



KEY FINDINGS AND RECOMMENDATIONS OF THE OECD REVIEW OF IGEES: Using evidence-informed policy making to improve performance

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What is IGEES ?

What are the goals ?



200+

IGEES:

- An integrated cross Government Service that aims to support better policy formulation and evaluation.
- Established in 2012 to enhance the role of economic in public policy making and staff ministries with good expertise
- Over 200 Staff across 17 departments



17

Goals:

- To provide high standards of economic and policy analysis.
- To ensure application of established best practices in policy evaluation.
- To facilitate more open policy dialogue with academia specialists and stakeholders.



What are the products ?

Examples of IGEES work



- Exchequer expenditure on enterprise supports amounts to over 1bn euro – how effective are these supports in ensuring resilience of Irish enterprises, particularly in the face of Brexit?



- Exchequer expenditure on housing is over 2bn euro. What is the best combination of interventions: building social houses, acquiring or leasing from the private market or supporting individuals through housing support payments (e.g. HAP)?



- Do we know where in the business cycle Irish economy is? Can we estimate the output gap for Ireland? Is the EU methodology adequate for Ireland?



- Is the State cost of medicines per capita higher than it should be? What is the progress made in rebalancing the acute and primary care? What is the cost of medical and GP visitation cards?



- How is the change in demographics impacting on demand for education, healthcare, social protection, childcare and other services?



