Stage 1 Applications received within three months and recommendations will be referred to the next meeting of the Fáilte Ireland Authority for a final decision (this evaluation period may be extended depending on the volume of applications received).
- Stage 2 Applications received will follow the same decision-making process outlined above.
- Applications which are successful at (Stage 1 pass) will receive an invitation to proceed to Stage 2 and may also receive an offer of consultancy grant funding.
- Applicants successful at Stage 2 will receive a letter of offer for delivery phase funding. This letter will form the basis of the contract between Fáilte Ireland and the project applicant. The Letter of Offer will contain all terms and conditions of the offer of funding. The standard terms and conditions of Fáilte Ireland capital funding are outlined in Appendix 3.
- From January 2017, this Scheme will operate on a rolling basis, with both Stage 1 and Stage 2 decisions being issued by Fáilte Ireland on a quarterly basis.
- For contacts and further information with regard to this grant scheme please see Appendix 5.

NOTE FOR PROSPECTIVE 2016 APPLICANTS

- Projects which are currently at an advanced stage of development and are seeking to progress to a Stage 2 Application for delivery phase funding in 2016 must first submit a Stage 1 Application by 12 noon on 12th August 2016. Fáilte Ireland will endeavour to proceed as quickly as possible through the Stage 1 evaluation with those projects that have already been designed and costed in detail and secured all statutory consents in order to allow Stage 2 Applications to be submitted for such projects within 2016.



EVALUATION CRITERIA

- 1 STATUTORY COMPLIANCE**
 - **Evidence of Statutory Approvals:** evidence that all required statutory planning and environmental consents are in place.
 - **Environmental & Conservation Compliance:** must demonstrate due regard to best practice in environmental protection and the stated conditions set by planning authorities and Fáilte Ireland i.e. all necessary environmental consents received.
 - **Tendering Approach:** written confirmation that the envisaged process is in accordance with the Capital Works Management Framework; (review Stage 2 Application process in section 5).
 - **Compliance with Stage 1 Recommendations:** evidence that any changes/recommendations provided by Fáilte Ireland emerging from the Stage 1 evaluation process have been addressed.
- 2 PROJECT COSTS & DELIVERY**
 - **Detailed cost plan** for delivery phase
 - **Business Plan:** must present a detailed, comprehensive, well-structured business plan for the operational phase.
 - **Marketing and Sales Plans:** separate marketing and sales plan are required.
 - **Match Funding:** must demonstrate that match-funds are in place to deliver the funded project.
- 3 VALIDATION OF CORE PROJECT OBJECTIVES /PROJECT OUTCOMES**
 - **Review and verify project outcomes:** applicants are required to verify how the project will contribute to the outcomes of the scheme, and should highlight any significant changes from their original intent outlined in the Stage 1 process.

ELIGIBILITY CRITERIA

1. APPLICANTS

1.1. ELIGIBLE APPLICANTS

All applicants are eligible to apply for grant aid under this scheme except for those set out at section 1.2 below.

1.2. INELIGIBLE APPLICANTS

- Aid to undertakings in difficulty details of which are set out in the Fáilte Ireland State Aid Handbook;
- Aid in favour of an undertaking which is subject to an outstanding recovery order following a previous European Commission decision declaring an aid illegal and incompatible with the internal market;
- Applicants that are not tax compliant are not eligible and applicants will be required to demonstrate evidence of tax compliance;
- Applicants that are not in a position to establish that they either (a) own the project site or (b) have the right to undertake the proposed project on the identified site;
- Applicants that are not the organisation or individual through which all grant-aided expenditure on the project will be made. (i.e. Entities that are not the grantee of the aid);
- Applicants that have been in breach of a material provision of a previous grant agreement. For these purposes, the applicant shall be deemed to include:
 - i. any other enterprise so in breach that was previously in receipt of funding and which either as of the date of the previous grant agreement or as of the date of an application under this scheme formed or forms part of 'single undertaking' (within the meaning of Article 2 (2) of Commission Regulation No. 1407/2013) with or in relation to the current applicant; and
 - ii. any person who is or was a director, officer, shareholder (with a shareholding of at least 10%) or interest holder (being in the nature of any right to at least 10% of any profits) of or in any enterprise that is or was so in breach, or of any other enterprise, which with or in respect of the former, forms part of a 'single enterprise' in accordance with (i) and which was so in breach.

