

Department of Justice, Equality and Law Reform

Value for Money and Management
Audit of the Citizen Traveller
Campaign and the Preparation of a
Report on Financial Position

Final Report

October 2002

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INTRODUCTION

1.1 The Equal Status Division of the Department of Justice, Equality and Law Reform (the Department) has had responsibility for providing funding of €380,000, per annum, from 1999 to 2001, with a commitment for similar funding in 2002, to the Traveller Communication Programme known as Citizen Traveller and incorporated as a Company, limited by guarantee, as Travellers Communication Committee Limited.

1.2 This Company is managed by four Traveller organisations:

- Irish Traveller Movement
- Parish of the Travelling People
- Pavee Point
- National Traveller Women's Forum

1.3 In September 2002 the Department commissioned Talbot Associates:

- To undertake a value for money audit of the Citizen Traveller Campaign
- To undertake a review of the decision making and management processes
- To prepare an up-to-date report on the financial position of the Traveller Communication Committee Ltd

1.4 This document is a draft outline report on the findings of the review. This draft outline report was drawn up to meet the need of the Department for an early response. The report covers

- The chronology of the Citizen Traveller project
- The issues which were identified by this review
- Conclusions and options for the future

1.5 Our approach to the assignment included:

- A review of published documentation, web-site material, company office documentation, etc
- Review of reports and presentations by external advisors
- Review of Department records and correspondence
- Review of internal documentation including minutes of meetings, selected correspondence, and position papers and presentations
- Review of financial systems and records, audited accounts and management accounts
- Interview and meeting schedule including meetings with officials from the Department of Justice, Equality and Law Reform, Irish Traveller Movement, Parish of the Travelling People, Pavee Point, and the National Traveller Women's Forum, a number of meetings with the Director of Citizen Traveller, and telephone interviews with selected former members of the Management Committee of Citizen Traveller, who are no longer active in its management.
- Meetings with Edelman Public Relations and Public Communications Centre.

INTRODUCTION *Continued*

1.6 We would like to express our appreciation of the time and commitment, which all the people, whom we contacted, gave willingly to the review. The opinions expressed in this report are those of Talbot Associates, however they are informed by the frankly expressed views and by the experiences recounted by the people whom we interviewed.

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT

Introduction

2.1 The following is a summary account of the development and role of the Citizen Traveller campaign. It is not a complete and definitive record of all events and activities, but is intended to set the context for the evaluation of the value-for-money and management aspects of the campaign.

Background

2.2 The Report of the Task Force on the Travelling Community was published in 1995. The first recommendation of the Report was:
".... The Task Force recommends that every opportunity must be taken to increase levels of contact between the Traveller and 'Settled' communities at national level and more particularly at local community level. It is the view of the Task Force that improved levels of contact will:
- *result in better understanding on the part of the 'Settled' population of the general needs of Travellers, their culture and aspirations and also of the contribution which cultural diversity makes to society;*
- *enable Travellers to understand more about the anxieties of the 'Settled' population;*
- *contribute to the reduction in the present levels of conflict and tension, which exist between both communities by helping to eradicate misconceptions, intolerance and hostility."*

2.3 This report was welcomed by Traveller organisations. However there was concern that, amongst the general public, there was limited awareness of, and support for, the findings and recommendations of the Report. Some of the leaders of the Traveller organisations, in particular, Thomas Mecca (Irish Traveller Movement) John O'Connell (Pave Point) and Dan O'Connell C.M. (Parish of the Travelling People) initiated contact with experienced professionals in Advertising and Marketing to explore the possibility of using modern marketing and public relations approaches to bridging the perceived gap in understanding between the settled and Travelling communities.

2.4 Arising from these contacts a Traveller Media Advisory Group was established. Following a number of meetings, discussions and presentations, an Outline Communications Strategy for the Traveller Community was drawn up by this Group in June 1988. This document proposed:

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.4 (Continued)

"..a long term strategy aimed at healing the divide in Irish Society that stands between the settled and Traveller communities.

We know that this division is aggravated by mistrust, on both sides. Our response therefore is to inform, to share experience, to educate and to build bridges. For this reason, our response to the brief is wide ranging and various, offering solutions as diverse as political lobbying and community arts projects.

A/ Identify a number of key issues from the Task Force Report and focus our attention solely on developing a communications programme to assist in the implementation of these.

B/ Develop a communications strategy to influence key target audiences on the following Traveller issues

- social exclusion*
- accommodation*
- health*
- education*
- equal status legislation*
- culture and identity*

C/ The communications strategy to be divided into a number of distinct disciplines

- Primary market research to assess knowledge, and understand prejudices*
- Lobbying programme which will seek to influence, inform and support Traveller issues amongst key politicians, opinion formers and government /statutory bodies*
- Media relations programme which will seek to proactively deal with the Traveller related issues outlined above*
- Advertising / promotional campaign to create awareness and understanding amongst broader interest groups of the key issues where appropriate*
- Develop an appropriate training programme to transfer skills and knowledge and where possible, to clearly identify Traveller spokespersons and broader interest groups*
- Ongoing community based activity to foster respect and understanding, and to build a better relationship between the settled and Traveller communities"*

2.5 The proposed target audience included Travellers and Traveller Organisations, as well as the general public, opinion formers, celebrities, members of the Oireachtas, media and press, trade and residents association, students and teachers, women's' organisations and church organisations, and trade unions.

2.6 An outline budget of £327, 000 (€415,000) was proposed by the Media Advisory Group. This did not include provision for administrative support or any costs to be incurred by the Traveller Organisations.

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CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

Approach to An Taoiseach

2.7 With the support of Fr Sean Healy of The Conference of Religious in Ireland (CORI), the Group sought, and obtained on 24th June 1998, a meeting with the Taoiseach, Mr Bertie Ahern, at which they asked for funding to support the strategy, in the context of Partnership 2000 and other policy frameworks. The request was received positively by the Taoiseach who saw the initiative as being *"aimed at changing common misconceptions and attaining a positive recognition of the Traveller's own distinct culture within Irish society."*

2.8 The Taoiseach sought observations from a number of Departments and Agencies and corresponded with Fr Dan O'Connell of the Parish of the Travelling People in relation to the funding. In the course of this correspondence, Fr O'Connell expressed his concern that the funding should be additional to any existing support for Traveller organisations, and that it should be administered by one Department. He emphasised the aim of the proposal: *"Our proposal's main focus is on educating the public at large, providing opportunities for them to be less threatened by Travellers, to see Travellers as they are and not as they are so ungenerously imagined to be, to value the Traveller community and so help people to appreciate the worth of difference and diversity, leading in this way to a more inclusive and respectful country"*

2.9 On 2nd December 1998 the Minister for Justice, Equality and Law Reform announced that £300,000 (€381,000) had been allocated in the 1999 budget to fund a communication programme to promote a greater understanding between the travelling and settled community, in response to proposals made by the Conference of Religious in Ireland. The Minister said, *"this funding will undoubtedly help to inform both communities of their respective experiences and increase awareness amongst those communities. We must strive to reduce the underlying causes of mistrust and estrangement and try to improve the position of Travellers in our society."*

Establishment of Traveller Communications Committee

2.10 This announcement was received with enthusiasm by the Traveller organisations and they took a number of steps to establish an appropriate structure to administer the funds.

