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Correspondence From Various Organizations re: the Northern Ireland Peace Process: [The Centre for Innovation and Entrepreneurship] [loose]

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European Affairs-Norland, Richard

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Larry,
'Hard Copy' of fax sent
today is enclosed - plus a note
on my own background for your
information.

Thank you again for a very useful meeting & your support.
Best wishes

With Compliments

Des

The Centre for Innovation
and Entrepreneurship



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Fax Cover Sheet

The Centre for Innovation
and Entrepreneurship



To: **Lawrence E. Butler**
Director for European Affairs
National Security Council
The White House. Washington. D.C. 20504

Fax: 001 202 456 9150

From: **Des McCabe**
Chief Executive

Company: The Centre for Innovation and Entrepreneurship
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Phone: 016937 39697
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Date: 10th June 1998
Pages: 5

Dear Larry,

Enterprise now

- creating and building an enterprise culture in Northern Ireland (and the Border Counties).

Just a brief note to thank you for meeting with Larry Ryan, Tim Bourke and myself last Thursday. It was kind of you to give so generously of your time and the 'guided tour' around the White House was a great bonus for us!

In terms of our consultation process, your insight, analysis and comments were particularly helpful. Given the demands on the budget we believe it is essential that resources are specifically targeted on well designed initiatives that can make a significant impact in a short space of time.

I have attached a summary of our strategy for creating and building an enterprise culture in Northern Ireland as promised. I gave a copy of this to Ellis Mottur when I met with him in Belfast yesterday. If there is anything else that you think we should do in the U.S. or Ireland then just let us know.

Thanks again for your support and encouragement - it is much appreciated.

Kind regards.

Des McCabe



Enterprise now

- creating and building an enterprise culture.

Executive Summary

- The development of an enterprise culture is a key building block for underpinning political and economic progress in Northern Ireland (and the Border Counties).
- A sense of urgency is vital. Moreover, because of the legacy of the conflict, the existing Governmental/Agency system needs to be complemented by innovative strategies delivered through a more decentralized (and horizontal) network.
- To this end, a research initiative is currently in process which aims to shape a coherent strategy encompassing a range of practical programs, designed to impact as quickly as possible at an individual and community level.
- The United States can make a distinctive contribution to this process, particularly in respect of its intellectual capital.
- An ongoing and dynamic partnership is envisaged enabling education, training, business and the wider community to develop the entrepreneurial skills necessary for the information economy of the 21st century.
- The approach emphasizes the centrality of economic/reconciliation linkages and is thereby a community-wide and cross-community initiative i.e. not limited to mainly one geographical location or cultural tradition.
- The initial one year budget is estimated at U.S. equivalent \$4.75m for the development of an entrepreneurial operational system and range of pilot initiatives.

Introduction

The Center for Innovation and Entrepreneurship is a not for profit organization located on the border between Northern Ireland and the Republic of Ireland. It is dedicated to the development of enterprise skills for all ages and across all parts of the community.

In order to help in the creation of an enterprise culture in Northern Ireland and the Border Counties, the Center is leading an initiative in partnership with Forbairt, CBI Small Firms, Plato, The University of Ulster, Dundalk Institute of Technology and Trinity College, Dublin.

Background

The development of an enterprise culture in Northern Ireland (and the Border Counties) is widely recognised as a key building block for underpinning the political progress made to date. It can provide the foundation for the development of a more dynamic enterprise economy and in particular, the entrepreneurial resources necessary for the information economy of the 21st Century.

A sense of urgency is vital. The political gains have created a space which needs to be filled with policies that reach ordinary people on the ground

Because of the legacy of the conflict, the existing Governmental/Agency delivery system needs to be complemented by innovative strategies delivered through a more decentralized (and horizontal) network.

Approach

A research initiative is currently underway which aims to shape a coherent strategy encompassing a wide range of actionable programs (see Content and Delivery). These are already developed in broad outline and are designed to impact as quickly as possible at both individual and community levels.

In broad terms, this approach was the subject of discussions with relevant U S Governmental Agencies in Washington D.C., week ending 6th June. Arising from these discussions it became clear that the U.S. can further help to underpin the progress already made. Indeed, it is apparent that U.S support is vital, particularly in respect of its intellectual capital.

Content and Delivery

- **A needs analysis and resource audit** is the first task followed by the **development of appropriate entrepreneurial products** - including courses and training materials.
- **Priority areas for skills development** will include enterprise skills (creativity, thinking skills, analytical skills, planning, etc.), information skills (computer

familiarization, DTP, the internet, etc.) and an appreciation of the working environment (understanding where future jobs are likely to come from).

