



Irish Government Economic & Evaluation Service

IGEES Work Programme for 2017

and

IGEES Achievements in 2016

Introduction

The IGEES is an integrated, cross - Government service that aims to support better policy formulation and implementation in the civil service through economic analysis and evaluation. The aim of the IGEES is to contribute to the better design and targeting of Government policy and better outcomes for citizens. It does this by building on existing analytical work and playing a lead role in policy analysis.

The IGEES Medium Term Strategy 2016-2019 sets the context for the 2017 work programme focusing on branded output, dissemination, and capacity building through recruitment, mobility and training. This work programme which has been agreed by the IGEES Internal Advisory Group sets out the work that will be undertaken by individual IGEES Units across Government Departments and Offices in 2017 in keeping with their policy remit and Departmental Statement of Strategies. It also reports on the achievements of IGEES Units in 2016.

The Department of Public Expenditure and Reform has overall policy responsibility for the IGEES; reporting on cross departmental issues including resourcing, capacity building and continuing professional development under that section of the work programme.

Department of Agriculture, Food and the Marine (DAFM)

To provide a quality service to the Minister and Department on economics, statistics and strategic policy planning; and to contribute effectively to cross Government policy and international agricultural policy and development co-operation.

2017 Output Target

<ul style="list-style-type: none"> • Drive Food Wise implementation as secretariat to the High Level Implementation Committee (HLIC) process; publish Food Wise Steps to Success 2017; prepare analysis and progress new initiatives on Food Wise themes.
<ul style="list-style-type: none"> • Lead DAFM input to implementation of, and timely reporting on, commitments under cross-Government policy initiatives, including: Programme for Government; Action Plan for Jobs and Regional APJs; Action Plan for Rural Ireland.
<ul style="list-style-type: none"> • Progress Food Wise environmental sustainability actions through: participation in Food Wise Environmental Sustainability Committee; provide evidence based economic analysis of Climate Finance and other environmental issues.
<ul style="list-style-type: none"> • Produce evidence based economic and policy analysis on key issues including: Brexit, CAP reform, EU Budget, Areas of Natural Constraint review, trade agreements.
<ul style="list-style-type: none"> • Prepare and publish timely and accurate economic and statistical analysis for the sector; lead DAFM relationship with CSO, including through the Ag Statistics Liaison Group; contribute to development of data hub in DAFM.
<ul style="list-style-type: none"> • Progress agri-taxation issues through analysis, evaluation and preparation of annual Budget submission.
<ul style="list-style-type: none"> • Progress access to finance initiatives, including launching and administering the SBCI Agriculture Cash Flow Loan Scheme; consideration of introduction of Financial Instruments under the Rural Development Programme.
<ul style="list-style-type: none"> • Evaluation: manage Value for Money programme and carry out Focused Policy Analyses as required.
<ul style="list-style-type: none"> • International Ag policy and development cooperation: participate effectively in OECD Committee of Agriculture; contribute to international development cooperation efforts through effective engagement and funding of UN Food and Agriculture Organisation (FAO) and World Food Programme (WFP), in liaison with DFAT/Irish Aid; monitor and evaluate DAFM's international development initiatives.
<ul style="list-style-type: none"> • Effective implementation of the Rural Innovation and Development Fund.

2016 Output

Activity	Achievement
Food Wise implementation.	<ul style="list-style-type: none"> • Food Wise High Level Implementation Committee: secretariat to six meetings; analysis on key themes and issues; quarterly reporting on detailed recommendations; addition of Brexit as a standing agenda item.
Cross-Government policy initiatives.	<ul style="list-style-type: none"> • Effective input to Government strategies including Action Plan for Jobs, Action Plan for Rural Ireland, and monitoring requirements.
Economic Analysis.	<ul style="list-style-type: none"> • Contributed economic analysis for DAFM Brexit analysis and briefing papers; • Effective input to national and EU discussions on trade negotiations; • Preparatory work for a modelling database of all Irish farms from admin data sources, for future CAP reform analysis.
Agri taxation and access to finance.	<ul style="list-style-type: none"> • Prepared pre-Budget 2017 submission by Minister on agri taxation; post-Budget briefing of media and stakeholders on new initiatives; • Proposed and negotiated agreement and funding for the Agri Cashflow Support Loan scheme in cooperation with SBCI and a range of stakeholders.
Evaluation.	<ul style="list-style-type: none"> • Completed Focused Policy Assessment (FPA) of DAFM Training and Development Unit
International agricultural and development cooperation policy.	<ul style="list-style-type: none"> • Effectively represented Ireland's position at OECD, FAO and WFP meetings; • Started a review of the AADF (Africa Agri Food Development Fund) with DFAT/Irish Aid.
Rural Innovation and Development Fund.	<ul style="list-style-type: none"> • Implemented the Fund to support pilot initiatives in support of: start-up

	female rural entrepreneurs; agri food tourism projects; and social farming.
Learning and Development.	<ul style="list-style-type: none"> • Staff members participated in relevant training and CPD, including web-based courses. Three staff members commenced the Masters in Policy Analysis course in the IPA.

Informing the Debate

Activity
<ul style="list-style-type: none"> • March 2016: presentation on Agri Taxation Review to the Irish Tax Institute’s Diploma in Tax Policy and Practice course in D/Finance.
<ul style="list-style-type: none"> • April 2016: hosted a seminar on possible Brexit implications for the agri-food sector, in cooperation with Teagasc and the Ag Economics Society of Ireland.
<ul style="list-style-type: none"> • April 2016: effective input to OECD Agricultural Ministerial meeting (held once every decade) and Ministerial Declaration on <i>“better policies to achieve a productive, sustainable and resilient global food system”</i>.
<ul style="list-style-type: none"> • May 2016: co-hosted and presented at FAO Council event on <i>“Greening Food Value Chains: lessons from Ireland and Kenya”</i>.
<ul style="list-style-type: none"> • June 2016: <i>‘Delivering on Food Wise 2025’</i> breakout session at the National Economic Dialogue.
<ul style="list-style-type: none"> • November 2016: hosted a Food Wise seminar on <i>“Future skills needs for the food industry”</i>, in cooperation with Department of Jobs, Enterprise & Innovation.
<ul style="list-style-type: none"> • Presentations on agri-food in the economy and Food Wise strategy to visiting delegations from key trading partners.
<ul style="list-style-type: none"> • Presentations to stakeholders on access to finance and agri-taxation issues, including at meetings of the Dairy Forum, Beef Forum and Tillage Forum.
<ul style="list-style-type: none"> • Publications including: Food Wise Steps to Success 2016; Annual Review and Outlook for Agriculture, Food and Marine; and regular Fact Sheets on Irish Agriculture; contributed agri-taxation chapter of <i>“Irish tax policy in perspective”</i>.
<ul style="list-style-type: none"> • New web pages developed and published on DAFM website on: Food Wise; Agri-Food and the Economy; Agri-Food Business (including agri taxation and access to finance briefings).

Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs (DAHRRG)

To provide analysis, research and evaluation services to the Department. To foster a culture of evaluation across all sections so that decisions on policy and programmes are evidence-based, have clear objectives and are subject to rigorous appraisal, monitoring and evaluation.

2017 Output Target

<ul style="list-style-type: none"> • A Focused Policy Assessment (FPA) of Turf Compensation Schemes.
<ul style="list-style-type: none"> • Delivery of the quality assurance process for all current and capital expenditure in 2016, including for agencies under the aegis of the Department.
<ul style="list-style-type: none"> • Enhancement of the Unit's advice function to support evidence-based policy development within the Department.
<ul style="list-style-type: none"> • Publication of a review of the objectives, operation and outputs of the Heritage Council.

2016 Output

Activity	Achievement
Finalise and Publish Ex-Post Evaluation of Limerick City of Culture (LCoC)	<ul style="list-style-type: none"> • Published on Departmental website.
Undertake and publish a review of the Heritage Council using the programme logic model to analyse the inputs, processes and outputs of the Heritage Council over the period 2010 to 2014.	<ul style="list-style-type: none"> • Analysis and drafting work has been completed and the document is at final drafting stage with a view to publishing shortly.
Prepare a methodology for and undertake an FPA in 2016	<ul style="list-style-type: none"> • The proposal to undertake three FPAs over the period 2015 to 2017 was agreed by DPER in 2015; • The Evaluation Unit has prepared a methodology for the FPA on Turf Compensation Schemes which has received approval from DPER. Work on the FPA will commence in 2017.
Provide advice and support to other Divisions and Agencies under the aegis of the Department in relation to the preparation of, undertaking of, and procurement of evaluations as well as compliance with PSC.	<ul style="list-style-type: none"> • Developed and implemented a performance management and evaluation methodology for Culture Ireland's Ireland 2016 programme of supports. Discussions also took place with Culture Ireland about adapting

	<p>the methodology for use on the CI's overall programme of supports which may inform the FPA on Culture Ireland for completion in 2018;</p> <ul style="list-style-type: none">• Provided support to the Arts Council on the development and roll out of an audit of arts venues across the country. To date a comprehensive database of all full time and temporary arts venues has been developed with survey modules in preparation to provide in-depth information on the activities and status of the various categories of venue within the database;• Complied with the public spending code activities including the provision of training and advice, the undertaking of tasks under the QAP and the preparation of the annual report of the QAG.
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Department of Children and Youth Affairs (DCYA)

To support and promote evidence based policy.

2017 Output Target

<ul style="list-style-type: none"> • Governance and Oversight of Growing up in Ireland (GUI) & delivery of Key Performance Indicators/ outputs, including specified activities or outputs to (1) enhance GUI knowledge transfer and (2) support and progress Phase 3 planning.
<ul style="list-style-type: none"> • Publish the Better Outcomes, Brighter Futures (BOBF) indicator set report and two related data and methodology reports; Support on-going reporting.
<ul style="list-style-type: none"> • Publish State of the Nation's Children (SONC) 2016 and complete related dissemination activities.
<ul style="list-style-type: none"> • Proposal for a centralised DCYA data repository to support evaluation, planning, monitoring completed and project plan developed; implementation under way.
<ul style="list-style-type: none"> • Complete and publish a Focused Policy Assessment. Proposal agreed & work commenced on a second FPA.
<ul style="list-style-type: none"> • Develop project plan and progress implementation of a GOAL Evaluation Training Project for the Civil Service.
<ul style="list-style-type: none"> • Support research capacity building through the awarding of a DCYA GUI Doctoral Scholarship (administered by the Irish Research Council).
<ul style="list-style-type: none"> • Provide technical support to DCYA policy units.

2016 Output

Activity	Achievement
To manage and oversee the Growing Up in Ireland Study as well as progress translational & future planning activities.	<ul style="list-style-type: none"> • Key milestones met on instrumentation development, pilots and fieldwork commencement (including fieldwork with 17 year olds/publication of key findings; postal survey with 7 year olds; pilot phase with 9 year olds); • Developed a GUI knowledge transfer initiative to enhance knowledge and use of GUI, and progressed related activities.
A number of data projects and outputs developed and/or published.	<ul style="list-style-type: none"> • Development of an Indicator set for Better Outcomes, Brighter Futures, the national policy framework (Draft

	<p>indicator set for Better Outcomes Bright Futures finalised and presented to the BOBF consortium; Related Delphi process and bilaterals with Govt. Depts./Agencies to agree a BOBF indicator set completed; Due for publication in 2017);</p> <ul style="list-style-type: none"> • <i>State of the Nation's Children</i> (SONC) 2016 finalised and prepared for publication (Due for publication shortly); • National Research and Data Strategy Implementation report published.
<p>Research and Evaluation support provided and evaluation capacity in DCYA supported.</p>	<ul style="list-style-type: none"> • Training programme in 'programme evaluation' delivered for DCYA and Tusla managers; • A large number of technical supports (advice and outputs) provided to the Department.

Department of Communications, Climate Action & Environment (DCCA)

To support organisational effectiveness and evidence-based policy making with robust business and financial planning, evaluation and foresight.

2017 Output Target

<ul style="list-style-type: none"> Economic analysis and policy advice in achieving objectives of national and international Climate Policy. Assisting in the preparation of Ireland's first National Mitigation Plan.
<ul style="list-style-type: none"> Input into design of new Renewable Energy Support Scheme.
<ul style="list-style-type: none"> Notification for the Capacity Remuneration Mechanism (CRM) in the Integrated Single Electricity Market (I-SEM) will be submitted for review.
<ul style="list-style-type: none"> National Broadband Plan. Ensuring compliance with EU State Aid Guidelines and Appraisal.
<ul style="list-style-type: none"> Input into Spending Review.
<ul style="list-style-type: none"> Input into National Digital Research Centre policy review.
<ul style="list-style-type: none"> Energy Regulation: Assisting with OECD Regulatory Review.
<ul style="list-style-type: none"> Focused Policy Assessment (FPA) on SEAI Energy Efficiency Grants.
<ul style="list-style-type: none"> Analysis of National Competitiveness Council recommendations.
<ul style="list-style-type: none"> Action Plan for Jobs: Liaising with DJEI/DoT and providing quarterly submissions.

2016 Output

Activity	Achievement
Tellus Border Project: VfM Policy Review.	<ul style="list-style-type: none"> Review has been noted by Cabinet and laid before the Oireachtas.
Action Plan for Jobs 2016.	<ul style="list-style-type: none"> Liaising with DJEI/DoT and providing quarterly submissions.
Energy White Paper.	<ul style="list-style-type: none"> Development of competitiveness statistics to be published bi-annually.
National Broadband Plan.	<ul style="list-style-type: none"> Ensuring compliance with EU State Aid Guidelines and Appraisal.
Television licence fee.	<ul style="list-style-type: none"> Analysis of licence fee trends to optimise compliance.
Eircode.	<ul style="list-style-type: none"> Appraisal of key benefits arising.