- The Media Advisory Group was disbanded and the Traveller Communications Committee was established in December 1998
- The National Traveller Women's Forum joined the Committee
- In March 1999 the Department of Justice, Equality and Law Reform confirmed the sanction of £300,000 and an initial expenditure of £12,000 subject to:
 - 1999 expenditure only approved at that stage
 - Limit of £300,000
 - No liability on the Department in respect of employment of staff
 - Adherence to relevant public procurement rules

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.10 (continued)

- It was decided that considering the scale of the programme, a full-time Communications Director would be required to administer it. A job description was developed and the position was advertised. On 31st March 1999 the decision to recruit Jacinta Brack to this position was confirmed by the Management Committee
- An office was established in the premises of the Parish of the Travelling People, without charge from the Parish. Computer and communications facilities were installed and an administrative assistant was recruited
- A company limited by guarantee, Travellers Communication Committee Limited, was registered in May 1999. The directors were:
 - Fintan Farrell
 - Dan O'Connell C.M.
 - Martin Collins
 - Anne O'Brien

Fintan Farrell was appointed as Company Secretary.

- Administrative structures were established including a Management Committee with two representatives from each of the founding organisations, which would meet monthly. A Convenor role was created to liase between the Management Committee and the Communications Director. Chairmanship of the Management Committee was to rotate at each meeting. In practice the Chairman and the Convenor role merged and the Chair did not rotate.
- It was agreed that decisions would be based on consensus
- A Liaison Group was proposed to assist with communication and decision making between the Traveller Organisations and the Communications Director.
- 20 Agencies were invited to tender for Public Relations, Advertising, and Market Research Services. Selection criteria were agreed. 12 Agencies responded and the following were selected, after presentations to the Management Committee:

○ Public Relations	-	Drury Communications
○ Advertising	-	Public Communications Centre
○ Market research	-	Behaviour and Attitudes
- The first draft of the budget allocation was agreed and £5,000 was set aside to set up a fund for local community groups developing communications projects.

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

Year 1999-2000

2.11 On 28th June 1999 a strategic planning meeting of the Traveller Communication Committee was held, facilitated by an outside facilitator, Ursula Carlin. The report of the facilitator on this meeting clearly identifies difficulties for the operation of the Committee:

- *The existence of a dominant group culture which predates the new Committee yet dictates how things are supposed to be*
- *The devising of rules about how the Communication Strategy should be handled and what will work*
- *A rigidity in thinking that impeded creativity*
- *Shifting responsibility to member organisations rather than committee members as individuals*
- *A resistance to clarifying roles and expectations for all members in relation to represented organisations regarding contributors, executors and decision makers, reinforcing the status quo*
- *The development of elaborate sets of restrictions on decision making*

2.12 We understand that, at this meeting, there was a wide ranging discussion and many issues were raised and discussed. Concerns were expressed by some attendees on the dangers of the new organisation subsuming existing organisations; on the need to invest in developing the capacity of existing organisations to conduct a media campaign when this new funding programme might have come to an end; and on the desirability of allocating resources to regional organisations. It was made clear that it was not intended to establish a new organisation, which might overlap with existing organisations.

2.13 The objectives for the campaign, agreed at that meeting were:

- To build on and enhance the work of Traveller organisations
 - To assist in changing common misconceptions related to the Traveller community
 - To create an environment to position Travellers as an ethnic group within Irish society with their own distinct culture
 - To promote and encourage the Traveller community to embrace their identity in a positive way

2.14 On 30th July 1999 Fintan Farrell and Jacinta Brack made a formal presentation to officials in the Department on progress to date and on the programme for the year.

2.15 In July, August and September 1999 a barometer survey was undertaken of the attitudes of settled Irish adults to travellers. Media training was also undertaken by 10 representatives of the Traveller community. A corporate identity and logo for Citizen Traveller was developed.

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.16 At a management meeting on 21st October concerns were expressed at the performance of Drury Communications in relation to invoicing, account management, and approach.

2.17 On 29th October 1999 the Citizen Traveller Campaign was launched. The launch included a high profile media event, accompanied by a series of radio advertisements entitled "Voice of the Traveller Community" and an Outdoor Advertising campaign. A positive response was obtained to the Radio advertisements, with 287 calls received, of which 87% were positive, and most of whom were seeking more information. The launch of Citizen Traveller campaign was well received and substantial media coverage was achieved including:

Media	No of Items	Impressions
- National TV	1	400,000
- National Radio	1	415,000
- National Print	8	3.2 Million
- Regional Print	11	228,000
- Regional Radio	16	1.4 Million
- Specialised Print	2	2,000

The Outdoor campaign did not make as significant an impact as might be expected. In a follow-up survey, recall of the Citizen Traveller campaign was 20% compared with a 34% average recall. 68% of respondents thought that the posters were good or very good, while 22% thought they were all right, and 10% thought they were poor or had no opinion.

2.18 In November Small Grants Funds were disbursed.

2.19 In January and February 2000, a market research survey on attitudes of the general public towards Travellers was undertaken. This showed a strong bias against Travellers amongst settled people, despite their limited contact with Travellers.

