

# IGEES Work Programme for 2016

## INTRODUCTION

In June 2012, the Government established the Irish Government Economic and Evaluation Service (IGEES). IGEES is being developed as an integrated cross-Government service to enhance the role of economics and value for money analysis in public policy making. There is an IGEES Unit in each Government Department. The Heads of the IGEES Units form the IGEES Management Board which is responsible for driving the development and performance of the Service. It reports to the IGEES Oversight Board which reviews overall performance and development, whilst also advising on best practice and the future direction of the Service.

The goals of the Service are to:

- develop a professional economic and evaluation service that will provide high standards of economic and policy analysis to assist the Government decision-making process;
- ensure application of established best practices in policy evaluation in support of better value for money and more effective policy and programme interventions by State authorities;
- facilitate more open policy dialogue with academia, external specialists and stakeholders across the broad socio-economic spectrum.

Since the establishment of IGEES in 2012, the primary focus has been on putting management and staff structures in place and on recruiting economists and other graduates with specialist skills. Much has been achieved in this respect and the emphasis is now shifting to formulating and agreeing outputs for the Service.

This Work Programme, which has been agreed by the IGEES management board, sets out areas of work that relate to the continued development of IGEES as a whole of Government service (Section A) and areas of work that will be undertaken in individual IGEES Units across Government Departments and Offices in keeping with their policy remit (Section B of the Programme).

This Work Programme reflects the economic and evaluation requirements of Departments and the differing capacity of IGEES Units, both determined by the policy remit of the relevant Department. Key outputs for 2016 will be refined to reflect the priorities set out by the incoming Government in its Programme for Government.

---

## *Work Priorities*

---

### **A. Corporate Work Programme**

#### **A.1 Strategic Review of IGEES**

Review progress on development of IGEES, propose a medium term plan for future development and the role of the Service, and agree a Statement of Strategy.

#### **A.2 CPD Programme 2014-2016**

Year 2 of the IGEES CPD Programme for 2014-2016 will be progressed. Under the Programme, IGEES members will be required to complete training and development modules. The Programme will include academic courses and in-house training delivered by experts within the Service.

#### **A.3 Resourcing and Capacity Building**

During 2016, the latest intake of graduate economists will be assigned, building on recruitment campaigns at Assistant Principal and Administrative Officer level in 2015.

Induction training for the new IGEES intake will be designed and rolled out.

#### **A.4. Annual Conference**

An annual conference will be held on Q1 2016 and will aim to show case the work of IGEES staff. The conference will provide an opportunity to consult IGEES staff and management on the strategic review.

#### **A.5. Cross-Departmental Economic Analysis**

The IGEES Management Board will agree and oversee the establishment of a small number of working groups, composed of IGEES members from relevant Departments, to examine specific economic topics, Government priorities or sectors of national concern which are relevant to several Departments with a view to informing Government and Departmental policy making.

#### **A.6. Publication Scheme**

A publication scheme for analysis, evaluation and reports will be established to support the demonstration of the impact of evidence based policy advice and as a means of sharing data and best practice across the civil service.

## B. Policy Work Programme – Departmental/Sectoral Breakdown

### B.1 Agriculture, Food and the Marine

The Department’s Mission Statement is “to lead the sustainable development of the agri-food, forestry and marine sector and to optimise its contribution to national economic development and the natural environment.” It is in this context that the IGEEES Economics & Planning Division provides economic and policy analysis support for the whole of the Department. In particular, the Division provides technical and analytical support for the Food Wise 2025 strategy.

The IGEEES Economics and Planning Division’s main outputs will include:

- Economic analysis for the Food Wise 2025 strategy process;
- Secretariat and policy analysis for the Food Wise High Level Implementation Committee;
- Updated economic publications, including Fact Sheets and Annual Review and Outlook for the Agri-Food Sector;
- Ongoing contribution to the implementation of the recommendations in the Agri-Taxation Review and a review of Marine Taxation measures;
- Complete and publish the Organic Farming Scheme VFM Review;
- Carry out a new VFM Review, as part of the Government’s VFM Review Initiative 2015-2017;
- Economic and policy analysis of key policy issues for Divisions in the Department;
- Effective contribution to cross Government economic policy, particularly the agri-food actions in the Action Plan for Jobs; and
- Effective contribution to international agricultural policy and development co-operation, particularly through co-operation with OECD, FAO and WFP, and Irish Aid.