Department of Defence

Provide strategic planning, analysis and evaluative support to the Department's Management Board and co-ordinate Value for Money and Policy Reviews. Play a key role working with the Defence Forces' Strategic Planning Branch in the implementation of the Government's White Paper on Defence and other issues.

2017 Output Target

<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • Provision of a range of supports, including training, evaluation and oversight, to civil and military leaders throughout the Department and the Defence Forces, within an overall implementation framework, who have responsibility for implementing the White Paper.
<ul style="list-style-type: none"> • Ongoing scanning of trends and developments in the international security and defence environment, for the information of the Department's senior management.

2016 Output

Activity	Achievement
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.	<ul style="list-style-type: none"> • Took the lead on a number of priority White Paper projects initiated in 2016; • Work also commenced on the defence funding study in 2016.
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.	<ul style="list-style-type: none"> • Provided ongoing support to civil and military leaders with responsibility for implementing the White Paper; • Provided input to the joint civil and military team which has responsibility for oversight and evaluation of the entire White Paper implementation programme.
Preparation of a new Statement of Strategy for the Department of Defence and the Defence Forces.	<ul style="list-style-type: none"> • Building on the comprehensive policy framework to 2025 provided by the White Paper, a considerably revised format for the new Strategy Statement (2016-2019) of the Department and the Defence Forces was agreed. The new Strategy Statement was approved by the Minister for Defence, and published during 2016.

Department of Finance

Provide high quality, evidence-based economic advice and policy analysis.

2017 Output Target

<ul style="list-style-type: none"> • Production of Stability Programme Update, Summer Economic Statement and Budget 2018.
<ul style="list-style-type: none"> • Preparation of economic and fiscal forecasts to inform Government priorities.
<ul style="list-style-type: none"> • Monitor and advise on policies that affect short-, medium- and long-term growth prospects.
<ul style="list-style-type: none"> • Enhance the evidence base for decision-making particularly as regards taxation policy, including publication of research.
<ul style="list-style-type: none"> • Provision of economic support on other policy issues and analysis of economic impacts of Brexit.
<ul style="list-style-type: none"> • Production of high quality research into productivity in Ireland to feed into OECD survey of Irish economy.
<ul style="list-style-type: none"> • Improve the external profile of IGEES through developing relations with universities and other economic agencies and engaging in the work of the OECD.

2016 Output

Activity	Achievement
Production of Stability Programme Update (SPU), Summer Economic Statement (SES).	<ul style="list-style-type: none"> • Stability Programme Update prepared and submitted on time, Summer Economic Statement Published.
Preparation of Economic and Fiscal Forecasts to inform government priorities.	<ul style="list-style-type: none"> • Economic forecasts for SPU, SES, Macro Financial Update and Budget 2017; • Presentation of forecasts to the Irish Fiscal Advisory Council (IFAC) and Budget oversight committee; • Endorsement of forecasts by IFAC achieved; • 2015 National Accounts: Forecasting methodology updated to take account of this development;

	<ul style="list-style-type: none"> • Formal incorporation of short term models and institutional sector accounts in the demand side forecasting system; • Provision of analysis and briefing on emerging economic trends both domestic and international; • Engagement with international organisations on economic developments, forecasts and sectoral issues.
Monitor and advise on policies that affect medium term growth prospects.	<ul style="list-style-type: none"> • Modelling and forecasting potential output/ supply side of the economy; • Potential output methodology adapted with EU Commission/Member State agreement to reflect NIE 2015. Note published in Budget 2017 Economic and Fiscal outlook; • Investigation of alternative approaches to potential output estimation including note published in SPU 2016.
Provision of advice with respect to the fiscal rules.	<ul style="list-style-type: none"> • Modelling tools (economy) updated for fiscal rules compliance; • Assessment of potential output as input to determination of structural stance of fiscal policy.
Enhancing the evidence base for decision-making particularly as regards taxation policy.	<ul style="list-style-type: none"> • Successful delivery of joint ESRI/Department of Finance research programme and publication of 6 research papers; • Successful holding of Tax Policy Conference; • Evaluation of R&D tax credit.
Provision of advice on policies affecting growth prospects.	<ul style="list-style-type: none"> • Production of analyses to inform Department's input to Government policy on housing.
Enhancement of economic capacity.	<ul style="list-style-type: none"> • Collaboration with the ESRI on development of new COSMO macroeconomic model of Ireland.
Analysis of economic implications of Brexit.	<ul style="list-style-type: none"> • Publication of sectoral analysis of Ireland-UK trade links • Macroeconomic modelling paper (with ESRI) on medium to long term economic impacts on Ireland of Brexit.

Informing the Debate

Activity
<ul style="list-style-type: none">• Publication of SPU 2016, Summer Economic Statement 2016, and Economic and Fiscal Outlook with Budget 2017.
<ul style="list-style-type: none">• Note on Alternative Measure of Potential Output (Box 1 of SPU 2016).
<ul style="list-style-type: none">• Note on Changes to the EU Harmonised methodology to reflect national accounts revisions (Annex 4 of Economic and Fiscal Outlook, Budget 2017).
<ul style="list-style-type: none">• Participation of IGEES staff in joint research with ESRI including publication of research papers and presentation at Tax Policy Conference.
<ul style="list-style-type: none">• Application of treatment evaluation methodology to R&D tax credit.
<ul style="list-style-type: none">• Publication of papers on Brexit, and dissemination of results at Government and other public fora. Papers widely commented on in national and international media.
<ul style="list-style-type: none">• Publication of Tax Policy research in economic journals (Economic and Social Review Vol 47 No 1 Spring 2016, Administration Vol 64 No 1 2016).
<ul style="list-style-type: none">• Contribution to development of new COSMO macroeconomic model of Ireland.

Department of Foreign Affairs and Trade (DFAT)

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.

2017 Output Target

<ul style="list-style-type: none"> • Evaluation of Irish Aid’s support for provincial programmes in Mozambique.
<ul style="list-style-type: none"> • Evaluation of Irish Aid’s Local Development Programme in Northern Province, Zambia, 2007-2016.
<ul style="list-style-type: none"> • Implement Evaluation strategic plan 2017 – 2019.
<ul style="list-style-type: none"> • Revised evaluation policy for Department of Foreign Affairs and Trade.
<ul style="list-style-type: none"> • Roll out programme of tailored evaluation training for all business units.
<ul style="list-style-type: none"> • Scope joint donor evaluation on humanitarian assistance.
<ul style="list-style-type: none"> • Host evaluation seminar series.
<ul style="list-style-type: none"> • Develop workforce planning strategy.