2. PROJECTS

2.1. ELIGIBLE PROJECTS:

Projects will be considered eligible if Fáilte Ireland is satisfied that the project is eligible for State Aid by demonstrating compliance with EU rules with regard to State Aid. Such applicants must co-operate with Fáilte Ireland and provide sufficient information and justification to demonstrate that the applicant falls within one of the exemptions or that the applicant would not be an undertaking with respect to the proposed project. Please refer to the Fáilte Ireland State Aid Handbook for guidance on this issue.

In addition, in order to be eligible please note the following:

- a. All projects must be located in the Republic of Ireland
- b. All projects must be open to visitors on a minimum of 182 days per year (e.g. 7 days a week for 6 months), for at least 4 hours per day in high season unless otherwise agreed with Fáilte Ireland. They must also be open to the public without prior booking.

In addition to the above, projects will only be deemed eligible if, in the view of Fáilte Ireland, the following criteria have also been satisfactorily met:

- c. Stage 1 Applications must include a comprehensive, well-structured and valid budget for the development phase project together with outline costs for the delivery phase. The application must also outline the sources of match-funding necessary to deliver the project.
- d. The project application must demonstrate that the project will be financially viable on receipt of the grant aid
- e. The Stage 2 application must include a detailed budget for the delivery phase of the project. See the Application process outlined in Section 5 for more detail.
- f. Project feasibility: The Stage 1 Application must be accompanied by a feasibility report which demonstrates the feasibility of the project in a number of key areas including during the operational phase. The methodology used to test the feasibility of the project must be credible in the view of Fáilte Ireland. See the template provided in Appendix 2 for a feasibility report.

- g. Project management capability and capacity: The applicant must have a proven capability and capacity, in the view of Fáilte Ireland, to deliver a project of the type proposed.
- h. Environmental and heritage sustainability: The application must demonstrate that the project and related activities, onsite, offsite and in combination will be developed with regard to best practice in environmental and heritage sustainability, which at minimum will be assessed through compliance with statutory consents.
- i. Overseas visitor numbers (new or intending operators and providers): Applications by new or intending operators and providers must:
 - provide records of existing visitor numbers when applying, illustrating the current breakdown between overseas, domestic and local attendance.
 - demonstrate that the project can generate sustainable growth in overseas visitor numbers, at a level that is commensurate with the grant amount sought and with existing overseas visitor numbers in the wider destination, and provide projections for same;
 - present, in the view of Fáilte Ireland, a credible methodology for such projections, which may include benchmarking against other relevant projects; and
 - indicate how visitor numbers will be quantified during the operational phase;
 - indicate the existence of sufficient environmental capacity to sustain the predicted increase in visitor numbers in terms of traffic, waste water, water supply and relevant ecological sensitivities.
- j. Overseas visitor numbers (existing operators and providers): Applications by existing tourism operators and providers must:
 - provide records of existing visitor numbers when applying, illustrating the current breakdown between overseas, domestic and local attendance;
 - demonstrate that the project can generate sustainable growth in overseas visitor numbers, at a level that is commensurate with the grant amount sought and with existing overseas visitor numbers in the wider destination, and provide projections for same;
 - present, in the view of Fáilte Ireland, a credible methodology for such projections, which may include benchmarking against other relevant projects.
- k. Quality of the visitor experience: Existing attractions/ infrastructure will need to have analysed, through survey, the quality of the current visitor experience.

2.2 INELIGIBLE PROJECTS:

- a. Accommodation
- b. Mobile apps (unless part of a wider interpretation project)
- c. Public realm projects that will not evidently, and in the view of Fáilte Ireland, deliver on the relevant outcomes set out in Section 2 of these guidelines
- d. Conference facilities
- e. Breweries and distilleries (except for associated visitor facilities)
- f. Golf Courses
- g. Festivals & Events
- h. Retail, Restaurants & Cafes, Food and Beverage
- i. Marinas (except where integral to investments that allows access to the sea for tourism related activities)
- j. Any project which may cause undesirable displacement of existing economic activity

3. COSTS

3.1 ELIGIBLE COSTS

To be eligible for grant assistance, capital costs must have the following general characteristics:

- It must be integral to the project being grant-aided;
- It must be such that but for the grant aid, that capital would not be committed to the project;
- To be drawn down, grant-aided costs must first be incurred and paid (but only after a project is approved) and be evidenced by appropriate documentation;
- It must be incurred by the body to whom the grant has been awarded.