Irish Government Economic & Evaluation Service

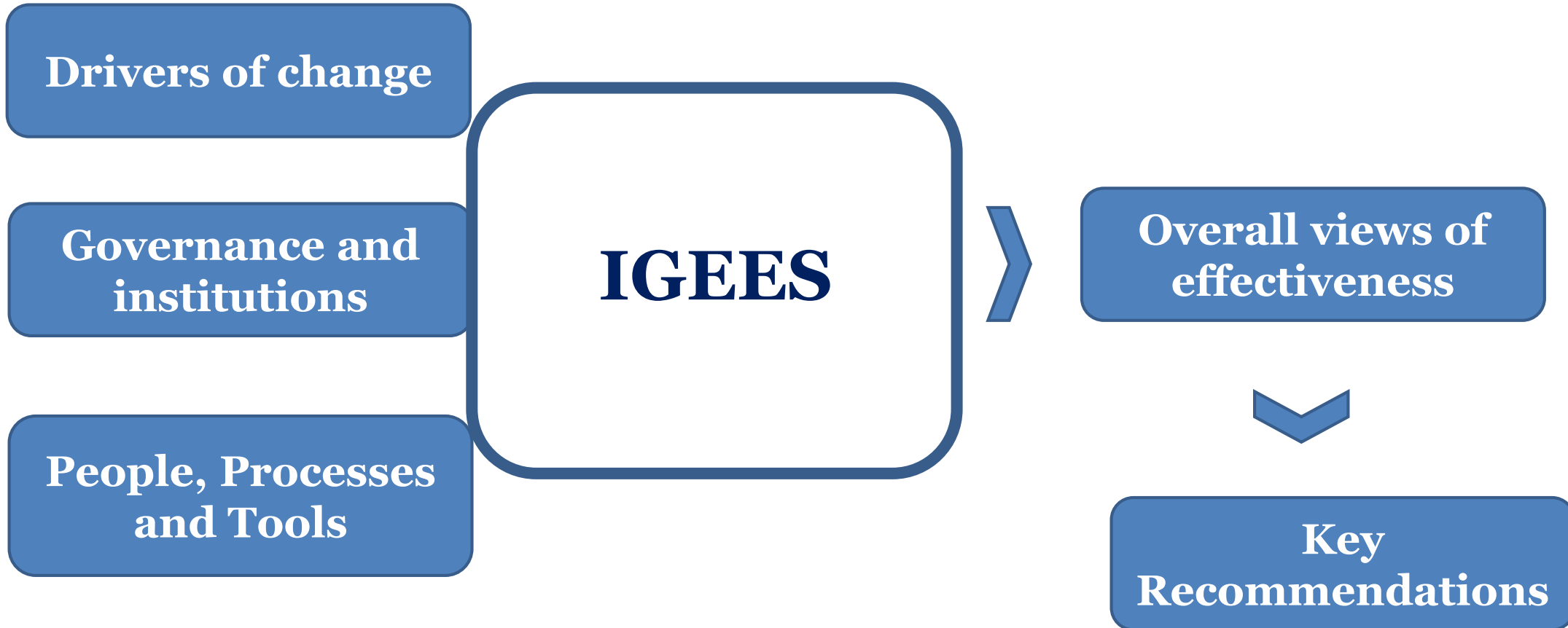


AN OECD Peer Review

- ✓ Analysing IGEEES as an integrated service from a systemic perspective,
- ✓ A holistic approach: engaging with DPER, CSO, Ministries and other public institutions
- ✓ Taking into account countries' experience in promoting evidence informed policy making (Peer participation, country examples, drawing on OECD cross country finding)
- ✓ To take stock of the achievements and effectiveness, with a view to forming recommendations for the future



Key Pillars for the OECD review





Drivers of change

From the financial crisis to evidence informed policy making across whole of government



- Public Service Reform Plan for 2014-16: IGEES to enhance analytic capacities of the civil service. OECD assessment of this plan recognised IGEES as an essential asset.
- Strong focus on optimising public spending, value for money evaluations, performance and regulatory impact assessment



Organisation

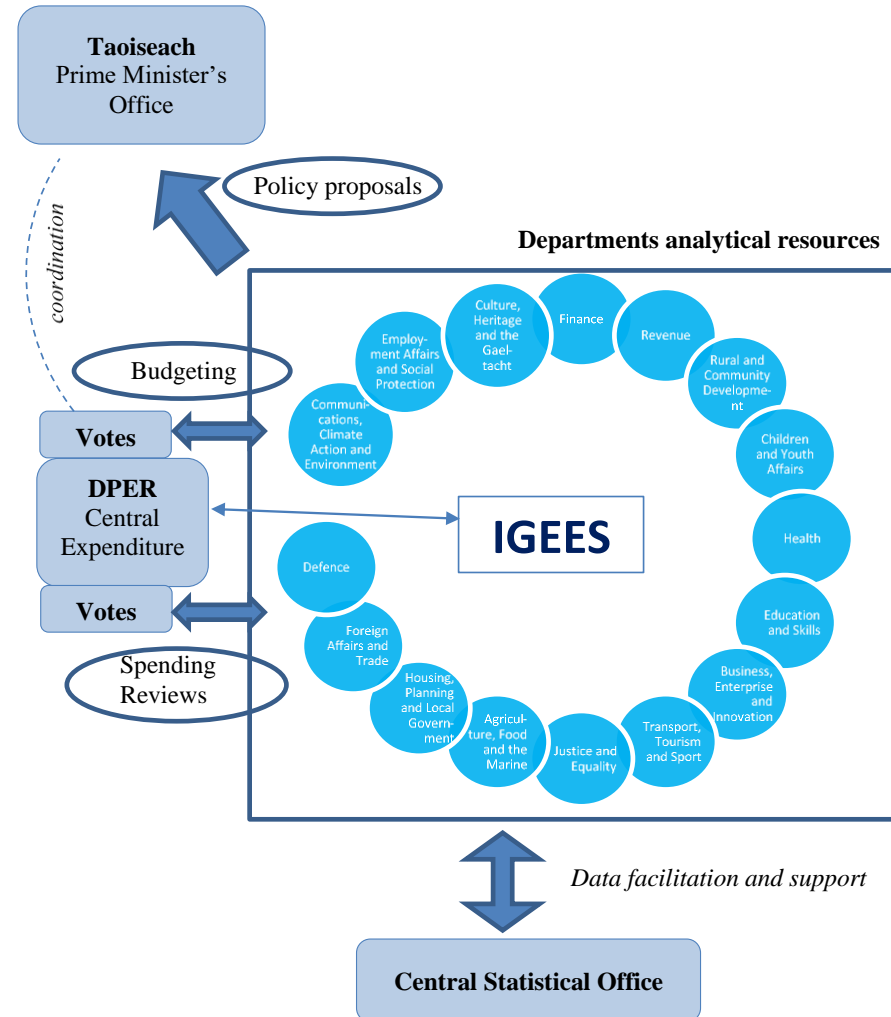
Machinery of government involved in EIPM