2016 Output

Activity	Achievement
Department’s 2016 work programme.	<ul style="list-style-type: none"> • FPA of Ireland’s bilateral US mission network; • Evaluation of Irish Aid Vietnam Country Strategy 2011-2015; • Comprehensive evaluation needs assessment of DFAT; • Review of Irish Aid Tanzania Country Strategy 2011-2015.
Deepen engagement with evaluation networks internationally.	<ul style="list-style-type: none"> • Hosted 2016 conference of Nordic+ heads of evaluation; • Participated at UK & European (EES) evaluation society conferences; • Participated at World Bank/IEG conference on Global Funds; • Participated in IPDET & EPDET training programmes.

Develop evaluation capacity in partner countries.	<ul style="list-style-type: none"> Supported bursary scheme for participants from programme countries at EES 2016 conference.
Support decentralised evaluation work in DFAT	<ul style="list-style-type: none"> Supported mid-term review of Ireland's 2nd national Action Plan on Women Peace & Security; Supported prospective evaluation of trade-related programmes; Supported evaluation planning process for new Mission Strategies.

Informing the Debate

Activity
<ul style="list-style-type: none"> Evaluation needs assessment – conducted comprehensive engagement across DFAT.
<ul style="list-style-type: none"> Nordic+ - hosted annual meeting of Nordic+ heads of evaluation units.
<ul style="list-style-type: none"> Developed Evaluation Strategic plan for 2017 – 2019.
<ul style="list-style-type: none"> Devised methodology for business process evaluation to support organisational reviews.
<ul style="list-style-type: none"> Delivered training as part of DFAT induction programme.

Department of Health

Ensure that policy formulation and decision making within the Department is supported and resourced with the best available and objective research and analysis.

2017 Output Target

- **Deliver a range of services to build capacity and to support better use of evidence in the Department through:**
 - Providing a centralised Library and Awareness Service and actively promoting the role of evidence and the service more generally;
 - Providing an Evidence Synthesis Service to deliver evidence reviews and/or evidence briefs to policy units;
 - Working cross-divisionally to promote application of the Cross-departmental/ESRI SWITCH microsimulation model;
 - Providing training and capacity building in research, evaluation and analytics;
 - Delivering a monthly Research Seminar Series to highlight external research, and to build connections and capacity in areas of relevance to the Department;
 - Providing technical advice on research-related issues and provide advice and support to others for commissioning, management, costing or governance of research.
- **Build research and analytical capability in a work-stream entitled "Performance Measurement and Evaluation- expenditure, efficiencies and health outcomes" through:**
 - Oversee the production of a series of papers focusing on current demand/utilisation for a range of health services and alternative projections of healthcare demand up to 2030 (conducted under a collaborative research programme with the ESRI to build a medium term forecasting model of demand and expenditure);
 - Providing research and analytical support to the Department in its conduct and commissioning of a capacity review of the health sector to determine future capacity needs across the system;
 - Providing support to the Financial Performance Unit in their ongoing analysis of trends and drivers of healthcare expenditure, particularly in the context of the spending review;
 - Providing advice and support to the Services for Older People Unit in relation to the Nursing Home Support Scheme (NHSS) Pricing Review and in their advancement of a Value for Money and Policy Review of long term residential facilities for older people;
 - Providing observations and feedback on a number of business cases, policy options and strategies across a number of policy units;
 - Exploring the opportunity with the Acute Hospitals Unit (and HSE) to apply research on behavioural insights with the goal of reducing 'Do Not Attend's'.

<ul style="list-style-type: none"> • Build research and analytical capability in a work-stream entitled "<u>Reform, Payment Systems and Financing of Healthcare</u>" through: <ul style="list-style-type: none"> ○ Providing research and analytical support to the Disability Services Unit aligned with their commitments under the Taskforce on Personalised Budgets (with specific responsibility to lead the work-package on financial sustainability) ○ Providing research support to the Services for Older People Unit and Disability Services Unit in their development of a new policy to finance and regulate homecare services for those with long term needs; ○ Providing support to the Community, Pharmacy, Dental, Optical and Aural Policy Unit in their development of an Irish Biosimilars policy; ○ Supporting the System Financing and Value Unit in their commencement of work to develop the building blocks required to classify and cost community healthcare services.
<ul style="list-style-type: none"> • Build research and analytical capability in a work-stream entitled "<u>Demographics, Health Trends & Behaviours, Population Health and Wellbeing</u>" through: <ul style="list-style-type: none"> ○ Oversee the production of a detailed analysis of (1) Demographic projections up to 2030 (2) Disability projections up to 2030 and (3) Healthy Life Expectancy projections up to 2030 (under the auspices of the DoH-ESRI Research Programme); ○ Exploring data sources, nationally and internationally, to contribute to our understanding of the changing nature of health, illness and disability in Ireland; ○ Representing the Department on national Project Steering groups for key Longitudinal Studies (TILDA, IDS-TILDA and Growing Up In Ireland); ○ Providing advice and support to the Health and Wellbeing Programme (a) to ensure optimal development, access, analysis and use of the Healthy Ireland knowledge infrastructure (b) via providing analysis to inform the development of a Healthy Workplace Framework and (c) to explore opportunities to apply behavioural insights, to improve health outcomes with an initial focus on goals outlined in the Obesity Strategy.
<ul style="list-style-type: none"> • Contribute to priority developments within the broader R&D and Health Analytics Division through: <ul style="list-style-type: none"> ○ Providing input to the development of a Policy on Health Information for the healthcare system (including EU Data Protection Regulation) ○ Working collaboratively with the Statistics and Analytics Unit by providing input to the development of a Data Warehouse within the Department, by working jointly on analytical projects of mutual interest and by inputting to developments in relation to data visualisation.

2016 Output

Activity	Achievement
<p>Deliver a range of services to build capacity and to support better use of evidence in the Department.</p>	<ul style="list-style-type: none"> • Produced and disseminated monthly Research Bulletins and Quarterly newsletters (EOLAS) summarising key national and international research and data developments; • Managed the production of 7 new Evidence Reviews/Briefs for line units on key policy areas (in collaboration with the Health Research Board); • Delivered a regular Research Seminar Series; • Delivered training courses in analytics.
<p>Provide research and analytical support to other units within the Department to support evidence-informed decision making.</p>	<ul style="list-style-type: none"> • Significantly advanced the research programme with the ESRI to agree on a final specification for a Medium Term Projection Model and to progress analytical work on the demographics, demand and unmet need pillars of the model; • Conducted a geographical-based analysis of Hospital Groups and CHOs to inform discussions around governance, planning, performance assessment and accountability for population health (presented to the Minister for Health and the Future of Health Care Oireachtas Committee); • Provided technical and governance support to the Department, HSE and HIQA to shape the first National Patient Experience Survey; • Provided support in the form of evidence synthesis and economic analysis to the Chief Medical Office to support the business case to Department Finance to introduce a tax on sugar-sweetened drinks; • Provided support to Chief Nursing Officer to progress a programme of work on Staffing and Skill-mix;

	<ul style="list-style-type: none">• Provided analytical input to the Finance Performance Unit to support their work on the Joint Monitoring Committee with DPER to assess expenditure trends in the health sector;• Provided analytical support to a number of policy units in their costing of programmes, policy options or strategies, including some involving services delivered on an all-island basis.
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Department of Housing, Planning, Community and Local Government (DHPCLG)

To provide economic and statistical expertise to Business Units in the form of support for policy development; evaluation services; organizational reviews; and statistical reports.