2.20 The Spring campaign was launched by Minister Chris Flood in February 2000. A seminar and workshop was held for Traveller organisations on progress of the campaign and Traveller Focus Week was launched at the National Concert Hall. The campaign included a media launch of the market research report, a series of articles written by Travellers for the Irish Times and a month-long outdoor advertising campaign with the theme "*It's time to see Travellers as people with their own culture, needs and contribution*". The audience reach of the advertising campaign is estimated as follows:

Media	No of Items	Impressions
-National (primetime)TV	1	363,000
-National Radio (primetime)	3	600,000
-National Print	22	10.5 Million
-Regional Radio	20	1.4 Million
-Regional Print	32	1.1 Million

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.21 On 28th February 2000, a review meeting was held to assess the outcome of year one and to initiate planning for year two. Issues which arose during this review included:

- Concern that the Citizen Traveller Campaign might get lost within the Anti-Racism Campaign
- How could the Citizen Traveller Campaign enhance the communications dimension of the work of individual Traveller organisations. A number of ideas were discussed but the discussion was postponed to a later date
- Managing the workload on individual Traveller organisations
- Advertising and Direct marketing:
 - Continue with PCC
 - Focus on highlighting Traveller identity
 - Introduce direct marketing around the theme of accommodation
- Market Research
 - Continue with Behaviour and Attitudes
 - Qualitative research with the Traveller community
 - Omnibus questions for measuring attitude change
 - Consider surveys of target audiences
- Public Relations
 - Discontinue Drury Communications
 - Identify new PR agency
 - Focus on public education/awareness, media relations and public affairs
- Additional and continuing projects for year two
 - Media Skills training
 - Small Grant Fund
 - Identification of training opportunities and work experience for Travellers in the area of communications, etc.
 - Central database
 - Seminar for Traveller organisations
 - Media Archive and analysis

2.22 The accounts for the year to 31/3/2000 show expenditure as follows:

	£	%
Administration	50,031	16.4
Marketing	171,413	56.4
Public Relations	39,760	13.1
Market Research	33,880	11.1
Media Monitoring	3,057	1.0
Small Grant Fund	4,850	1.6
Citizen Traveller Seminar	1,166	0.4
Total	304,157	100.0

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

Year 2000 -2001

2.23 It was agreed that the key issues for 2000 -2001 should be

- Accommodation
- Discrimination
- Promotion of visibility and participation of Travellers in Irish society

2.24 A media workshop and photocall was held in July 2000 to highlight the extent of progress on implementing the recommendations of the Task Force on the Travelling Community, five years on. A weeklong radio advertising programme was conducted in July 2000 in conjunction with the media workshop. This resulted in:

- Number of advertisements placed 522
- Number on national radio 9
- Number on regional radio 513
- Number of calls fielded 50
- Number of positive calls 38
- Number of negative calls 11

2.25 In October 2000 regional media workshops were held in 8 locations throughout Ireland with 20 Editors/journalists including senior editorial staff of the Independent Group of newspapers.

2.26 In October and November 2000 a Traveller accommodation campaign was launched through Outdoor advertising. A Direct Mail initiative and accommodation best practice foray were held in two areas. 10,000 households were mailed in Clondalkin /Tallaght and in Tullamore. The outdoor advertising campaign lasted for two weeks.

2.27 The audience reach of the accommodation campaign was estimated as follows:

Media	No. of Items	Impressions
National Television	3	869,000
National Radio	1	591,000
National Print	7	2,800,000
Regional Print	6	232,000
Regional Radio	4	212,000
Direct Mail		10,000

2.28 Media skills training were continued in five regional centres.

2.29 In February 2001 a survey of Traveller Attitudes was undertaken. This survey clearly demonstrated the distinctive nature of the culture and attitudes of Travellers, the extent of nomadism, the extent of discrimination, and the extent of disadvantage in terms of accommodation, education, and employment.

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.30 Traveller Focus Week was conducted on a more country-wide basis and had an estimated audience reach as follows:

Media	No. of Items	Impressions
National Television	2	900,000
National Radio	1	481,000
National Print	14	6,600,000
Regional Print	6	203,000
Regional Radio	4	1,200,000
Radio Advertising		1,096,340

The Focus week included:

- A schools art project
- Press conference to launch National Traveller Survey
- Regional Traveller writer series
- Irish Times Traveller writer series

2.31 The accounts for the year to 31/3/2001 show expenditure as follows:

	£	%
Administration	62,905	21.4
Marketing and Advertising	124,291	42.2
Public Relations	43,804	14.9
Market Research	25,516	8.6
Media Monitoring	5,491	1.9
Small Grant Fund	8,754	3.0
Citizen Traveller Seminar	0	0
Media Training	2,659	0.9
Information Workers	21,000	7.1
Total	294,420	100.0

Year 2001-2002

2.32 Programmes in the Spring of 2001 were curtailed by the restrictions introduced as a result of the outbreak of Foot and Mouth disease. A Traveller Cultural Heritage exhibition had to be postponed to 28th April. A media workshop was held in Sligo in May, and a workshop was held with Donegal County Council and North Western Health Board, and Donegal Travellers Project.

2.33 During the summer of 2001 there was considerable adverse publicity in relation to Traveller encampment of public and private property, particularly in relation to an encampments on public property along the banks of the Dodder in Rathfarnham.

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

- 2.34 In July 2001, a benchmarking survey was launched together with an outdoor and one week radio campaign on the theme of accommodation. The outdoor advertising campaign covered 143 sites for two weeks and 50 sites for four weeks. The estimated audience reach of this campaign was as follows:

Media	No. of Items	Impressions
National Television	7	1,450,000
National Radio	4	605,000
National Print	16	2,100,000
Regional Print	9	420,000
Regional Radio	19	1,000,000
Radio Advertising		1,348,165

Recall of the Citizen Traveller July 2001 poster was high, at 38%, compared with an average of 25%. 85% of people rated the poster as good or very good, 12% rated it as all right, and 3% rated it as poor, or had no opinion.

- 2.35 The Benchmarking Study, when compared with the findings of the 1999 survey showed that:

- Fundamental attitudes towards Travellers had not changed
 - 25% were positive
 - 52% were neutral
 - 23% were negative

- Positive changes in attitude were:

	1999 %	2001 %
They are the same as the rest of us	20	12
They deserve decent housing amenities	0	11
Gov. should provide major investment to tackle problems	62	65
Accommodation for Travellers should be a priority for Local Authorities	52	55
Travellers are exactly like the rest of the community	43	37
Aware of Citizen Traveller		17
Aware of Traveller Focus Week		14
Outdoor advertising recall		22

- Negative attitudes were:

	1999 %	2001 %
Many people would object to Travellers being accommodated near their homes	91	90
Rubbish and Litter give Travellers a bad name	90	92
They are dirty/leave rubbish around	26	40
They are troublesome	14	18
No trouble with them	16	13
No bad feelings/nice people	15	12

