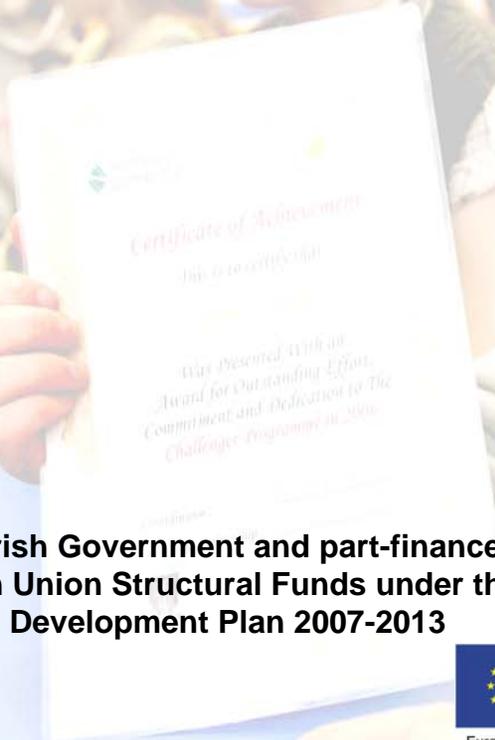




The Role of an Intermediary Body – The Pobal Experience



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Funded by the Irish Government and part-financed by the European Union Structural Funds under the National Development Plan 2007-2013



Outline of Presentation

1. Introductory Remarks
2. Brief History of Pobal
3. Pobal Today
4. Partnerships
5. Role of the Organisation
6. Sharing Points of Learning from the Model:
 - Challenges
 - Value and Relevance to Croatia?

Brief History of Pobal

- Irish context
- Role of the EU: influences and additionality
- Establishment of Partnership and Pobal
- Government recognition of need for central co-ordination

Pobal Today

Pobal is:

- Company limited by guarantee and not having share capital
- Charitable Status
- Incorporated in 1992
- Audited by the Comptroller and Auditor General
- Board and Chairperson appointed by Government following consideration of proposals from stakeholders and the national social partners

Main Object

“The delivery and management of programmes, which promote social inclusion, reconciliation and equality through integrated social and economic development within communities”

On behalf of Government in 2007

- 17 Programmes for 7 Departments / Boards / E.U.
- Will distribute €380m
- Will work with 4,400 communities and voluntary groups and organisations and in turn these organisations employ some 9,300 people
- Framework / service level agreements with Departments

Flavour of Programmes : Policy Themes

- Local development
- Peace building and reconciliation
- Service integration and coordination
- Integration of immigrants
- Provision of community transport
- Access to education and training and life long learning
- Labour market measures and supports
- Social economy / enterprise
- Development of childcare infrastructure
- Rural development

Common Elements

A man wearing a blue sweater and a grey beanie stands in a field, looking towards the camera. In the background, there are several horses of various colors (brown, black, white) and a red tractor. The field is grassy and appears to be a farm or rural setting.

- Participation and empowerment and local ownership
- Social inclusion
- Partnership

Partnerships in Ireland

- Basic Facts: establishment, structure, processes, work
- Achievements:
 - Changing lives of individuals and communities
 - Contribution to local governance
 - Working through partnership
 - Supporting communities
 - From practice to policy
 - Responding to change
- ‘Transforming Ireland’ : NDP 2007 - 13

Role of Pobal

- **Developmental and Strategic Support**
 - In establishment and development
 - Provision of guidelines and models of best practice
 - Capacity building activities for boards and staff
 - Training in many areas: financial, governance, employment issues, social analysis, strategic planning, and research.
 - Ongoing liaison with beneficiaries