2017 Output Target

<ul style="list-style-type: none"> • A Value for Money Review (VFMR) the programme of Homelessness Services.
<ul style="list-style-type: none"> • A Focused Policy Assessment (FPA) of Private Housing Grants.
<ul style="list-style-type: none"> • Establishing and managing a multi-annual joint research programme between the Department and the Economic and Social Research Unit, focussing on housing economics and related matters.
<ul style="list-style-type: none"> • Examination of potential of behavioural economics/science to inform housing policy.
<ul style="list-style-type: none"> • Contributing to the cross-Departmental Working Group on the Tax and Fiscal Treatment of Accommodation Providers.
<ul style="list-style-type: none"> • Providing ongoing economic and statistical analysis and research to support the attainment of the Department's goals, including regarding: <ul style="list-style-type: none"> - The application of economic appraisal and evaluation methods; - Market research and analysis; - Proofing and quality assurance of economic reports and analyses; and, - Statistical and Econometric analysis.

2016 Output

[Note: the Department's post-general election 2016 reconfiguration has had an impact on the 2016 Workplan, as many components are now the responsibility of another Department.]

Activity	Achievement
Undertaking an FPA of Met Éireann's international subscriptions.	<ul style="list-style-type: none"> • Achieved; the FPA has been completed.
Analysis and appraisal of factors impacting on the housing system and housing markets.	<ul style="list-style-type: none"> • Achieved; the IGEES Unit has been closely involved with the preparation of Rebuilding Ireland (July 2016) and with the Rental Strategy (December 2016).
Commence a Value for Money review of the Social Inclusion and Community Activation Programme.	<ul style="list-style-type: none"> • Deferred in favour of providing support for Rebuilding Ireland and related housing initiatives.

Providing market and other economic analysis and reports to the Department's Management Advisory Committee.	<ul style="list-style-type: none"> • Achieved.
Assisting the Department's Divisions by conducting proofing and quality assurance of economic reports and analysis.	<ul style="list-style-type: none"> • Achieved.
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.	<ul style="list-style-type: none"> • Achieved.

Informing the Debate

Note: Much of the Department's IGEES Unit activity in 2016 has been focused on housing related analysis for internal consumption, alongside expenditure evaluation activity. The Department's IGEES Unit intends to shift to increase its production of output intended for public consumption in 2017, including by entering into joint research arrangements.

Department of Jobs, Enterprise, and Innovation (DJEI)

To provide evidence based policy, informed by research, analysis and robust evaluations to the Minister and the Department.

2017 Output Target

<ul style="list-style-type: none"> • Production of Action Plan for Jobs, with evidence based measures to underpin sustainable employment and productivity growth.
<ul style="list-style-type: none"> • Production of new Trade, Tourism and Investment Strategy, Ireland Connected
<ul style="list-style-type: none"> • Undertake mid-term progress review of Enterprise 2025.
<ul style="list-style-type: none"> • Provision of economic analysis of sectoral impacts of Brexit, analysis of Ireland-UK trade and investment linkages and currency sensitivity of firms.
<ul style="list-style-type: none"> • Develop and publish national and sectoral productivity analyses, with the Department of Finance (DoF) and the Central Statistics Office (CSO)
<ul style="list-style-type: none"> • Evaluation of the enterprise agencies overseas activities and productivity-focused LEAN programmes.
<ul style="list-style-type: none"> • Undertake a review of the economic appraisal system (CBA) for projects seeking state support from the enterprise development agencies.
<ul style="list-style-type: none"> • Benchmark Ireland-UK competitiveness.
<ul style="list-style-type: none"> • Analysis of supply and demand for key enterprise skills, including ICT.
<ul style="list-style-type: none"> • Capital Supports for Research & Development (R&D) FPA.
<ul style="list-style-type: none"> • Complete an impact assessment and proposals for Refresh of Research Prioritisation and review of optimal policy and programme mix to support business expenditure on R&D.

2016 Output

Activity	Achievement
Production of Action Plan for Jobs.	<ul style="list-style-type: none"> • Evidence based actions to support job creation, enterprise investment, productivity growth and trade.
Production of new Trade, Tourism and Investment Strategy.	<ul style="list-style-type: none"> • Metrics and targets with associated policy measures and actions across government departments and agencies, with Department of Foreign Affairs and Trade.
Review of Enterprise Policy 2025 and advise on policy requirements for medium term growth.	<ul style="list-style-type: none"> • Mid-term review of strategy, metrics and policy requirements.
Provision of advice on competitiveness.	<ul style="list-style-type: none"> • Research and analysis, including a new stream on productivity with DOF, to

	underpin the work of the National Competitiveness Council.
Evidence base to underpin Brexit negotiations, sectoral impact assessments and supports.	<ul style="list-style-type: none"> • Sector-by-sector analyses • Currency sensitivity analysis • Trade and investment analyses
Evaluations of expenditures, programme value for money and impacts; and of the assessment models used to appraise projects.	<ul style="list-style-type: none"> • RDI Capital Supports Focused Policy Assessment. • Support DPER review of Enterprise Expenditures • Evaluation of overseas office network. • Review of economic appraisal model (CBA) model used to appraise projects receiving state support. • Supports for enterprise innovation
Key skills for enterprise	<ul style="list-style-type: none"> • Research and analysis for the Expert Group on Future Skills Needs and the National Skills Council on supply-demand for key enterprise skills, working with SOLAS SLMRU.
Monitor and advise on wider policies that impact on enterprise growth and productivity and engage on interdepartmental groups	<ul style="list-style-type: none"> • Including taxation policy, labour market policy, economic infrastructures, climate change and ETS, digital economy and NPF.

Informing the Debate

Activity
<ul style="list-style-type: none"> • Publication of enterprise and RDI surveys, data and infographics to underpin wider policy analysis and structured access for external researchers to DJEI databases, including as part of SFI funded policy research calls.
<ul style="list-style-type: none"> • Publication of research and analysis for the National Competitiveness Council on Productivity, Ireland-UK competitiveness in the context of Brexit, Competitiveness Scorecard and Cost of Doing Business Analysis. Papers widely commented on in national and international media.
<ul style="list-style-type: none"> • Convening Open Policy Fora during the year to promote dialogue on research work being undertaken, including on returns from public investment in R&D.
<ul style="list-style-type: none"> • Bulletins disseminated on areas such as benefits of open trade, entrepreneurship and competitiveness and monthly dashboard of enterprise statistics and Brexit-related data.
<ul style="list-style-type: none"> • Seminars and promoting outputs from DJEI-ESRI research programme on exporting, productivity and investment in intangible assets.
<ul style="list-style-type: none"> • Participation in IGEEES conferences and strategic policy discussions.
<ul style="list-style-type: none"> • Convening stakeholder fora on impacts and responses to Brexit, on impacts of R&D, future technologies and markets.