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CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.36 In July 2001 a meeting was held of representatives of the four Traveller organisations, facilitated by a representative of the Combat Poverty Agency. At this meeting the future of Citizen Traveller beyond 2001 was discussed. Position papers were submitted which highlighted significant differences, between the organisations, in their understanding of the objectives of Citizen Traveller, their perception of the success of the campaign to date and their approach to the continuation of the campaign. Particular differences included:

- Objectives - To influence Policy Makers or the General Public
- Value of Campaign to Date - Very happy with Campaign vs. Negatives outweigh positives
- Approach to continuation - Reallocation of funds to a Traveller-led, capacity building, bottom-up driven campaign vs. Maintaining the limited budget to concentrate on the unique Advertising, PR and Market Research aspects of the campaign

2.37 The outcome of this discussion was to make a submission to the Department for an increase in budget from £300,000(€381,000) to £450,000 (€571,500), with the additional £150,000 (€190,500) being allocated to the employment of four information workers and increased expenditure on capacity building. There was not agreement on how the budget would be allocated in the event that an increase in funding was not obtained. It was agreed that an approach would be made to the Taoiseach in relation to future funding

2.38 In 2nd October 2001 representatives of the Traveller Communications Committee met with officials of the Department to request additional funding of £150,000(€190,500). The Department agreed to consider the request, but that any funding would be conditional on

- A positive result from an independent evaluation
- Details of the campaign programme in 2002, signalling any changes in approach or direction
- Convincing reasons for continuing the campaign alongside the National Anti-Racism Awareness Programme
- Justification for four full-time information officers and the additional £150,000
- Details of TCC'S anticipated funding requirement for 2003

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.39 In 15th November 2001 representatives of the Committee met with the Taoiseach, to outline their achievements, challenges and reasons for the request to extend the funding for three years and for an additional £150,000 per annum. The Taoiseach asked the Committee to consider issues of anti-social behaviour by Travellers, which was affecting people's attitudes towards Travellers. He commended the work of Citizen Traveller and said that he would inform the Department of Justice, Equality and Law Reform of his support that the funding be continued for another year, but that an increase in funding would be difficult.

2.40 In November 2001 the Autumn /Winter campaign was launched, with a continuing focus on Traveller accommodation. It included:

- Accommodation best practice foray in Cork and Donegal
- Direct mail campaign to 6,000 residents in Cork
- Radio advertising on national and regional radio for one week
- Launch of a Charter of Aspirations.

2.41 The telephone response to the radio advertisements was quite strong in 2001. 149 calls were received. However, the level of negative responses increased to 29% of the total. The audience reach of the November campaign was:

Media	No. of Items	Impressions
National Television	1	402,000
National Radio	3	322,000
National Print	6	629,777
Regional Print	9	168,861
Regional Radio	3	???
Radio Advertising		1,087,421

2.42 On 14th December the Communications Director responded to the issues raised by the Department as outlined in paragraph 2.33 above.

- An independent consultant, Katrina Goldstone had been appointed to undertake an evaluation of the campaign to date
- The Committee felt that the unique position of Travellers required a specific approach which would continue along side the Anti Racism campaign but which would be independent from it
- Information workers were required to, inter alia, allow for the development of a support structure for Traveller groups attempting to develop their own media and communications strategies
- The campaign direction in 2003 would build on earlier activities with an increased emphasis on capacity building; promotion of change and impact on people's behaviour; a focus on issues not emphasised in earlier years (education, young Travellers, and health); and an enhanced campaign at local and regional level.
- Outline budgets were provided on the basis of £300,000 and £450,000

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

2.43 The Review by Katrina Goldstone was completed in January 2002. The assessment of the Consultant was that the campaign had been broadly successful in its remit. It was recommended that the campaign be allowed and be resourced to continue to build on the momentum achieved. Specific recommendations were made in relation to:

- Narrowing the focus of the campaign on target groups who influence housing decisions
- Ongoing training of Travellers and Traveller Organisations and developing the element of capacity building
- Continuation of grant funding Traveller organisations nationwide
- Encouraging Travellers as producers of media content
- Greater links with educators
- Continued work with the media
- Using the idea of forums to encourage greater contact between Travellers and settled people
- Pledges from politicians at local and national level not to use accommodation and halting site issues in election material or to gain votes

2.44 Traveller Focus week was held in the week of March 4th to 10th and included events in Dublin, Galway and Cork. The outcome of the week included

Media	No. of Items	Impressions
National Television	5	379,000
National Radio	N/A	N/A
National Print	10	620,938
Regional Print	20	347,967
Regional Radio	3	534,000
Radio Advertising		

2.45 Presentations were made at Trinity College Dublin in January and Dublin City University in March

2.46 The accounts to the year-end 31st March 2002 show expenditure as follows:

	€	%
Administration	82,775	21.9
Marketing and Advertising	153,365	40.6
Public Relations	77,517	20.5
Market Research	3,810	1.0
Media Monitoring	3,397	0.9
Small Grant Fund	0	0
Citizen Traveller Seminar	556	0.2
Media Training	2,249	0.6
Information Workers	35,560	9.4
Traveller Exhibition Costs	5,731	1.5
Traveller Focus Week	12,879	3.4
Total	377,839	100.0

CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

Year Commencing 31st March 2002

- 2.47 On 29th April 2002, a meeting of the Management Committee was held to discuss the outcome of year 2001-2002 and the plans for the year 2002-2003. A SWOT analysis was undertaken and a number of issues raised. A range of strengths were identified, which included;
- Discussion generated around key issues
 - National organisations coming together
 - Ownership of campaign by Travellers
 - Positive proactive campaign
 - Support to Traveller Organisations
- 2.48 Amongst the opportunities identified were:
- To respond to current legislation
 - National Accommodation Direct Mail Campaign
 - Position Campaign on Human Rights level
 - To strengthen local organisations on media capacity
 - Relating more with both Traveller and Settled Communities
 - Develop better relationships between Groups
- 2.49 Some of the difficulties identified included:
- Lack of cohesion between Organisations
 - Demands placed on Organisations
 - Limited budgets
 - Identity of Citizen Traveller as a threat to other organisations
- 2.50 A key issue discussed at this meeting was funding for information workers. It was agreed that Pavee Point and National Traveller Women's Forum would be allocated £14,000 (€17,780) each for this purpose and the Irish Traveller Movement and Parish of the Travelling People would be allocated £7,000 (€8890) each, giving a total allocation of £42,000 (€53,340) for this purpose. Against this background, a revised draft budget was prepared, which, it was agreed, would require further discussion.
- 2.51 At a meeting between Members of the Management Committee and officials of the Department on 27th May, Department Officials raised the matters highlighted by the Taoiseach at a previous meeting, including:
- Problems caused by trader Travellers
 - Anti Social behaviour
- It was emphasised that it was the Government's view that the campaign should be two-way. Other proposals were discussed including the proposed Direct Mail Campaign. It was agreed that before extending the campaign beyond year four an evaluation should take place.