## B.2 Arts, Heritage and the Gaeltacht

The IGEEES Unit within the Department of AHG is focused primarily on policy and programme evaluation, in accordance with the Public Spending Code. It provides economic and analysis support for the Department.

The IGEEES Unit's main outputs will include:

- Publication of an *ex post* evaluation of Limerick City of Culture;
- A review of the objectives, operation and outputs of the Heritage Council;
- A focused policy assessment of Turf Compensation Schemes;
- Delivery of the quality assurance process for all current and capital expenditure, including for agencies under the aegis of the Department; and
- Enhancement of the Unit's advice function to support evidence-based policy development within the Department.

### B.3 Children and Youth Affairs

The Department's Mission Statement is "to lead the effort to improve the outcomes for children and young people in Ireland." It is in this context that the IGEEES Unit provides economic and policy analysis support for the Department.

The IGEEES Unit's main outputs will include:

- Oversee Growing Up in Ireland; the national longitudinal study of Children in Ireland Growing up in Ireland;
- To examine the potential of Growing Up in Ireland to contribute to wider evidence based policy and programme development for children and young people;
- Deliver a training programme targeted at DCYA and Tusla budget managers in the area of programme evaluation;
- Publication of the 6<sup>th</sup> State of the Nation Children Report (2016);
- Complete a feasibility Study on the use of social finance model to operate an evidence based alternative to detention;
- Examine the interventions in the State detention setting for children, with reference to international evidence on what works;
- Undertake a focussed policy assessment examining the rationale, efficiency and effectiveness of overhead fees charged by programme and service provider;
- Assist in the design of a new performance evaluation and governance framework for youth programmes in line with the recommendations of the 2014 Value for Money Review;
- Development of an indicator set for the strategic framework *Better Outcomes Brighter Futures*; and
- Provide technical support and assistance, as requested, to other DCYA units undertaking research and evaluation related initiatives or activity; this includes, for example, the Quality and Capacity Building Initiative (Policy Innovation Unit), the evaluation of ABC programmes (Policy Innovation Unit) and Inter-Departmental Group (IDG) on Future Investment in Early Years and School-Age Care and Education (Early Years Unit).

#### B.4 Communications, Energy and Natural Resources

The Department's Mission Statement is "to facilitate the development of communications and energy infrastructure and markets that contribute to sustainable economic and social development [and] to harness our natural resources in a productive and environmentally responsible manner." It is in this context that the IGEES Unit provides economic and policy analysis support for the Department.

The IGEES Economic Unit's main outputs will include:

- Appraisal of National Broadband Plan options;
- State Aid Evaluation in the energy and telecoms markets;
- Development of energy competitiveness indicators through Energy Cost Competitiveness Working Group;
- Appraisal of National Post Codes System, Eircode;
- Value for Money Review of GSI Tellus Border Project;
- Coordination of Action Plan for Jobs inputs; and
- Focussed Policy Assessment of SEAI Energy Grants.

## B.5 Defence

The Mission of the Department of Defence, as encompassed in the shared High Level Goal of the Department and the Defence Forces is *“To provide for the military defence of the state, contribute to national and international peace and security and fulfil all other roles assigned by Government”*. Within this policy context, IGEES operates within the Department’s Planning & Organisation Branch which provides strategic planning, analysis and evaluative support to the Department’s Management Board, as well as being responsible for the co-ordination of Value for Money (VFM) and Policy Reviews.

The IGEES Unit’s main outputs will include:

- Leading on key elements of White Paper implementation including establishing a defence funding study to capture the expected long term costs of meeting Ireland’s defence requirements using a ten year planning horizon;
- Provision of support to civil and military leaders throughout the Department and the Defence Forces, within an overall implementation framework, who have responsibility for implementing other elements of the White Paper; and
- Preparation of a new Statement of Strategy for the Department of Defence and the Defence Forces.

## B.6 Education and Skills

The Department's Mission Statement is "To facilitate individuals through learning, to achieve their full potential and contribute to Ireland's social, cultural and economic development." It is in this context that the IGEEES Unit provides economic and policy analysis support for the Department.

The IGEEES Unit's main outputs will include:

- Provision of in-house support and advice on appraisal techniques and practice and evaluation technique and practice to line sections in relation to the preparation of business cases and expenditure proposals;
- Implementation of the Public Spending Code and working with the Training Unit to promote awareness of the Public Spending Code across the Department;
- Provision of economic analysis and data analysis as part of the Estimates negotiations for 2017;
- Leading on the implementation of the Department's Value for Money and Focused Policy Assessment programme; and
- Carrying out a scoping study on the parameters of a new Departmental Research Strategy, in conjunction with other relevant sections of the Department.