Department of Justice & Equality (DJ&E)

To continue the development of evaluation capacity and improve the evidence base for policy development.

2017 Output Target

<ul style="list-style-type: none"> • Further development of the End to End model of criminal justice.
<ul style="list-style-type: none"> • Development of evaluation framework for projects and programmes in the Justice and Equality area.
<ul style="list-style-type: none"> • An economic assessment of the Immigrant Investor Program.
<ul style="list-style-type: none"> • Continue to support the use of behavioural economics in the Department.
<ul style="list-style-type: none"> • To carry out an ex-post evaluation of the JARC program.
<ul style="list-style-type: none"> • Provide ad hoc analysis for divisions across the Department.
<ul style="list-style-type: none"> • Provide secretariat support and assistance, as required for the department's research agenda.

2016 Output

Activity	Achievement
Behavioural Economics Seminar & Trials.	<ul style="list-style-type: none"> • Successful BE trial carried out within the department. This involved the redesign of forms to reduce the department's work load. • Assisted the Anti Money Laundering Unit apply BE concepts to the redesign of their forms to increase response rates and the accuracy of responses.
First iteration of End to End model completed.	<ul style="list-style-type: none"> • Presentation of End to End model to IGEES and key internal and external stakeholders.
Cost of Crime model.	<ul style="list-style-type: none"> • Cost of Crime model developed and presented to IGEES and key relevant internal and external stakeholders.

Provide ad hoc analytical and evaluation advice to divisions across the Department.	<ul style="list-style-type: none"> • Analysis provided for a number of line divisions on a wide range of issues that arose during the year.
Analytical support for the current work force plan of the Department.	<ul style="list-style-type: none"> • High level analysis of staff demographics and its implications. Also, undertook some scenario analysis.
Justice and Equality Hub Ex Ante Evaluation.	<ul style="list-style-type: none"> • Prepared a benefits case on the Justice and Equality Hub concept and circulated this document to the Department of Justice and Equality Management Board.

Informing the Debate

Activity
<ul style="list-style-type: none"> • The IGEES unit hosted an information session for the Department’s middle management highlighting the principles of Behavioural Economics, its impact on public policy and possible applications in criminal justice and equality policy.
<ul style="list-style-type: none"> • The Department of Justice and Equality’s IGEES unit hosted a strategic policy discussion on Justice Sector Reform.
<ul style="list-style-type: none"> • Presented on a number of issues at the interagency Data Needs group chaired by the Department.
<ul style="list-style-type: none"> • Presented at the Association for Criminal Justice Research & Development Annual Conference in Dublin Castle.

Department of Public Expenditure and Reform (DPER)

Enhance economic and policy evaluation capacity across the civil service through the Irish Government Economic and Evaluation Service.

2017 Output Target

<ul style="list-style-type: none"> • Implement the IGEES Medium Term Strategy.
<ul style="list-style-type: none"> • Provide analytical support within the Department including through: <ul style="list-style-type: none"> ○ the integration of IGEES output into the Spending and Capital Reviews; ○ economic and policy analysis to support decision making in the context of Budget 2018; and ○ technical review of business cases and evaluations. • Analytical work will include: <ul style="list-style-type: none"> ○ Spending Review Papers on: <ul style="list-style-type: none"> ▪ IGEES ▪ Current Expenditure on Housing Supports ▪ Enterprise Supports ▪ PSO Expenditure on Public Transport ▪ Disability Allowance Cost Drivers ▪ Employment Supports Expenditure ▪ Investing in Policing Resources ▪ Asylum Expenditure ▪ Climate Change Expenditure. ○ Capital Review Papers on: <ul style="list-style-type: none"> ▪ Infrastructure Demand Capacity Analysis ▪ Multi-Criteria Analysis ▪ Macro Economic Analysis.
<ul style="list-style-type: none"> • Support expenditure management with timely analysis of expenditure, programmes and policies. • Analytical work will include: <ul style="list-style-type: none"> ○ Social Impact Assessment Series; ○ Behavioural economics analysis; ○ Labour market analysis.
<ul style="list-style-type: none"> • Monitoring the Value for Money Review Initiative 2015-17 and publication of updated evaluation guidance. • Engagement with Departments on their VFM and FPA evaluations.
<ul style="list-style-type: none"> • Active participation in Interdepartmental groups, EU working groups and UN groups on climate change. • Input into the development of Irish negotiation positions and responses on climate change proposals. • Progress the development of a climate change ready reckoner.

<ul style="list-style-type: none"> • Develop and roll out the IGEES continuous professional development programme.
<ul style="list-style-type: none"> • Support the IGEES Research Fund.
<ul style="list-style-type: none"> • Capacity building through recruitment and induction at AO and AP level and mobility at AO level.
<ul style="list-style-type: none"> • Capacity building through hosting an IGEES annual conference and other regular IGEES events as fora for discussion of relevant economic and policy analysis issues.
<ul style="list-style-type: none"> • Improved output dissemination through internal and external websites.

2016 Output

Activity	Achievement
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.	<ul style="list-style-type: none"> • Developed a collaborative working model with sections in the Department. • Provided support for 23 pieces of work throughout the May to December work programme.
Support expenditure management with timely analysis of expenditure, programmes and policies	<ul style="list-style-type: none"> • Analysis to inform day to day expenditure management. • 13 papers from 2015 and 2016 published on the IGEES website.
Oversee the implementation of Value for Money Reviews (VFMRs) and Focused Policy Assessments (FPAs) by Government Departments and support sections in their oversight of these evaluations.	<ul style="list-style-type: none"> • Supported evaluation units across the Civil Service in undertaking VFMs and FPAs to include D/Education and Skills, D/Foreign Affairs and Trade and D/Transport, Tourism & Sport.
Support Vote sections and pay side in their examination of business cases for new spending proposals provided by Departments.	<ul style="list-style-type: none"> • Produced current and capital expenditure Business Case checklists • Provided observations and feedback on 5 business cases across a number of sectors.
Develop a small number of Behavioural Economics pilots in the public service in partnership with other Departments.	<ul style="list-style-type: none"> • Completed a randomised control trial in conjunction with the Department of Social Protection.
Produce further technical guidance material on appraisal/evaluation parameters and on specific appraisal topics such as piloting and social benefits.	<ul style="list-style-type: none"> • Developed a Social Impact Assessment Framework • Guidance material progressed for dissemination in 2017.
Deliver training on Public Spending Code, specifically on appraisal and evaluation techniques.	<ul style="list-style-type: none"> • Training sessions provided to approx. 200 public servants from a number of Departments and Local Authorities.