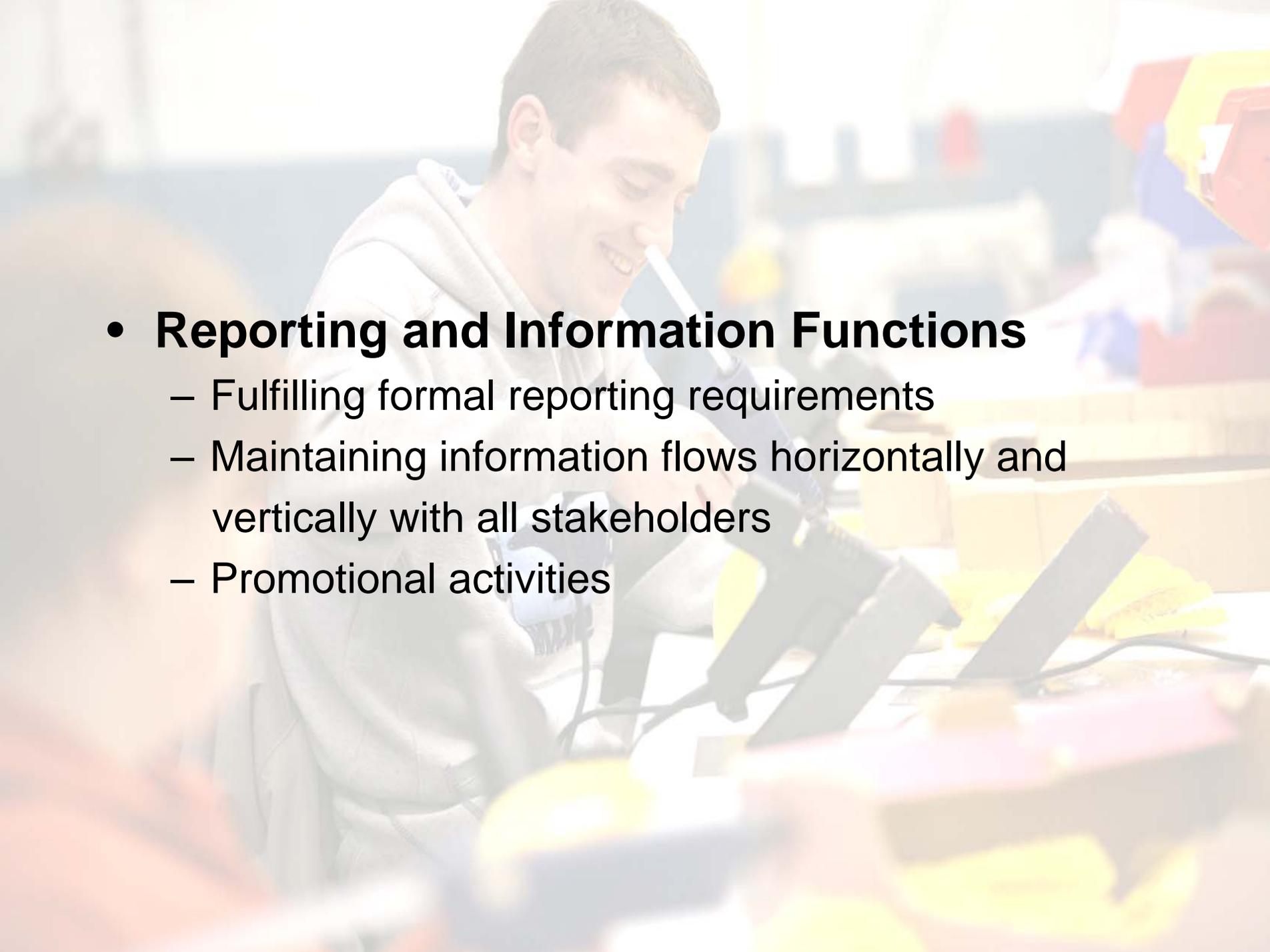
- **Developmental and Strategic Support (cont.)**

- Tailor made and specialist interventions to increase expertise and respond to changing environments – across policy themes
- Expert advisory structures
- Constructive review and challenge
- Developing and supporting framework agreements with state and other agencies



- **Management and Monitoring of Finance and Performance**

- Allocation of resources, transparent, consistent criteria and processes
- Managing budgets and cash flows
- Carrying out audit and verification checks
- Monitoring finance
- Establishment of national and local indicators through agreement
- Monitoring performance, outcomes and impacts

A young man with short dark hair, wearing a grey hoodie, is smiling and looking down at a computer monitor. He is sitting at a desk in a brightly lit office or laboratory environment. In the background, there are shelves with colorful folders (red, yellow, blue) and other people working. The overall atmosphere is professional and collaborative.

- **Reporting and Information Functions**

- Fulfilling formal reporting requirements
- Maintaining information flows horizontally and vertically with all stakeholders
- Promotional activities

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- **Supporting learning, analysis and evaluation**
 - Documenting best practice
 - Facilitating networking and sharing learning
 - Supporting local research and undertaking studies
 - Initiatives to ensure local implementation and policy influencing contribution is informed by learning



- **Influencing Public Policy**

- Establishing formal bases for role at outset
- Direct interaction with policy makers across several ministries
- Inputs into external reviews and evaluations
- Participation in committees and fora
- Publications and conferences
- Being proactive and strategic

Sharing the Learning – The Contribution of the Intermediary Organisation

1. Irish Case

- Review 2006 and designation by Government as key management and technical support agency
- Linked strongly horizontally and vertically



2. Some Challenges

- Government and decentralisation – reconciling objectives
- Growth and development of the model
- Institutional frameworks
- Value of Partnership and recognising the need to provide supports
- Visibility Issues

3. Value Added of the Intermediary Model – the Relevance to Croatia ?

- **Strengthening Partnership**
 - Provision of objective, professional and wide-ranging repertoire of supports to meet changing development needs
 - Ability to embody ‘top down’ requirements with understanding and skills to support ‘partnership on the ground.’
 - Oversight of operational problems and ability to respond constructively or authoritatively where necessary
 - Provision of learning opportunities and common discourse on relevant themes



