

Stage 5 Strategy Review



Strategy Review

Step 1: What? Why? When?

Step 2: Monitoring

Step 3: Evaluation

Step 4: Institutional Arrangements

Step 5: Strategy Review and the Planning Process



Strategy Review

Step 1: What?

- A review of the LED strategy to ensure that goals, objectives, programs and projects are effective and are achieving the expected results
- The LED strategy should be reviewed by making reference to the area's changing strengths, weaknesses, opportunities and threats



Strategy Review

Step 1: Why?

- To respond to an ever changing city environment
- To facilitate modification and improvement of a community's LED process
- To serve as an external tool of accountability and justification
- Measure progress and results against scheduled outcomes
- Support informed decisions on continued and future resource allocation



Strategy Review

Step 1: When?

- Should be undertaken annually in conjunction with City Hall's strategic planning cycle
- Should commence half way through City Hall's financial year



Strategy Review

Step 2: Monitoring

- The continuous process of collecting and analyzing data to compare how well a project/program/policy is being implemented against expected results
- Carried out permanently during implementation



Strategy Review

Step 3: Evaluation (continuation)

Process or Formative Evaluation			Outcome or Summative Evaluation		
Monitoring daily tasks	Assessing program activities	Enumerating outcomes	Measuring effectiveness	Cost and benefits	Assessing impact



Strategy Review

Step 3: Evaluation

- Systematic and objective assessment of a project, program and/or policy
- Carried out at particular moments during project development (during implementation, at completion, some years after)
- Offers a deeper and larger perspective on what works and what impacts have been achieved



Strategy Review

Step 4: Institutional Arrangements

- Identify who will be measuring the progress (local government internal team, external consultants, regional/national government)
- Identify what types of information they will need to measure and the resources this will require
- Develop a process for modifying LED institutional arrangements/procedures if required



Strategy Review

Step 5: Strategy Review and the Planning Process

- Hold regular meetings of council members to inform them of changes to strategy that reflect the review
- Establish a strategy review team to modify LED programs and projects
- Initiate monthly task team meetings to oversee implementation of strategy review



Strategy Development What Works

- Integrated approach (physical, social, environmental & economic)
- Partnerships of multiple players make effective strategy making, private sector participation essential
- Effective leadership by committed respected individual
- Capacity building in all three stakeholder areas
- Multi-level government interventions add value
- Sector and cluster strategies as a way to target effort



LED Programs That Do Not Work

- Large financial inducements to attract firms
- Untargeted inward investment promotion
- Big government based on centrally conceived ideas
- Blaming the next tier of government for not doing enough
- Relying on foreign direct investment
- Relying on business retention subsidies or grant-led projects
- Relying on 'low road' techniques e.g. cheap labor and capital