Informing the Debate

Activity	Achievement
Publication of output.	<ul style="list-style-type: none"> 36 IGEES papers were published on the IGEES website in 2016.
Behavioural Economics.	<ul style="list-style-type: none"> The IGEES unit published a Budget 2017 Series Paper summarising 13 Behavioural Economics projects which have been carried out by 13 different Departments. The unit provided training, references to literature, and presented at 3 conferences.
IGEES Annual Conference.	<ul style="list-style-type: none"> Showcased the work of IGEES from across Departments.
Strategic Policy Discussions.	<ul style="list-style-type: none"> Hosted 9 in house strategic policy discussions.

Corporate Support

Activity	Achievement
Provide central corporate support and leadership for IGEES.	<ul style="list-style-type: none"> Administrative support to IGEES Advisory Groups and IGEES members.
Recruitment.	<ul style="list-style-type: none"> Recruitment of 15 AO Graduate Economists. Commenced the next recruitment campaign for IGEES AO Graduate Economists.
Strategy.	<ul style="list-style-type: none"> Developed the IGEES Medium Term Strategy which was launched in October 2016. The event was attended by over 100 people. The event showcased IGEES work from across Departments.

Learning and Development

Activity	Achievement
Continuous Professional Development (CPD)	<ul style="list-style-type: none"> • Members accessed university course modules in Advanced Econometrics and Health and Welfare Economics. • Facilitated the attendance of members at conferences and seminars.
Mobility and Placements Opportunities.	<ul style="list-style-type: none"> • Process in place to facilitate mobility moves in the first quarter 2017. • Expressions of interest sought for placements to the CSO and C&AG's Office.
Training on evidence informed policy and evaluation.	<ul style="list-style-type: none"> • Evidence based policy making training provided to 220 AO graduates across the Civil Service. • Training delivered to IPA students.

Office of the Revenue Commissioners

To provide economic and policy analysis support for the Office of the Revenue Commissioners, working closely with the Department of Finance and other key stakeholders.

2017 Output Target

<ul style="list-style-type: none"> • Production of tax receipt estimates to support Department of Finance forecasts.
<ul style="list-style-type: none"> • Ongoing development and refinement of Tax Modeller, Revenue’s microsimulation model.
<ul style="list-style-type: none"> • Research to understand and model the potential impact of Brexit on the Exchequer.
<ul style="list-style-type: none"> • Research on the effectiveness of Revenue programme.
<ul style="list-style-type: none"> • Policy evaluation research to support Department of Finance reviews.
<ul style="list-style-type: none"> • In-depth analysis of Income and Corporation tax to inform decision making and policy.
<ul style="list-style-type: none"> • Economic analysis and support to transfer pricing cases and international taxation issues.
<ul style="list-style-type: none"> • Represent Ireland’s interests at OECD Working Party 2 and other international fora.

2016 Output

Activity	Achievement
Department’s 2016 work programme.	<ul style="list-style-type: none"> • Supporting Revenue decision making and informing policy through 5 research or statistical reports published, 6 others produced internally in Revenue.
	<ul style="list-style-type: none"> • Customer survey results published and support to DPER on Civil Service Customer Surveys.
	<ul style="list-style-type: none"> • Showcasing of Revenue experiences in applying behavioural insights to support broader application of behavioural economics across the Irish civil and public service.
	<ul style="list-style-type: none"> • Delivering material benefits to the Exchequer through timely and robust advice on transfer pricing issues.

Informing the Debate

Activity
• Research papers published on Revenue.ie.
• Open Data and statistics published on Revenue.ie, linking to National Open Data Portal.
• Presentation on applying behavioural insights to DPER Reform & Innovation Conference.
• Co-delivery of analytics training on Revenue / UL joint degree programme.
• Analysis to support transfer pricing and state aid cases in Revenue.

Department of Social Protection (DSP)

To provide strong in-depth policy analysis in order to support the Department's goals. To ensure that client centre policies are developed and that quality analysis is undertaken with the aim of providing an efficient and effective service.

2017 Output Target

<ul style="list-style-type: none"> • Economic evaluation of labour market activation programmes under the Pathways to Work 2016-2020 strategy document. Provide evaluation and analytical support for following projects: <ul style="list-style-type: none"> ○ Interim JobPath Evaluation ○ Independent JobPath Evaluation ○ Intreo Process ○ JobsPlus ○ Community Employment
<ul style="list-style-type: none"> • Analytical support for Make Work Pay for People with Disabilities project.
<ul style="list-style-type: none"> • Finalisation and publication of papers on Class S PRSI contributions and on the impact evaluation of Back to Work Enterprise Allowance (BTWEA).
<ul style="list-style-type: none"> • Actuarial review of Social Insurance Fund.
<ul style="list-style-type: none"> • Behavioural Economics Project.
<ul style="list-style-type: none"> • Labour market policy and analytical support to the Labour Market Council.
<ul style="list-style-type: none"> • Examination of DSP administrative data to establish if any divergence in employment status exists according to migration status or nationality, cross referenced with activation/case officer interaction.
<ul style="list-style-type: none"> • Data quality exercise on the main longitudinal dataset used for measuring labour market outcomes.
<ul style="list-style-type: none"> • Manage DSP Academic Internship Programme <ul style="list-style-type: none"> ○ Supervise One Parent Family Payment Project ○ Supervise Migrants Live Register Project
<ul style="list-style-type: none"> • Organise Labour Market Conference-UCD Geary Labour Market Conference.
<ul style="list-style-type: none"> • Probability of Exit (PEX) from the Live Register Analysis Paper.
<ul style="list-style-type: none"> • National Expert on behalf of DSP at EU, OECD and other external policy fora.
<ul style="list-style-type: none"> • Support Statistics Unit in the ongoing development of the Jobseeker's Longitudinal Database as a research resource.
<ul style="list-style-type: none"> • Provide technical and policy support and advice to DSP.
<ul style="list-style-type: none"> • Labour market research and analysis that will contribute to the objective of a more effective public employment activation service.
<ul style="list-style-type: none"> • Adhoc analysis for the Activation and Employment Policy and Statistics and Business Intelligence units.
<ul style="list-style-type: none"> • Development of an evidence base to inform the architecture and design of a Universal Retirement System. This will include the use of economic theory, behavioural economic theory, statistical and mathematical methods.

Detailed analysis will be required in the following areas (among others):

- Pre-retirement consumption
- Post retirement consumption
- Market analysis
- Modelling potential retirement outcomes (based on savings rates, income and inflation assumptions, charging regimes, discount rates etc.)
- Macro-economic impact of such a measure.