## B.7 Environment, Community and Local Government

The Department's Mission Statement is to support "*sustainable development*" working to support our citizens in realising their ambition to live and work in sustainable communities. The pursuit of effectiveness, efficiency and value for money is one of the core values driving the work of the Department. It is in this context that the IGEES Unit provides economic and policy analysis support for the Department.

The IGEES Unit's main outputs will include:

- Driving implementation of the Public Spending Code and providing assurance of compliance through a programme of quality assurance;
- Providing market and other economic analysis and reports to the Department's Management Board;
- Assisting the Department's Divisions by conducting proofing and quality assurance of economic reports and analysis procured externally including the initial set up of the TRAM infrastructure in the climate and energy policy area.;
- Develop an energy and environment satellite model for the EU COSMO project in conjunction with the ESRI and other stakeholders;
- Providing in-house economic and statistical consultancy support and advice for Departmental Divisions in relation to the development and analysis of business cases and policy matters;
- Providing support and economic analysis in relation to the implementation of the Water Framework Directive;
- Undertaking a focussed policy assessment of Met Éireann's international subscriptions;
- Supporting negotiations of the 2030 EU Climate and Energy Framework (both in regard to Member States' targets and the Emissions Trading Scheme);
- Analysis and appraisal of factors impacting on the housing system and housing markets; and
- Commence a Value for Money review of the Social Inclusion and Community Activation Programme.

## B.8 Finance

The Department's Mission Statement is "to manage Government finances and play an integral role in the achievement of the government's economic and social goals." It is in this context that the IGEES Unit provides economic and policy analysis support for the Department.

The IGEES Economic Division's main outputs will include:

- Production and publication of macroeconomic forecasts and framework for the April 2016 Stability Programme and Budget 2017;
- Provision of economic analysis for Budget 2017;
- Enhanced economic evidence base for decision-making in the Department of Finance;
- Advise on policies affecting medium term growth prospects;
- Provision of regular economic updates, including regarding international developments;
- Distribution analysis using SWITCH and new CSO datasets;
- Production and publication of research/policy papers;
- Contribute to work of NESC;
- Modelling supply side/potential output;
- Engage with Commission on alert mechanism report;
- Collaborate with the ESRI in producing research on micro-economic aspects of taxation; and
- Further develop macro model in conjunction with ESRI.

## B.9 Foreign Affairs and Trade

The Department's Mission Statement is "to serve the Irish people, promote their values and advance their prosperity abroad, and to provide the Government with the capabilities, analysis and influence to ensure that Ireland derives the maximum benefit from all areas of its external engagement."

In its evaluative work, much of which is focussed on Ireland's Overseas Development Assistance programme, the IGEES Unit applies the systematic use of evidence to assess how well the Department is achieving those objectives through its work and policies.

Priority outputs include:

- An evaluation of Irish Aid's Vietnam country programme;
- A Focussed Policy Assessment of Ireland's bilateral missions in the United States;
- A Focussed Policy Assessment of Global Funds as a mechanism for Ireland's development policy objectives;
- Drafting an Evaluation Policy for DFAT; and
- In-house consultancy support to business units to plan and manage evaluations of discrete aspects of work.

## B.10 Health

The Department's Mission Statement is to aim to "to improve the health and wellbeing of people in Ireland by keeping people healthy, providing the healthcare people need, delivering high quality services, and getting best value from health system resources."

The IGEEES Unit is part of the newly established R&D and Health Analytics Division within the Department. Specific projects to be delivered include:

- Managing the Department of Health/ ESRI Research Programme on Health Reform;
- Overseeing the development by ESRI of a medium-term forecasting model for health expenditure (multi-year project);
- Liaising with the ESRI SWITCH research programme on the development of the SWITCH model to support healthcare analysis;
- Providing support to Departmental staff working on the Healthy Ireland agenda;
- Providing support to Departmental staff in the Finance and Evaluation Division;
- Providing support to Departmental staff in the Policy and Strategy Division; and
- Trialling the application of behavioural economics to reduce non-attendance for health appointments.