3.2 INELIGIBLE COSTS

The following costs are ineligible in all cases:

- Purchase of land and buildings
- Repairs, maintenance and replacement expenses other than restoration/preservation expenses
- Financing costs (including bank interest and charges)
- Overheads
- Any ongoing marketing
- Fines, penalty payments, legal costs, audit fees, ongoing insurances
- Recoverable Value Added Tax (VAT)
- "In-kind" contributions
- Costs which form or will form part of a claim for tax relief (for example under a Section 482 provision)
- Costs incurred and/or paid before date of approval of the project
- Costs based on estimates or valuations and not supported by actual payment documentation
- Unpaid costs
- Costs already grant-aided, sub-vented or assisted by this, or any other EU or Government scheme (including employment and training schemes). Note: while co-funding with other sources of public funding is permitted, double funding is not. Therefore, total capital support from all European or state government bodies, cannot exceed 100% of the eligible costs within the project (or lower if so required under State Aid rules).
- Costs paid for by a person/organisation other than the grantee
- Loose fittings, furniture, road vehicles and boats except where integral to the activity specifically grant-aided in the letter of offer. Note: In all cases, to be eligible, the costs must be integral to the delivery of the activity or project approved for grant-aid. No costs will be allowed for grant-aid if it does not comply with the approved project and letter of offer.

GUIDANCE NOTE ON THE FEASIBILITY REPORT

Applicants to the Grants Scheme for Large Tourism Projects (for grants over €200,000) are required to prepare a feasibility report which will accompany their application at Stage 1 of the process.

The purpose of the feasibility report is to objectively and rationally uncover the strengths and weaknesses of the proposed project, as well as the opportunities and threats as presented by the market potential, resources required to implement, value to be attained, prospects for success, and environmental and legal constraints. Before anything is invested in a new tourism project, a feasibility report is carried out to know if the project is worth the time, effort and resources.

The feasibility report is intended to be a relatively short report which constitutes a view or evaluation on the viability of the project idea. Wherever and insofar as is possible, the information used in the report to support this evaluation should be factual, impartial and independently verified.

A feasibility report should contain the following information and responses to the following questions posed:

1. Short description of the project and off-site areas where activities arising from the project will occur (e.g. coasts, forests, uplands etc.).
2. Project risks
 - a. Outline the key risks to the project including constraints, external influences, legislation etc. and what measures will be put in place to manage those risks.
3. Market feasibility
 - a. What is the market opportunity?
 - b. What are the core international target market segments?
 - c. What is the likely size of the market?
 - d. How will the proposed project appeal to the target market segments?
 - e. What are the projected visitor numbers?

4. Financial feasibility
 - a. What are the economic benefits expected to the promoter and how do they compare with the projected costs?
5. Operational feasibility
 - a. Operational model
 - b. Outline financial projections for operational phase (cashflow)
6. Environmental feasibility
 - a. Are there any environmental constraints (natural or built) that could affect the feasibility of the project?
7. Community support
 - a. What level of community support exists for the proposed project?
8. Legal feasibility
 - a. Is the proposed project likely to conflict with legal requirements?
9. Any other relevant information pertaining to the feasibility of the project

STANDARD CONDITIONS ATTACHING TO A GRANT OFFER

Successful applicants will receive a letter of offer. This letter will form the basis of the contract between Fáilte Ireland and the promoter. The letter of offer will include conditions and requirements that applicants should be aware of including:

- Grant offer
- Purpose
- Procurement (see note below)
- Security (see note below)
- Operative period (see note below)
- Repayment/Disposal (see note below)
- Non disposal of grant aided facility
- Other funding
- Completion of work
- Monitoring
- Project maintenance
- Retention of records
- Visitor use
- Publicity and marketing
- Freedom of information
- Drawdown procedures
- Post grant monitoring

PROCUREMENT

The Grantee must comply with EU and National public procurement procedures available at www.etenders.gov.ie.