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CHRONOLOGY OF CITIZEN TRAVELLER PROJECT (CONTINUED)

- 2.52 The summer programme was planned around the issue of accommodation. With the passing of the amendment to the Criminal Justice (Public Order) Act 1994, which created a new offence of Criminal Trespass, the Committee felt that this was an issue that they were obliged to address in their summer campaign. The advertising agency PCC were asked to develop proposals for a billboard campaign in relation to this issue. After some discussion on alternatives, a decision was made on a poster, which included the image of an eviction. PCC had some reservations on the impact of this image, and decided to develop alternatives, which were presented to the Committee on the return of the Communications Director from holidays. A member of the Committee strongly disagreed with the change of image. Focus Group testing was undertaken, and based on the findings of these groups it was finally agreed to proceed with the recommended image. Some members of the Committee felt that the decision on the image was being taken too hastily, under pressure from the marketing specialists. Concerns were expressed by The Public Relations Consultants and by the Communications Director on the possible reaction by the Department. However there was no disagreement amongst the members of the Traveller Organisations on the general issue of publicly presenting their viewpoint on the new legislation, and no consideration was given to discussing the matter with Department officials
- 2.53 A further meeting was held with a Department Official on 9th July, and feedback was sought on the issues raised by the Department at the previous meeting. The Summer programme was not raised. The Traveller Organisations argue that there was no precedent for discussing details of their campaigns with Departmental officials.
- 2.54 On 16th July a two-week poster campaign was launched based on the agreed image and text. When this was brought to the attention of the Minister for Justice, Equality and Law Reform, it was decided that the Department would suspend funding of Citizen Traveller, with the exception of essential administrative costs, pending an overall review of Citizen Traveller, on grounds which included:
- To pay the funds would involve spending public funds to campaign against national legislation
 - The wording of the poster was inaccurate
 - The reaction to the poster was likely to be divisive, contrary to the intention of the Government in funding the campaign
 - The approval or opinion of Departmental officials had not been sought on the campaign, despite a number of opportunities
 - The Department had no commitment to suppliers.
- 2.55 Faced with this position, the Committee decided to close down the Summer campaign. The arrangements for the proposed Review were agreed. This current report is the outcome of that Review.

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- 3.1 Against this background, and in the context of the terms of reference for this assignment, the key issues which arise for consideration are:
- Objectives: Are the objectives for which the funding was approved the same as those which are being pursued by Citizen Traveller?
 - Value for Money: Is the money which has been allocated providing value for money, in terms of:
 - Economy: Are appropriate procedures in place to ensure that services are procured at the most economical rates? How are indirect costs managed and controlled?
 - Efficiency: Are outputs achieved in the most efficient manner? How are the most appropriate media selected?
 - Effectiveness: Are there measures in place to monitor the effectiveness of the communication programme? What impact is being achieved?
 - Decision Making and Control: is there an effective system of corporate governance? Are adequate controls in place?
 - What is the current financial position of the Travellers Communication Committee?
- 3.2 These issues are discussed in some detail in the following paragraphs

Objectives

- 3.3 The initial objectives for the proposed campaign were set out by the Travellers Media Advisory Group - *"to inform, to share experience, to educate and to build bridges "*
- 3.4 After an initial meeting with the Taoiseach, he expressed the initiative as *"aimed at changing common misconceptions and attaining a positive recognition of the Traveller's own distinct culture within Irish Society"*
- 3.5 Fr Dan O'Connell expressed the aim of the proposal, in a letter to the Taoiseach as follows: *"Our proposal's main focus is on educating the public at large, providing opportunities for them to be less threatened by Travellers, to see Travellers as they are and not as they are so ungenerously imagined to be, to value the Traveller community and so help people to appreciate the worth of difference and diversity, leading in this way to a more inclusive and respectful country"*
- 3.6 The Minister for Justice, Equality and Law Reform, when announcing the allocation, said that *"this funding will undoubtedly help to inform both communities of their respective experiences and increase awareness amongst those communities"*

ISSUES ARISING (CONTINUED)

- 3.7 A specific change was made to the Memorandum of Association of Traveller Communications Committee Limited on 29th September 1999 to set out the objects of the Company as follows;

1) Main objects

- a. The main objects for which the company is established are: to develop an ongoing communications programme- which will assist in enhancing the relationship between the settled and Traveller communities in Ireland.*
- b. To benefit the Community by providing an environment where Travellers can fully participate in Irish Society while maintaining their own culture and identity*

2) Subsidiary object(s)

In furtherance exclusively of the foregoing main object, the company shall have the following subsidiary objects

- A To empower Travellers and Traveller organisations to form part of Irish media at all levels*
- B To promote Traveller issues and interests and actively ensure fair, representative and balanced media coverage*
- C To support and encourage media representatives to challenge racism and promote the protection of Travellers within the media*
- D To promote visibility and participation of Travellers within Irish society*
- E To create conditions where Travellers can develop a positive self-image and express pride in their cultural identity*
- F To develop Travellers confidence in their personal as well as their community identity and to have freedom to express it both internally and externally*

- 3.8 Based on these statements, it appears clear that it was the intention of the sponsors, the Taoiseach and the Minister that the funds would be spent on a campaign

- To educate the public at large
- To change common misconceptions
- To inform and benefit both communities
- To empower and enhance the self esteem of Travellers

- 3.9 The objectives developed at the Strategic Planning meeting on June 28th 1999, initiated a refinement of these aims. It emphasised;
- Building on the work of Traveller organisations
 - Positioning Travellers as an ethnic group
 - Encouraging the Traveller community to embrace their identity in a positive way

These aims were not in direct conflict with the original objectives but could be seen as narrower and more limited aims.

ISSUES ARISING (CONTINUED)

- 3.10 The programme for Year 1 and 2 fitted well with these objectives, but did not take into account the aim of the Minister to inform both communities of their respective experiences.
- 3.11 However the discussions held in June 2001 indicated strong pressure to move towards a different form of campaign.
- To target policy makers rather than the general public
 - To reallocate funds to a bottom-up capacity building campaign
- 3.12 This trend was reinforced with the request for additional funds for full-time information workers, and the reallocation of a substantial portion of the 2002 budget to this purpose. The roles undertaken by the information workers appear to have been largely internal to the Traveller Organisations e.g. Development of newsletters to Travellers; development of Organisation web sites. The aim may well be valuable in itself, however it would not appear to be the purpose for which the money was voted, and the reallocation would necessarily have to come at the expense of the purpose for which the money was intended.