- **Training** will focus on the development and delivery of pilot initiatives for
 - the long term unemployed
 - those starting a business
 - those already running their own business
 - those working in small firms
 - employees in larger companies and
 - community groups.
- **Specialist workshops for Government/Agency personnel** will also be included to share ideas and to encourage better linkages between entrepreneurship training and traditional training initiatives.
- As well as direct training initiatives, **economic/reconciliation linkages** will be explored to look at the opportunities for cross-fertilization and adding value between programs and funds.
- **Education for entrepreneurship** is a priority and pilot programs for
 - Primary and
 - Secondary/Grammar schools as well as
 - Technical Collegeswill be introduced for the first time in Northern Ireland.
- **An M.Sc in Public Sector Entrepreneurship** will also be piloted with the University of Ulster in Belfast and Trinity College, Dublin.
- A research initiative on **Employment Architecture** will look at the opportunity for the creation of future jobs and how these programs on entrepreneurship can directly link in and support these opportunities.
- The **monitoring and evaluation** of outcomes and results against pre-stated objectives will provide a level of accountability that will clearly demonstrate what is working well and where different approaches may be necessary
- **Outcomes** will include jobs created, skills acquired, the application of skills, the active development of innovative projects (with the linking in of banks and venture funds etc.), the number of micro enterprises (and micro community enterprises) established plus the impact in terms of reconciliation outcomes

Budget

An initial one year budget estimated at U.S. equivalent of \$4.75m is required to put this entrepreneurial framework in place, develop materials and deliver pilot programs across a wide section of the community.

APPENDIX

Private and ~~confidential~~

Enterprise Now

- creating and building an enterprise culture

Indicative one year budget

Needs Analysis and Resource Audit - U.S./Ireland	\$ 80,000
Entrepreneurship product development	\$325,000
Development workshops for Government/Agency Personnel	\$120,000
Pilot Training and development initiatives for the long term unemployed	\$200,000
those starting a business	\$225,000
those already running their own business	\$120,000
those working in small firms	\$ 50,000
employees in larger firms	\$100,000
community groups	\$140,000
Economic/Reconciliation linkages	\$150,000
The development of Micro Enterprises	\$190,000
Support for Micro Enterprises - technical, management, etc.	\$150,000
Education/Entrepreneurship initiatives	
Primary	\$240,000
Secondary/Grammar	\$280,000
Technical Colleges	\$160,000
Piloting of an M.Sc. in Public Sector Entrepreneurship	\$450,000
Employment Architecture - looking at the creation of future jobs	\$350,000
Set-up Costs - Training center, Computers for training, Office	\$800,000
Core Staff	\$280,000
Marketing & Communication	\$180,000
Monitoring and Evaluation of Outcomes	\$160,000

Total \$4,750,000



Des McCabe - a profile.

Des McCabe grew up in Warrenpoint, Co Down and is 41 years old. He is married to Pauline and they have four children - Conall (10), Ancutsa (10), Lorcan (8) and Tomas (2). Des studied at the Ulster University in Belfast where he was awarded a B.Sc (Hons) Psychology in 1980. His second degree was a Masters in Personnel Management from Aston University in Birmingham, England in 1981.

His career started in the role of Personnel Manager with Asda Superstores. Des then moved to Development Director with Community Task Force which provided training places for young and long-term unemployed people. Within one year he helped the organisation to grow from 3,500 places to 12,500 nationally. Des added to his commercial experience in 1984 when he became National Sales and Marketing Manager with Scrivens a personal health care company. He initiated, built up and managed a sales force of 100 direct sales people spread throughout the UK.

In 1986 Des set up The Training & Business Group plc in the UK. By 1995 this business was finding jobs for 5,000 long term unemployed people every year and helping 4,000 people to get qualifications. The business also provided technical training support to a blue-chip client list of 400 companies. All of this was delivered through a UK network of 10 Training Centres which employed 250 people. Des sold this business in 1995. The growth of The Training & Business Group reflected the need for greater professionalism and accountability in the design, management and delivery of unemployment initiatives. As a result of this experience Des advised the British, Irish, Argentinian, Romanian and Albanian Governments on employment, enterprise and training matters. He carried out numerous assignments in these countries between 1991 and 1993.

It was during this period also that Des established The Training Trust as a charity to help to meet humanitarian needs in the Romanian orphanages. The Trust operated in the UK, Ireland and Romania. Outcomes included over £500,000 raised through corporate fundraising, a three year training plan delivered in Romania and 'learning visits' to the UK for senior members of the Romanian Government.

As his own children were approaching school age (and starting to show traces of a Birmingham accent!) Des and the family moved back to Northern Ireland in 1993. They now have a lovely home in the beautiful village of Rostrevor at the foot of the Mourne Mountains. With Carlingford Lough at the bottom of their garden their home is literally on the Border between Northern Ireland and the Republic of Ireland.

Des McCabe first worked with Tim Bourke in Kenya in 1994 when they undertook an organisational development review for ICROSS (International Community for the Relief of Suffering and Starvation). Their working relationship developed against the background of an embryonic and emerging peace process in Northern Ireland. As part of the Irish Government's deliberations Des was invited to contribute to a series of discussions and wrote a number of papers for internal use. More recently Des McCabe and Tim Bourke led a study on Social Exclusion with Trinity College, Dublin - looking at a range of issues for people with disabilities.

In 1995 Des McCabe was formally recognised as one of Europe's top 500 dynamic entrepreneurs by 'Europe's 500', the leading organisation in Europe for entrepreneurs. He subsequently founded the Centre for Innovation and Entrepreneurship in Northern Ireland in 1996 to address local needs.

Des is presently an Advisor and Mentor for a number of organisations delivering 'Interreg', 'Leader' and 'Peace and Reconciliation' Programmes in Northern Ireland and the Border Counties. He is also working alongside Tim Bourke as part of a Steering Group which is addressing social and economic development issues in the Border area.