A horizontal network

Role of the central Statistical Office

The vote and spending review process

Variation in the organisation of analytical capacity across departments



Source: OECD Secretariat, drawing on IGEEES related materials and interviews.

Note: This figure is a schematic presentation, which helps to show some core processes, but in which the role of the agencies could not be shown in full.



Related Issues

The role of statistics and data

The Irish Government
Statistical Office

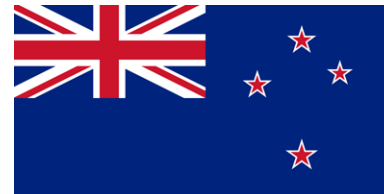
Limited coordination between
IGEES and the IGSS even if
some joint initiatives

National Data Infrastructure
remains work in progress

Progress with Open
Government data

International Examples

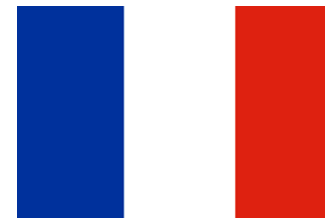
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New Zealand Integrated
Data Infrastructure.



Danish system for
access to Micro data.

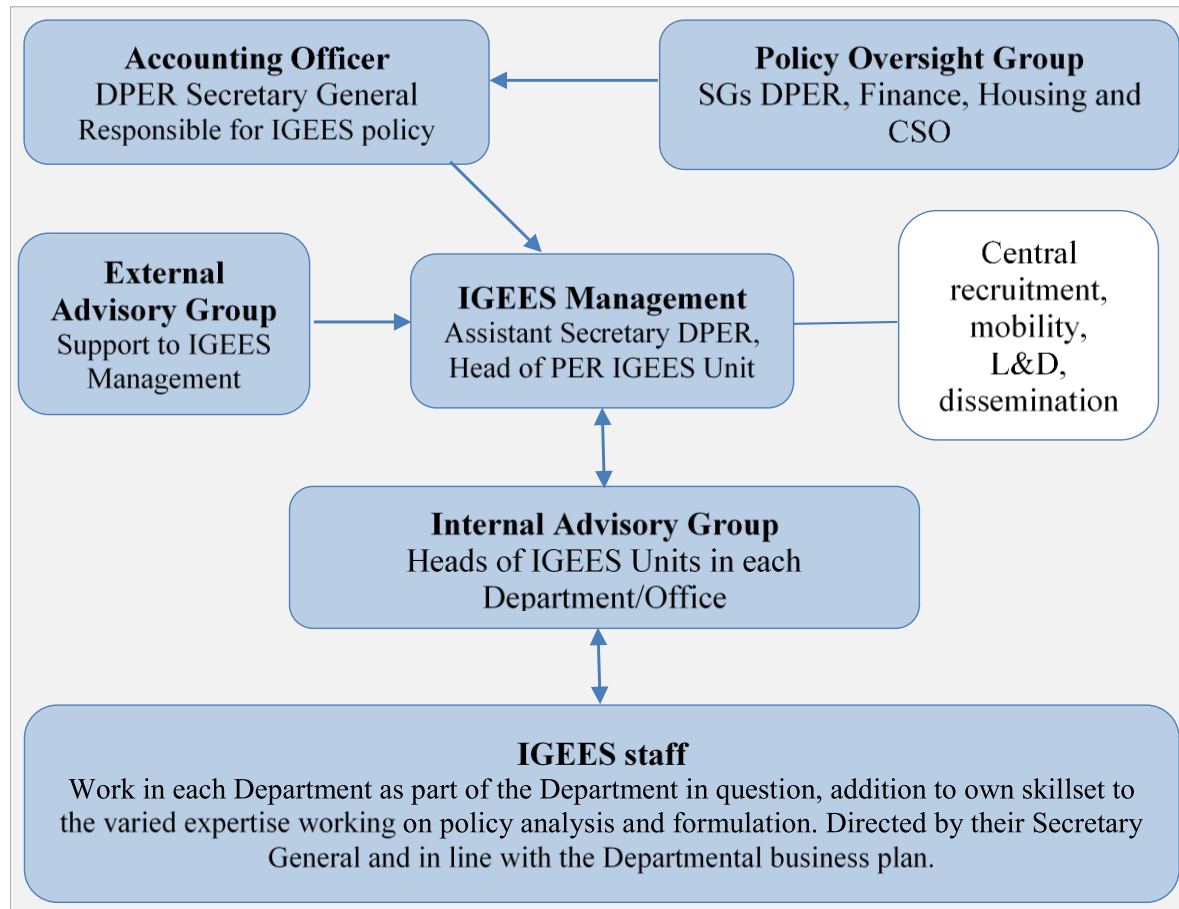


France's Secure Access
Data Centre



Governance

IGEES Governance Structures and the interactions between them



Assessment

- Contribution to improving capacity for policy making and policy effectiveness
- Reputation for professional quality
- Uneven role of the advisory groups leaves scope for adjustment

Source: IGEES (2019) *OECD Review of IGEES – Overview and Briefing*.



People

- **Recruitment and progression**
 - 20 graduates per year on average
 - Positive changes to the model of recruitment: direct placement with some secondment
 - Two grades only at present: AOs and APs
- **Building skills and knowledge: learning and development**
 - Mobility
 - Learning and development framework
 - IGEES Cluster of skill Needs:
- **Platforms for discussion**



Tools

- **The role of frameworks and guidelines**
 - Public spending code
 - Strong focus on value for money, cost benefit analysis and spending review
- **Broadening the analytical framework beyond the spending code and strict VFM approaches**