Value for Money

- 3.13 Value for money is considered under three headings:
- Economy: Are appropriate procedures in place to ensure that services are procured at the most economical rates? How are indirect costs managed and controlled?
 - Efficiency: Are outputs achieved in the most efficient manner? How are the most appropriate media selected?
 - Effectiveness: Are there measures in place to monitor the effectiveness of the communication programme? What impact is being achieved?

ECONOMY

- 3.14 The procurement procedures were well defined in advance of the initial major procurement exercise, and were satisfactory. The documentation of the decisions made is not now extant, but we have no reason to believe that they were not made on a fully informed basis and at arms length. The termination of the Drury contract would appear to have also been made on a well-informed basis and was unanimous. The selection of Edelman to replace Drury was made on the basis of their performance at the initial presentation and it might have been more correct to seek a new tender as 12 months had elapsed since the previous tender.
- 3.15 The rates obtained from suppliers and the project based charging structures used were appropriate and competitive.

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ISSUES ARISING (CONTINUED)

- 3.16 Instances of additional value for money obtained from suppliers include an extension of the poster campaign in October 1999 for two weeks at no charge, resulting in a benefit of £60,000 and the provision of 50 sites for two weeks in June 2001 at no charge resulting in a benefit of £18,000
- 3.17 On this basis we conclude that resources were husbanded and that good value was obtained in procuring services

EFFECIENCY

- 3.18 The overall project was managed and administered by the Communications Director with one Assistant. Given the diversity and complexity of the projects and of the environment we believe that this represented the minimum of resources necessary, and that the resources were well deployed. There was no evidence of duplication of effort between the Communications Director and the Agencies employed.
- 3.19 Considerable input was provided from the Traveller Organisations at no charge, except for the agreed amount of £7,000 per organisation for the part-time employment of information officers. The Parish of the Travelling People provided office accommodation at no rent, up to the current year, and Pavee Point provided accounting assistance. The Irish Traveller Movement and the Parish provided the Chairman to the Committee without remuneration. This proved to be a demanding and time consuming role.
- 3.20 Significant reach was obtained in the campaigns; an acceptable response rate was achieved from mail-shots. On this basis we conclude that the operations were efficiently managed and a high output was achieved from the resources deployed

EFFECTIVENESS

- 3.21 It is more difficult to establish the effectiveness of the Campaign. There is no evident overall shift in attitudes amongst people surveyed, between 1999 and 2001. However experience would indicate that in the context of the budget available, the timescale of the campaign and the entrenched attitudes evident in the surveys, that a shift in fundamental attitudes is unlikely to take place without other fundamental changes in the environment.
- 3.22 There is evidence that on issues targeted by Citizen Traveller such as the distinctive characteristics of Travellers, and the need to provide decent housing, there was a measurable change in public opinion.

ISSUES ARISING (CONTINUED)

- 3.23 The majority of Traveller representatives interviewed indicated that the campaign had a very positive affect on Traveller morale and self-esteem.
- 3.24 We were unable to establish the benefit of the mailshot campaign. A local authority official who was familiar with the campaign indicated that it made no difference, to his knowledge, but that a survey of those who received the mailshot would be necessary. He did indicate that the best practice seminar had excited interest
- 3.25 There was also a general acknowledgement, amongst the Traveller Organisations, of the value of market research, particularly to give a solid basis for lobbying on behalf of Travellers.
- 3.26 It is generally considered unwise and wasteful of resources to persist with a publicity campaign upon a matter about which there is widespread public concern, without positively addressing those concerns. Such publicity may generate a negative rather than a neutral or positive reaction. In this context it may have been inappropriate to continue the Summer Campaign of 2001, and little value may have been added. The negative responses in the benchmark survey of Summer 2001 are likely to have been influenced by the publicity in relation to Traveller encampments during that period.
- 3.27 In comparison with similar public policy campaigns, the Citizen Traveller campaign is relatively inexpensive.

Decision Making and Control

- 3.28 At the outset, the four organisations established a structure to manage the funding and the campaign which involved two representatives from each of the founding organisations acting on a Management Committee, under a Chairman. The Chair would rotate between Organisations at each meeting. It was intended that all decisions would be made by consensus. A Convenor was to be appointed who would liase between the Communications Director and the Traveller Organisations and a liaison Committee would be established to deal with issues between Management Committee Meetings.
- 3.29 In practice the Convenor role was taken by the Chairman. The Chair did not rotate and was held by Fintan Farrell of the Irish Traveller Movement until 2001 and subsequently by Fr Stephen Monaghan of the Parish of the Travelling People. The Liaison Committee did not come into practice. The liaison role was largely filled by the Chairman. Decisions are not always based on consensus but are frequently made under protest on the basis of the need to proceed, after often exhaustive discussion. The Communications Director is a full participant in the discussion but does not have a vote.

ISSUES ARISING (CONTINUED)

- 3.30 This structure has operated for the period of the campaign, and has proved remarkable resilient in the light of the evident disagreements between the different Traveller Organisations on matters of policy and operations. However, the structure is coming under increased strain, and is placing considerable stress on all the participants.
- 3.31 One of the difficulties for the Management Committee is the relative frequency in changes of membership, thus causing difficulties in continuity and consistency.
- 3.32 The Management Committee does not have a representative of Settled Community viewpoints, and this makes it difficult for the Committee to fulfil the objective of the Minister to *"inform both communities of their respective experiences"*
- 3.33 The Management Committee is involved to a significant degree in the detail of the various campaigns and individual members have made a significant contribution to these campaigns. However this level of detailed involvement is very demanding, and can make the assessment of strategic direction more difficult.
- 3.34 The Traveller Communications Committee is a company limited by guarantee. The Company Register and the Company Office records show that the four Directors continue to be the original Directors appointed at the time of the establishment of Traveller Communications Limited, all of whom are no longer active in management of the Company, but who were still legally responsible for it's affairs, at the time of our enquiry. The members of the current Management Committee, who understood that they were Directors, did not appear to be fully aware of their responsibilities under Irish Company legislation, and were more conscious of their roles as representatives of their own Traveller Organisation.
- 3.35 There was no evidence on Company Registration Office records that Annual Returns were filed. The Company Register was not held at the Registered Office. Thus the Company would appear to have been in breach of the Companies Acts on a number of counts and be liable for fines, and to be struck off by the Companies Office. The fines can be appealed on the grounds that the Company is a registered Charity.
- 3.36 A representative of the Minister or an outside Chairman who would have a clearer and more objective view of the remit of the Company might have been better able to manage the inter-organisational and interpersonal conflicts which have arisen and might have more readily recognised the inconsistency with public funding of the approach adopted to the new legislation this year.

