

“Co-ordination of services at point of delivery to citizens is a challenge for public services everywhere.”

Guidelines on the CDB Strategies for
Economic, Social and Cultural Development

Assessing Our Progress

9. MONITORING IMPLEMENTATION

The Galway City Development Board will assume overall responsibility for overseeing the implementation of the Strategy. To assist its work the Board recognises the critical importance of ongoing feedback, monitoring and evaluation. To this end, the Board will use standard mechanisms to review its progress and adjust its targets if the practice on the ground indicates that this is necessary. The specific tools which the Galway City Development Board will employ are outlined in the remainder of this section.

ASSESSING PROGRESS

From the outset, the implementation of the Galway City Strategy will be tracked at regular intervals on a per annum basis. In addition, the progress towards achieving the goals highlighted in the strategy framework will form the subject of independent evaluation following a three year cycle of activity. The specific aspects of the tracking and evaluation of the Strategy are as outlined below.

Role of the Lead Partner

The implementation of each objective will be co-ordinated by the assigned lead partner and will be supported in its role by the additional designated agencies and groups as set out in the Strategy. Each individual agency will be responsible for implementation.

Reaching Yearly Targets

The Outputs/Outcomes established in the previous section will considerably simplify the tracking and evaluation of the Board's progress over time. Every year three simple tools will be used to judge progress in relation to targets. These three tools are as follows:

- (i) Annual Action Plan**
- (ii) Six-Month Reviews**
- (iii) Annual Report**

(i) Annual Action Plan

- This plan will document all economic, social and cultural actions proposed for a given year and will be consistent with the objectives of the ten-year Strategy.
- The plan will specify particular year-end targets for each objective, making progress easy to monitor.

- The plan will identify issues which need to be addressed in relation to environmental sustainability, poverty, rural development and equality/gender issues.
- Actions aimed at strengthening the working relationship of the Board will form part of the annual schedule of activity.
- The annual plan will take account of policy initiatives and will endeavour to ensure that the Strategy remains consistent with new developments.
- For each output and outcome past and present performance will be obtained as benchmarks from which to assess progress.

Note: in a number of cases, new datasets will need to be developed.

(ii) Six-Month Reviews

- To measure progress reviews, will take place every six months culminating in a report from the Director of Community and Enterprise to the Galway City Development Board. This report will then be forwarded to the Task Force Secretariat.
- The primary focus of the six-monthly reports will be to determine the progress of the work mid-term and implement change if required in areas presenting difficulties.

(iii) Annual Report

- An annual report will be produced at the end of each calendar year and will serve to document the work implemented during the year.
- This report will draw on the six-monthly reviews and serve to inform the annual plan of activity for the following year.

Two-Way Communication

The Galway City Development Board will continually employ and further develop its two-way channels of communication. In particular, the Board recognises that ongoing communication and consultation with the Community and Voluntary Forum, stakeholders and the public will be critical.

Proofing Checks and Mechanisms

The Galway City Development Board will endeavour to further train its members and continue to develop awareness in relation to environmental sustainability, poverty, rural development and equality issues. As previously highlighted, revisions to this Strategy have been made on foot of formalised proofing. With respect to the equality agenda, the Board agreed that once established, each of the new co-ordinating mechanisms would undertake equality training and an equality impact assessment of policy implications and outcomes. Similarly, it was agreed that the City Development Board Sub-Structure established to drive the equality agenda would remain in place.

- The Galway City Development Board is conscious of the lack of datasets in relation to key areas and will endeavour to maintain existing and initiate the collection and development of new datasets.
- The Galway City Development Board will adjust the strategy document in light of new policy developments.
- The Galway City Development Board will continue to consult with issue-based stakeholders.

Evaluating its Goals

Over the period 2002 to 2012, the targets to be achieved on a per annum basis will be informed by the vision and goals as outlined in the Galway City Strategy document. Ultimately, achievement of annual targets will lead to attainment of the overall sectoral goals underpinning each yearly target. To assist this process, the Galway City Development Board will contract an independent evaluator to assess and evaluate actual performance in relation to the original goals as set out in the framework document.

Formal evaluation of goals will take place at three year intervals and address each of the following key areas:

- Attainment of goals in relation to the targets
- Progress in relation to poverty, environmental sustainability, rural development and equality/gender benchmarks with particular emphasis on progress made in relation to inclusion and participation
- Review of the level of ownership and 'buy in' by stakeholders
- Assessment of the number of formal linkages at national, regional and local level relative to other City and County Development Boards
- Formal evaluation will culminate in the submission of a report and make recommendations with respect to the future work of the Galway City Development Board

This evaluation report will inform subsequent annual implementation action plans and if required may involve revisions to the strategy framework.