SECURITY

If the project is in private ownership the grantee will be required to provide adequate security that is satisfactory to Fáilte Ireland to secure the grant for the duration of the operative period of the grant being ten years from the final grant payment. This security will be in the form of a fixed charge over an asset(s) to the value of the grant and the applicant must outline the security they propose to offer at the application stage. In the case of trusts or voluntary organisations, a deed of covenant will be set up between Fáilte Ireland and the Grantee.

OPERATIVE PERIOD

The Operative Period of the grant-aided Project is defined as running for a minimum of ten years from the date of the final Grant payment.

REPAYMENT/DISPOSAL

The grant is repayable if the project ceases to be operated as agreed during the grant period. Fáilte Ireland will require the immediate repayment of the grant if any of the conditions of the grant offer are not fulfilled.

SUMMARY OF PERMITTED AID LEVELS FOR IDENTIFIED EXEMPTIONS

- a. Should the project fall within the category of Culture and Heritage Conservation aid; Consultancy aid for Stage 1 may be available for up to 80% of eligible costs¹ or shall not exceed the operating losses and a reasonable profit over the relevant period.
- b. Should the project fall within the category of Culture and Heritage Conservation aid; investment aid is available for up to 80% of eligible costs² or may be determined by subtracting the projected operating profit³ from the eligible costs.
- c. Should the project not fall within the category of Culture and Heritage Conservation aid; Consultancy aid for Stage 1 may be available as Aid for Consultancy in favour of Small and Medium Sized enterprises SME's⁴ in the amount of 50% of eligible costs (see Fáilte Ireland State Aid Handbook) for more information.
- d. Should the project not fall within the category of Culture and Heritage Conservation aid; it may be eligible for Local Infrastructure aid (see Fáilte Ireland State Aid Handbook). Which will be determined by subtracting the projected operating profit from the eligible costs.
- e. Should the project not fall within the categories listed at (a) to (d) above, it may be eligible for aid for sport and multifunctional recreational infrastructures (see Fáilte Ireland State Aid Handbook). Investment aid is available for up to 80% of eligible costs⁵ or may be determined by subtracting the projected operating profit⁶ from the eligible costs.
- f. Should the project not fall within the categories listed at (a) to (d), it may be eligible for Regional investment aid (see Fáilte Ireland State Aid Handbook). Such aid is determined on the location of the project within the Republic of Ireland and aid between 10% and 30% of eligible costs is available depending on the size of the enterprise with small enterprises receiving the largest aid intensity.
- g. Where the applicant is not an undertaking, aid of up to 75% of total project costs is available.

¹ Where the grant is under €1million.

² Where the grant is under €1million.

³ See Annex 1 Defined Terms of the Fáilte Ireland State Aid Handbook for further information in relation to what constitutes "operating profit".

⁴ See Appendix 9 of the Fáilte Ireland State Aid Handbook for further information in relation to what constitutes "an SME".

⁵ Where the grant is under €1million.

⁶ See Annex 1 Defined Terms of the Fáilte Ireland State Aid Handbook for further information in relation to what constitutes "operating profit".

CONTACTS AND FURTHER INFORMATION

CONTACT

To arrange a meeting to discuss this grant scheme in relation to your project or to request an application form please contact capital@failteireland.ie

FÁILTE IRELAND RESOURCES

For insights on international tourism markets and the market segments with most potential for Ireland see; www.failteireland.ie/International-sales/International-sales.aspx.

For information on domestic tourism and domestic market segments see; www.failteireland.ie/Domestic-sales/Domestic-segmentation.aspx.

Business supports for the tourism industry see; www.failteireland.ie/Supports.aspx.

PROJECT MANAGEMENT RESOURCES

Helpful templates & guidance for much of the documentation listed in the application checklist can be found at; www.constructionprocurement.gov.ie and www.etenders.gov.ie

Other useful links relating to Project Management organisations & National or Internationally recognised processes:

- Project Management Institute & PMBOK® Guide www.pmi.org
- Institute of Project Management www.projectmanagement.ie
- PRINCE2 www.prince2.com
- Agile www.agilealliance.org





Fáilte Ireland

National Tourism Development Authority

**For further information
on the Grants Scheme for Large
Tourism Projects 2016-2020 please
email capital@failteireland.ie**