ISSUES ARISING (CONTINUED)

- 3.37 In general terms the Communications Director exercises tight control on expenditure and has managed to maintain expenditure broadly within budget on a year-to-year basis. She reports regularly on financial and operational matters to the Management Committee and to the Department. She has demonstrated a professional approach to her communications brief and a high level of commitment to Citizen Traveller.
- 3.38 However the Communications Director has limited financial skills. Reports presented have indicated confusion between cash accounting and accrual accounting. A number of instances of confusion between IR£ and euro have arisen. We believe that Citizen Traveller requires more support in maintaining financial records. This would also improve the control process. The current arrangement where cheques are signed blank by one cheque signatory, to be subsequently signed by a second signatory at the time of drawing the cheque, is unsatisfactory and should be discontinued.
- 3.39 The audit of the Company is undertaken by a firm, which has close ties with one Traveller Organisation. This firm is also responsible for the preparation of the accounts for audit. While we found absolutely no evidence of lack of integrity, the situation is unsatisfactory from a control and independence perspective.

Finance

- 3.40 The Accounts of Traveller Communications Limited have been prepared on the basis of twelve months to 31st March in each year. This does not coincide with the calendar year Government accounts. This raises practical issues in relation to the year to 31st March 2003, given that 2002 is currently the final year of funding for the Company.

ISSUES ARISING (CONTINUED)

3.41 The audited accounts for the two years to 31st March 2001 and the draft accounts to 31st March 2002, can be summarised as follows:

	1999 - 2000		2000 - 2001		2001 - 2002	
	€	%	€	%	€	%
Administration	63539	16.4	79889	21.4	82775	21.9
Marketing and Advertising	217694	56.4	157849	42.2	153365	40.6
Public Relations	50495	13.1	55631	42.2	77517	20.5
Market Research	43027	11.1	32405	8.6	3810	1.0
Media Monitoring	3882	1.0	6974	1.9	3397	0.9
Small grant Fund	6160	1.6	11118	3.0	0	0
Citizen Traveller Seminar	1480	0.4	0	0	556	0.2
Media Training			3377	0.9	2249	0.6
Information Workers			26670	7.1	35560	9.4
Traveller Exhibition Costs					5731	1.5
Traveller Focus Week					12897	3.4
Total	386,279	100	373,913	100	377,857	100

3.42 While the analysis in different years is not entirely consistent, and strict accrual accounting has not been observed, a number of broad trends are evident:

- Administration costs have remained broadly consistent after a build up in year 1999-2000
- Advertising costs as a percentage of the total has declined
- Public relations costs as a percentage of the total have steadily increased
- Total expenditure under the two headings (Advertising and Public Relations) has declined from 69% of the total to 61%
- Expenditure on Market Research has declined from 11% in 1999-2000 to 1% in 2001-2002.
- Expenditure on Information Workers has increased from 0% to 9.4%
- Overall expenditure has been maintained in line with the annual grant.

ISSUES ARISING (CONTINUED)

- 3.43 Accounts for the six months to 30th September 2002 were prepared from the records available and are set out at Appendix B. these accounts have not been audited and are prepared for the purpose of this report only. The key issues which are evident from these accounts are:
- The receipts from the Department to date are insufficient to meet expenditure and commitments to 30th September 2002.
 - The estimated deficit at 30th September is: €34,243
 - This deficit will continue to increase as the Company continues to operate, at a minimum level of €5,000 per month
 - The estimated deficit includes expenses which have not been approved, by the Department:
 - Marketing and Advertising in relation to Summer 2002 campaign €65,664.28
 - Public relations fees in relation to Summer 2002 campaign € 5,614.40
 - If these items are excluded from the accounts, a surplus of Income over Expenditure arises for the six month period, amounting to €37,036
 - Other items of expenditure in these accounts, which are notable, include:
 - Continuing costs of Information Workers, (increased by €17,780 in 2002-20033), at (90% of annual charge): €48,000
 - Charge for rent of office premises, raised for the first time in 2002/3, by the Parish of the Travelling People: € 3,800

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CONCLUSIONS

4

- 4.1 The Citizen Traveller Campaign has not fully embraced the objectives of the Task Force, or of the Government, in funding the campaign. In particular it has represented the Traveller perspective exclusively. The Summer 2001 campaign did not address public concerns that were widely publicised at the time. The Summer 2002 campaign was inconsistent with Government objectives and with the reiterated requests of the Taoiseach and Department officials to address the concerns of the settled community.
- 4.2 With the increased allocation of Citizen Traveller funds to Traveller Organisations' own communications objectives, Government objectives are less likely to be met in future.
- 4.3 The Citizen Traveller Campaign, while not complying fully with Government procurement guidelines, did obtain good value for money in procuring services and in the use of those services.
- 4.4 While it has many achievements to its credit, including engaging the Traveller community, raising Traveller self esteem and highlighting, critical issues of accommodation and education, the Citizen Traveller campaign cannot be considered to have achieved significant success in its main objective- *"healing the divide in Irish Society that stands between the settled and Traveller communities"*. However, we believe that this objective can now be seen as unrealistic, given:
- The budget that was available
 - The timescale of the campaign
 - The deeply held views of the communities
 - Events which tended to reinforce these viewpoints
- 4.5 The Traveller Communication Committee is not, at present, an adequate vehicle to carry out the kind of programme which is likely to be successful:
- It is insufficiently representative
 - There is substantial disagreement between the Traveller Organisations on the appropriate direction for the future
 - It lacks an experienced independent Chairman
 - The executive is inadequately resourced
 - There is weak integration with initiatives taking place outside the four Traveller Organisations represented on the Committee
 - Corporate Governance and financial controls would need to be considerably strengthened
- 4.6 While expenditure was carefully monitored, the Campaign did not receive adequate guidance or direction on policy, from Department officials. This perhaps arose because the policy for the first three-year programme was determined outside the Department. Department officials became more engaged when the question of continuing the funding, for a further period, arose in 2001.
- 4.7 Without further Government assistance, the Company is unable to meet it's liabilities and commitments as at 30th September 2002