## B.11 Jobs, Enterprise and Innovation

The Department's Mission Statement is "To encourage the creation of high quality and sustainable full employment by championing enterprise across government, supporting a competitive enterprise base, promoting a low tax environment to incentivise work and enterprise, and promoting fair and competitive markets". It is in this context that the IGEES Unit provides economic and policy analysis support for the Department.

Research and analysis of enterprise-related policy is carried out by the IGEES Unit and across all Divisions of the Department and in this context IGEES related evaluation, economic and policy analysis will include:

The IGEES Unit's main outputs include:

- Co-ordination and research for the Action Plan for Jobs and regional Action Plans for Jobs;
- Ex-post evaluation of Ireland's participation in the EU's FP7 research programme and interim evaluation of Ireland's participation in the EU's *Horizon 2020*;
- Evaluation of the enterprise agencies' overseas activities;
- Review of the economic appraisal system for projects seeking state support from the enterprise development agencies;
- Analysis of supply and demand for key enterprise skills including ICT and biopharma;
- Review of impacts of public investment in RD&I and Knowledge Based Capital;
- Review of optimal policy and programme mix to support business expenditure on R&D, as part of *Innovation 2020*;
- Review of Research Prioritisation (RP) areas, including an impact assessment of RP and future markets and technologies;
- Analysis of the National Competitiveness Council's (NCC) Competitiveness Framework, and technical and research support for the NCC bulletins and annual reports on (a) *Costs of Doing Business in Ireland* (b) *Competitiveness Scorecard* and (c) *Competitiveness Challenge* and (d) *Productivity measurement across the economy*;
- Research for the DJEI pre-Budget proposals to support enterprise growth and job creation and review of the international tax environment;
- A study of Housing Supply impacts on Competitiveness; and
- Input to assessment of Ireland's Trade, Tourism and Investment Strategy.

## B.12 Justice and Equality

The Department's Mission Statement is "To maintain community and national security, promote justice and equity, and safeguard human rights and fundamental freedoms consistent with the common good."

In this context that the Department's IGEEES Unit will support analysis in the areas of criminal justice, immigration and equality policy evaluation. The IGEEES unit will be a key component of the Department's corporate development over the next number of years.

The IGEEES Unit's main outputs will include:

- Development of Behavioural Economics trials in the Department and relevant agencies;
- Development of an evaluation framework for projects/programmes in the Justice and Equality area;
- Evaluation of Joint Agency Response to Crime, which is a prolific offender management programme;
- Statistical modelling of the criminal justice system in Ireland; and
- Statistical modelling of the Immigration system in Ireland.

### B.13 Public Expenditure and Reform

The Department's Mission Statement is "To serve the public interest by supporting the delivery of well-managed, well-targeted and sustainable public spending through modernised, effective and accountable public services." It is in this context that the IGEEES Unit provides economic and policy analysis support for the Department.

The IGEEES Unit's main outputs will include:

- Provide central corporate support and leadership for IGEEES, including in CPD, Recruitment and Strategy;
- Provide analytical support for other Divisions within the Department, including through completing economic and policy analysis to support decision-making in the context of Budget 2017;
- Oversee the implementation of Value for Money Reviews and Focused Policy Assessments by Government Departments and support Vote sections in their oversight of these evaluations;
- Support Vote sections and pay side in their examination of business cases for new spending proposals provided by Departments;
- Develop a small number of Behavioural Economics pilots in the public service in partnership with other Departments;
- Produce further technical guidance material on appraisal/evaluation parameters and on specific appraisal topics such as piloting and social benefits;
- Deliver training on the Public Spending Code, specifically on appraisal and evaluation techniques;

## B.14 Revenue Commissioners

The Office's Mission Statement is "to serve the Community by fairly and efficiently collecting taxes and duties and implementing customs controls." It is in this context that Revenue's IGEEES Unit provides economic and policy analysis support for the Office, working closely with the Department of Finance and other key stakeholders.

The IGEEES Unit's main outputs will include:

- Publication of economic analysis of the petrol and diesel market in Ireland. Collaboration with the ESRI in context of the joint research programme between the Department of Finance and ESRI;
- A time series model to support tax receipt forecasting;
- A review of Revenue's tax modeller (Income Tax micro-simulation model) using economic research to enhance the assumptions underlying the model;
- Analysis of income distribution and mobility trends, 2004-2012, in collaboration with the Department of Finance and the OECD;
- Updated economics of tobacco research;
- Evidence based analysis to understand taxpayer behaviour;
- Analysis of tax receipts and economic indicators and other economic and statistical support to various areas of Revenue;
- Conduct exploratory economic analysis assessing the impact of Revenue's actions on compliance outcomes;
- Conduct customer surveys and other targeted research projects.