2016 Output

Activity	Achievement
Department's 2016 work programme.	<ul style="list-style-type: none"> ● Progressed and oversaw the Pathways to Work Evaluations Programme to assess the impact of reforms on outcomes.
	<ul style="list-style-type: none"> ● Modelled specifications constructed for the econometric evaluations of employment and labour market programmes including Community Employment, TÚS, Gateway, and Momentum.
	<ul style="list-style-type: none"> ● Contributed to review of the new <i>Pathways to Work 2016-2020</i> strategy, including the provision of analyses to inform identification of key labour market priorities.
	<ul style="list-style-type: none"> ● Supported the Labour Market Council and its Evaluation sub-group in the provision of expert advice to the political system.
	<ul style="list-style-type: none"> ● Designed and quality assured the contracting out of individual activation programme/process evaluations as part of the Pathways to Work (PtW) Evaluation Plan.
	<ul style="list-style-type: none"> ● Conducted labour market trend analyses to inform and develop activation and labour market policy responses to these trends.

	<ul style="list-style-type: none"> • Worked with Statistics unit to build statistical outputs for the monitoring of the implementation of the Youth Guarantee Scheme.
	<ul style="list-style-type: none"> • Contributed to the development of the Jobseekers Longitudinal Dataset (JLD).
	<ul style="list-style-type: none"> • Worked with the project team for the Actuarial Review of the Social Insurance Fund, and the Economics division of the Department of Finance, to produce macroeconomic projections for use in the review.
	<ul style="list-style-type: none"> • Used the ESRI SWITCH tax-benefit model, and CSO QNHS and SILC microdata, to assist in modelling in-work supports for people with disabilities.
	<ul style="list-style-type: none"> • Contributed to the design, implementation and analysis of research and satisfactions surveys across the DSP's business areas.
	<ul style="list-style-type: none"> • Represented the Department of Social Protection at national, EU, and international forums.
	<ul style="list-style-type: none"> • Commenced work on the development of the design and architecture of a Universal Retirement system.

Department of Transport, Tourism and Sport (DTTAS)

To ensure that policy and programme development, investment and spending decisions are consistent with the wider strategic context and anticipated future trends.

2017 Output Target

<ul style="list-style-type: none"> • Public Spending Code <ul style="list-style-type: none"> ○ Appraisals – Common Appraisal Framework (CAF) update - refresh of base year and publication of new parameters on reliability and journey quality; ○ Appraisals - Review Investment Appraisals for DTTAS expenditure and assess compliance with Public Spending Code; ○ Value for Money Review (VFMR) –Complete VfM on driver testing service; ○ VFMR - Complete of VFM review on Tourism Marketing; ○ VFMR - initiate VfM Review on Regional Cities and Traffic Management grants.
<ul style="list-style-type: none"> • Work for other divisions and assigned by Management Board <ul style="list-style-type: none"> ○ Final Evaluation Report on Smarter Travel Areas Programme; ○ Carbon Emissions modelling and analysis; ○ Publication of Cost of Congestion Report; <p>Providing ongoing support to policy divisions and on work prioritised by DTTAS Management Board throughout the year.</p>
<ul style="list-style-type: none"> • Statistics and Evidence <ul style="list-style-type: none"> ○ Publication of Transport Trends 2017; ○ Publication of DTTAS Data Strategy; ○ Implementation of Data Strategy.

2016 Output

Activity	Achievement
Department's 2016 work programme.	
<ul style="list-style-type: none"> • Public Spending Code (PSC) – Quality Assurance (QA) <p>Preparation of the Public Spending Code 2016 QA report.</p>	<ul style="list-style-type: none"> • Publication of PSC, QA report 2016.
PSC - Appraisal - Publication of CAF update, and developing RFT for phase 2.	<ul style="list-style-type: none"> • Publication of CAF 2016. Request for Tender for Phase 2 of CAF published.

PSC – VFM— undertake driver testing VFM.	<ul style="list-style-type: none"> • Driver Testing VFM commenced.
Work for other divisions and assigned by MB - Cost of Congestion work – Greater Dublin Area (GDA) element completed.	<ul style="list-style-type: none"> • Cost of Congestion – GDA – research commenced.
<ul style="list-style-type: none"> ○ E-tolling Regulatory Review. 	<ul style="list-style-type: none"> • Work commenced.
<ul style="list-style-type: none"> ○ Emissions modelling and analysis. 	<ul style="list-style-type: none"> • Development of a suite of models to assess key transport mitigation measures.
<ul style="list-style-type: none"> ○ Rail Review 	<ul style="list-style-type: none"> • Providing ongoing advice as required.
<ul style="list-style-type: none"> ○ Assistance on RWC bid analysis. 	<ul style="list-style-type: none"> • Providing ongoing advice as required.
Using Statistics and Evidence	
<ul style="list-style-type: none"> ○ Complete of Transport Trends – 2016. 	<ul style="list-style-type: none"> • Transport Trends 2016 – published.
<ul style="list-style-type: none"> ○ Data Strategy – Initiate Data Strategy for the Department. 	<ul style="list-style-type: none"> • Draft Strategy finalised and circulated for consultation.
Evidence Based Policy Making with Improved Evaluation Processes – Continue to contribute to improvements in areas of evidence informed policy making and monitoring.	<ul style="list-style-type: none"> • Ongoing appraisal of projects and programmes. • Ongoing contact with DPER on issues such as the QA process, appraisal parameters.
Policy Making Co-ordination – Continue to develop linkages across the broad transport area to improve co-ordination with regard to analytical work.	<ul style="list-style-type: none"> • Ongoing support offered to sectors across the department. • Training provided to line divisions on Appraisal process.
Project Work - On-going work on projects requested by Divisions and prioritised by MB throughout the year with already known proposals on sports, aviation and rail issues.	

Informing the Debate

<ul style="list-style-type: none"> • Presentations:
<ul style="list-style-type: none"> • Presentation made to the Formal Statisticians Liaison Group in September 2016 outlining progress made in the development of the DTTaS Data Strategy.
<ul style="list-style-type: none"> • Presentation on Evidence Based Policy Making to the AO Graduate Development Programme.
<ul style="list-style-type: none"> • Presentation on fleet forecasting to UCC transport researchers.

Corporate Support

<ul style="list-style-type: none">• Publications:
<ul style="list-style-type: none">• Publication of Common Appraisal Framework, 2016.
<ul style="list-style-type: none">• Publication of Transport Trends 2016.
<ul style="list-style-type: none">• Development and publication of Data Strategy for the DTTaS.
<ul style="list-style-type: none">• Publication of DTTaS QA report.

Learning and Development

Activity
<ul style="list-style-type: none">• Publication of Internal DTTAS Internet Notices to summarise PSC requirements and promote general understanding and application of the PSC.
<ul style="list-style-type: none">• Presentation on Quality Assurance requirements.
<ul style="list-style-type: none">• Developed and provided training on DTTaS Common Appraisal Framework for transport projects and programmes to internal DTTaS staff and agencies.