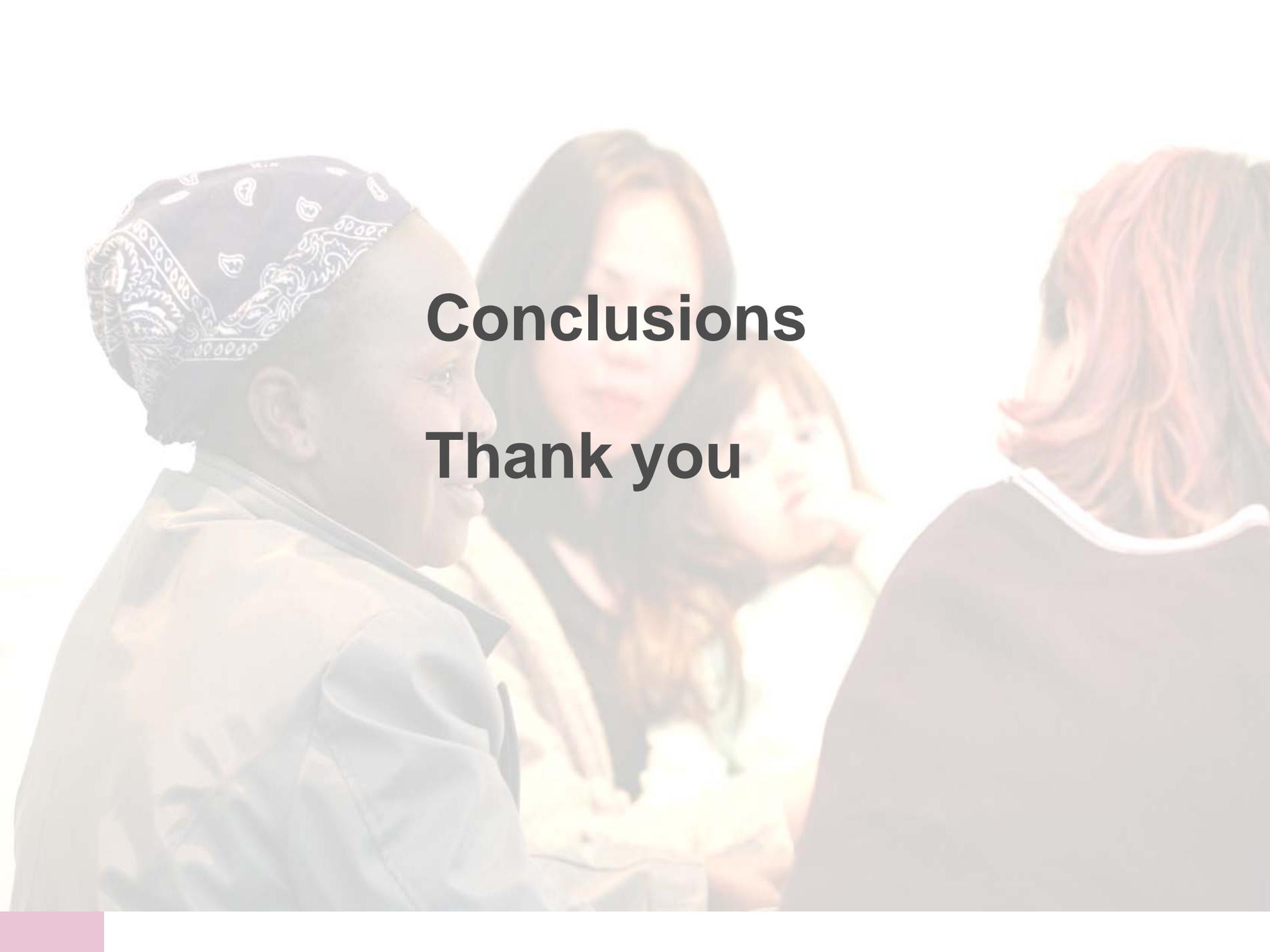
- **Strengthening Partnership (CONT.)**

- Proactive support for the principles and process of the partnership
- Technical and professional leadership and expertise
- Perceived neutrality with principled and realistic approaches
- National/ regional responsiveness to emerging issues and innovation
- Supporting the space for local autonomy and flexibility within clear terms of accountability
- Provision of appropriate mediation, assistance and leadership in times of uncertainty
- Efficiency and effectiveness



- **Contribution to Government and Governance**

- Public accountability, with a cost effective management
- Central coordination of Partnership
- Instrument of Government but not of Government itself – responsiveness, flexibility and efficiencies
- Systems that provide information and analysis on the range of matters of interest centrally
- Unique cross-sectoral and cross-ministry collaborative experience and contribution
- Advancing policy objectives
- R and D role-marrying local innovation with emergent Government priorities

A photograph of four people in a meeting, overlaid with text. The image is semi-transparent. On the left, a woman with a blue patterned headscarf and a grey jacket is looking towards the right. In the center, a woman with long dark hair is looking down. To her right, a woman with long reddish hair is looking towards the left. The text 'Conclusions' and 'Thank you' is centered over the image.

Conclusions

Thank you