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Introduction

5.1 In the following section we outline a number of options for the future. The options discussed do not represent all the options available, and the options are not all mutually exclusive. The four options considered are:

- Continue as at present
- End the project
- Roll Citizen Traveller Campaign into Anti Racism Campaign
- Rebuild campaign on a broader basis with more substantial funding within another structure

Continue as at Present

5.2 The advantages of continuing as at present are

- Build on existing work and capabilities
- Maintaining recognised structure

5.3 The disadvantages of continuing as at present are

- The current structure is unlikely to be sustainable in the medium term, due to internal tensions
- The Company cannot meet it's current commitments
- The current level of Government support, if continued, will become increasingly inadequate for the task
- Structure unable to deal with the broader challenge of meaningful communications between settled and Traveller communities

End the Project

5.4 The advantages of this decision are that it:

- Would enable Traveller Organisations to focus on their individual organisational responsibilities
- Would enable the Minister to redeploy the funds as considered appropriate
- Liquidation would provide a mechanism for legally resolving the issue of outstanding creditors

5.5 The disadvantages of this decision would be

- The loss of existing experience and expertise
- Failure to build on existing achievements
- Losses which could be incurred by creditors

OPTIONS FOR THE FUTURE

(CONTINUED)

Roll Citizen Traveller Campaign into Anti Racism Campaign

- 5.6 The advantages of this approach would be
- Build on existing experience
 - Integrate with established framework and compatible messages
 - Common Management structure
- 5.7 The disadvantages of this approach would be
- Difficulty in addressing Traveller-specific issues.
 - Possible loss of identity and support of Traveller Organisations
 - Need to liquidate Citizen Traveller in a manner which recognises the rights of creditors
 - Possible loss of existing capabilities
 - The current anti racism campaign is due to end in 2003

Rebuild Campaign with more Substantial Funding with new Structure

- 5.8 The Travelling Community suffer from major social disadvantages, which have a direct affect on infant and adult mortality, on health and on educational attainment. A major change programme is required if the challenge of this disadvantage is to be addressed. Such a change programme would require:
- A clear shared vision of the future desired state for the Travelling community
 - A strategy to achieve this vision with well defined intermediate objectives
 - Strong leadership at political, administrative, institutional and community (both Traveller and settled) levels
 - Infrastructural development
 - A vigorous, open and honest communications campaign at all levels
- 5.9 In the context of an overall integrated change programme, the Citizen Traveller campaign would be restructured as a key component in the change programme. Such a restructuring would:
- Recognise and address deficiencies in existing structure
 - Establish campaign on sounder longer term footing
 - Clarify objectives and remit
 - Retain and build on existing resources and experience
 - Establish broader linkages with a wider change programme for a more effective campaign
- 5.10 The disadvantages of this approach are:
- Additional costs involved
 - Time and cost to establish new organisational structure
 - Risks associated with change
 - Possibility that fundamental changes in attitudes might still not be achieved.

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APPENDICES

APPENDIX

A Interviewees

B Accounts from 1st April 2002 to 30th September 2002

INTERVIEWEES

A

Department of Justice, Equality and Law Reform

- Niall McCutcheon
- Kathleen Bonar
- Liam Conlon

Traveller Communications Committee Limited

- Jacinta Brack

National Traveller Women's Forum

- Ciara Shanahan
- Marie Joyce

Pavee Point

- Ronnie Fay
- Brendan O'Caolain
- Lena Joyce
- Martin Collins
- Gearoid O'Riain (telephone)

Irish Traveller Movement

- Thomas McCann
- Catherine Joyce
- Fintan Farrell (telephone)

Parish of the Travelling People

- Stephen Monahan
- Kathleen McDonagh
- Dan O'Connell

Public Communications Centre

- Damien O'Broin
- John Setton

Edelman Public Relations

- Hugh Gillanders
- Sheila Morris
- Breda Keena

ACCOUNTS OF TRAVELLER COMMUNICATIONS LIMITED FROM 1ST APRIL 2002 TO 30TH SEPTEMBER 2002

A

These accounts have been prepared from the information provided and have not been subject to audit. They are prepared for the purposes of this report and should not be relied upon for any other purpose.

Traveller Communications Committee Limited
Income and Expenditure Account
1st April 2002 to 31st September 2002

		€	€	€
			Unapproved Expenditure	Excluding Unapproved Expenditure
Grant Income	Department of Justice, Equality and Law Reform	<u>159328</u>		<u>159328</u>
Expenditure	Administration			
	Salaries	-26180.88		
	Office Rental	-1900		
	Office Expenses	-2494.18		
	Travel and Out of Pocket	-477.75		
	Telephone	-931.32		
	Insurance	-153		
	Evaluation Report	-1200		
	Courier and Postage	-964.66		
	Committee Fees	-628.4		
	Bank Charges	-51.98		
	Audit Fees	<u>-400</u>	-35382.17	-35382.17
	Marketing and Advertising	-74940.14	65664.28	-9275.86
	Public Relations	-30345.98	5614.4	-24731.58
	Market Research	0		
	Media Monitoring	-1826.08		-1826.08
	Media Training	-2122.5		
	Small Grant Fund	0		
	Traveller Focus Week 2001-2002	-481		-481
	Best Practice Seminar	-473.09		-473.09
	Information Workers	90% of Annual		
	NWTF	-16000		
	Pavee Point	-16000		
	ITM	-8000		
	PotTP	<u>-8000</u>	-48000	-48000
Total Expenditure		<u>-193570.96</u>	<u>71,279</u>	<u>-122292.28</u>
				0
				0
Surplus (-Deficit)		<u><u>-34242.96</u></u>		<u><u>37035.72</u></u>

Traveller Communications Committee Limited
 Balance Sheet
 As at 30th September 2002

		31st March 2002	30th September 2002
	€	€	€
Assets			
Bank Account		3164	95141
Liabilities			
PAYE/PRSI	1087		761
Advertising and Direct Marketing			65664
Audit Fees	635		1035
Courier and Postage			107
Iarnrod Eireann			82
NTWF(Media Training)			1450
Office Supplies and Services			875
Public Relations			8091
Telephone	127		104
Office Rental			1900
Information Workers		1849	48000
			128069
Net Assets (Liabilities)		<u>1315</u>	<u>-32928</u>
Represented By:			
Income and Expenditure 2000		-8621	-8621
Income and Expenditure 2001		6784	6784
Income and Expenditure 2002		3152	3152
Income and Expenditure to 30th September 2002			-34243
		<u>1315</u>	<u>-32928</u>