## B.15 Social Protection

The Department's Mission Statement is "To promote active participation and inclusion in society through the provision of income supports, employment services and other services." It is in this context that the IGEEES Unit provides economic and policy analysis support for the Department.

The IGEEES Unit's main outputs will include:

### Disability and Benefits Support

- Provide analytic, evaluation, and logistical support to the Board of the Making Work Pay for People with Disabilities Initiative, in particular to the Research Advisory Council;
- Document, improve and expand the coverage of the Jobseekers Longitudinal Dataset in the area of working age illness and disability supports (including Disability Allowance, Illness Benefit, and Invalidity Pension), in collaboration with business area experts, the Benefits Support unit, and Statistics/BI unit; and
- Use the ESRI SWITCH tax-benefit model, and CSO QNHS and SILC microdata, to assist in modelling in-work supports for people with disabilities.

### Jobseekers and One Parent Family Policy

- Contribute to a Value-for-Money evaluation of the Jobseekers Transitional Payment (JST);
- Contribute to a focussed policy assessment of the Back to Work Family Dividend;
- Document, improve and expand the coverage of the Jobseekers Longitudinal Dataset in the area of working age income supports in collaboration with business area experts, the Jobseekers and One-Parent Family Policy unit, and Statistics/BI unit; and
- Use the ESRI SWITCH tax-benefit model, and CSO QNHS and SILC microdata, to assist in modelling in-work family supports.

### Activation and Employment Policy

- Progress and oversee the Pathways to Work Evaluations Programme to assess the impact of reforms on outcomes;
- Construct the model specifications for the econometric evaluations of employment and labour market programmes including Community Employment, TÚS, Gateway, and Momentum;

- Conduct an in-house econometric evaluation of the Back to Work Enterprise Allowance;
- Contribute to interim review of the new *Pathways to Work 2016-2020* strategy, including providing analyses to inform identification of key labour market priorities; and
- Conduct labour market trend analyses to inform and develop activation and labour market policy responses to these trends.

### B.16 Taoiseach

The Department's Mission Statement, as set out in its Statement of Strategy 2015-2017, is "To offer objective and evidence-informed advice to Government, respond to developments, and deliver Government objectives while striving to achieve optimal outcomes in the long-term national interest and to serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable." It is in this context that IGEES members provides economic and policy analysis support for the Department.

IGEES members in the D/Taoiseach currently work in the Economic and International Division and play a particular role in conducting analysis and research to support Cabinet Committees.

Key outputs for 2016 will be refined to reflect the priorities set out by the incoming Government in its Programme for Government but will include:

- Inputting to the development and implementation of the Government's economic policy priorities across a broad range of areas, including sectoral growth strategies, economic infrastructure and climate change, labour market activation, competitiveness, and housing through the work of relevant Cabinet Committees and associated Senior Officials Groups.

## B.17 Transport, Tourism and Sport

The Department's Mission Statement is *"To ensure that the transport, tourism and sport sectors make the greatest possible contribution to economic recovery, fiscal consolidation, job creation and social development."*

The Unit supports the work of the department and its agencies by providing economic, statistical and analytical support on policy and projects with the aim of ensuring policy and programme development, monitoring, and evaluation is evidence based and objectives led. Contributing analysis at a strategic level, often at early policy development stage, the work programme of the Unit is aligned with key departmental priorities and determined by the Management Board.

The Unit's key outputs will include:

- Publication of the Transport Appraisal Guidance (TAG) update;
- A Value for Money and Policy Review of the Driver Testing Service;
- Contributing analysis on key policy issues including an e-tolling regulatory review; a rail review; the GDA transport strategy;
- Transport emissions modelling and Cost Benefit evaluation of emissions mitigation policy proposals;
- Quantification of the economic cost of congestion;
- Preparation of the Public Spending Code 2016 Quality Assessment report;
- Complete reviews and reporting on financial statements of corporate agencies;
- Completion of fieldwork for Smarter Travel Areas Ex-Post Evaluation; and
- Compilation and publication of Transport Trends, an annual transport statistical bulletin.

**26<sup>nd</sup> April 2016**



Irish Government Economic & Evaluation Service