 - Large range of guidelines across OECD countries: example of Canada: a range of tools
 - Role of well being analysis and “going beyond GDP”
 - Multidimensional approaches



Processes

- **The department work programmes for policy analysis**
 - Differences across departments
 - Role of a structured process to prioritise the work
- **The balance of work conducted internally versus externally.**
 - Wide variation in the application of analytical resources
 - Depends on skills and expertise and budgets constraints
 - Need minimum skills for commissioning evidence properly



Overall view of effectiveness

Quality and use of evaluations and areas for improvement

Possible remaining barriers to EIPM

- Data availability and use
 - Example of Evidence Based Policy Making Act in US
- Recruitment and retention of staff
 - IGEES is a competitive employer, quality and diversity of work.
 - Retention seems to be ok
 - Open question of a career path: principle officer grade.
 - Role of leadership positions in analytical jobs.



Overall view of effectiveness

Quality and use of evaluations and areas for improvement

Key areas for further investment

- IGEEES as a capacity building initiative within the Civil Service
- Opportunities to strengthen the full range of policy analysis
 - *Strengthening capacity for impact evaluation*
 - *Strengthening capacity for social research*
 - *Strengthening capacity for evidence synthesis*
- Building the use of results into decision making -> *Moving from knowledge management to knowledge brokerage*
- Communications and branding



Key recommendations

1. Achieving greater coherence in the governance of IGEES
2. Broaden the development of people and skills
3. Leverage IGEES to further the quality and use of evaluation in Ireland
4. Further the scope of dissemination and sharing processes



A TEAM EFFORT!

THANK YOU

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