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Country Report Ireland

Assessing the Administrative Capacity Needed by the Candidate Countries to Effectively Manage the Structural Funds

Final Report

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NEI Regional and Urban Development

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Annexes

1 Introduction

This report aims to reflect the main results of the research into the administrative capacity of the Irish government in relation to the effective management of the Structural Funds. A total of about 15 staff were interviewed (see Annex A for interview partners). In each Chapter, reference will be made to the various EU requirements as well as to the Irish responses to this in terms of administrative capacity: organisation, human resources and systems & tools.

Focus of this report is in particular on the “regular” operational programmes under the CSF and NDP, i.e. the sectoral and regional operational programmes. Additional operational programmes, including the community initiatives and the specific Irish PEACE programme are analysed only to some extent in this report.

2 Facts on Ireland

Ireland has always been regarded as a country with a very strong focus on Sectoral OPs. It has only a weak and young regional administration system, and the reliance on national government follows from this. In the 1994-99 period, almost all (94%) Structural Funds operations were channelled through Sectoral OPs. Yet, the 2000-2006 programme period has brought about significant changes to the Irish set-up of Structural Funds. The number of Sectoral OPs has been reduced from 6 to 3, thereby increasing the scope of each of the three OPs. The programme has now partly been regionalised. The Regional OP for the Border, Midlands and Western Region has retained full Objective 1 status. The Regional OP for the South & East will be phasing out at the end of 2005. The sectoral percentage of Structural Funds spending is still dominant, but has been reduced to 68%.

Other changes to the Irish set-up of Structural Funds in the 2000-2006 period include:

1. The total share of SF funding as part of the NDP has been reduced significantly, and the role of the Exchequer has increased subsequently
2. As the Structural Funds will be generally fading out in Ireland throughout this programming period, the spending has been frontloaded to the early years of the programme.

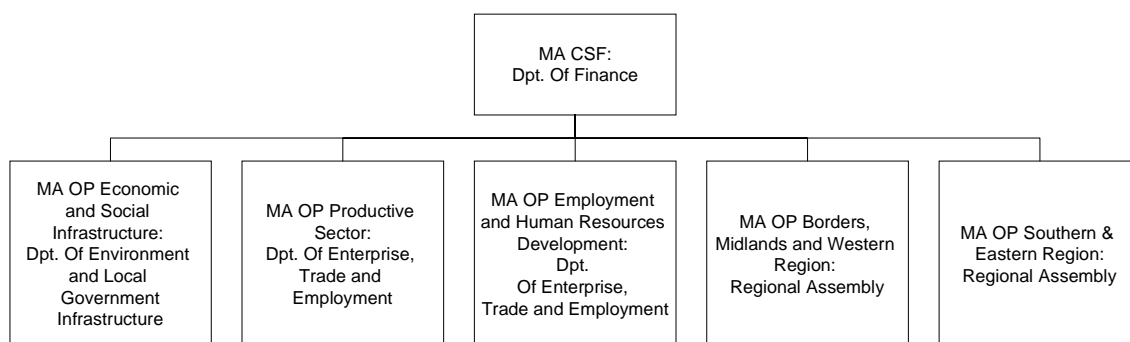
Ireland has been successful in combining a small number of OPs with mostly Single-funding. All Sectoral OPs are single-funded, except for the OP for the Productive Sector, which is funded by ERDF and FIG. The two Regional OPs are Multi-funded as well.

3 Managing Authorities

3.1 Structures

The chart below provides an overview of the managing authorities in the Community Support Framework 2000-2006 in Ireland.

Figure 3.1 Managing authorities Ireland 2000-2006



The chart shows that under the CSF for the current programming period, six managing authorities have been established, one for each OP, as well as an MA for the CSF as a whole.

In some cases there is a close match between the structure / theme of the OP and the choice for the MA ministry. In other cases, in particular if the theme of the OP is broader than the ministerial responsibilities the choice for the MA ministry is less clear-cut.

At the CSF level, the *Department of Finance* is the MA. An Assistant Secretary General is charged with general EU coordination, including Enlargement & Budget, Delivery of Infrastructure, and Structural Funds. The Structural Funds Unit within the Department of Finance fulfils the role of MA.

For the OP on Economic and Social Infrastructure, the *Department of Environment and Local Government Infrastructure* has been designated as the managing authority. This department is responsible for spatial planning within the Irish administrative system, including spatial planning of transport infrastructure. The managing authority function is located within a separate OP Unit within the department. This department is the managing authority for the Cohesion Fund as well.

The *Department of Enterprise, Trade and Employment* manages the OP for the Productive Sector as well as the OP for Human Resources Development. Within the OP for Productive Sector only a minor part is EC cofinanced, notably the RTDI measures. The managing authority for these measures is located in an OP Management Unit of the

Enterprise & Trade part of the department. The managing authority for the OP for Employment & Human Resources Development is placed within the ESF Mission within the Department of Enterprise, Trade and Employment.

The regional OPs are managed by the *Regional Assemblies*. These have been established as new regional entities after the division of Ireland into two NUTS 2 regions for the 2000-2006 programming period.

In addition, several dedicated managing authorities exist for the *Community Initiatives*. A Special EU Programmes Body exist for the management of the PEACE and the INTERREG programmes. The PEACE programme (with a funding of Euro 100 mln.) is considered to be time-consuming, due mostly to the high political attention in relation to the Northern Ireland Peace process. The INTERREG CI also requires much staffing attention, due to the nature of the programme. Initiatives requires more human resources than the regular OPs. The same holds true for the LEADER+ Community Initiative, for which the Department of Agriculture is the Managing Authority. The staffing (20 people, of which 10 working on LEADER +) includes the Rural Development Division II (11 people) and 9 Inspectors in the regions. Management of the LEADER+ CI is resource-intensive due to the large number of small projects and their implementation through 300 Local Action Groups. The EQUAL Community Initiative is being managed by the ESF Mission within the Department of Enterprise, Trade and Employment. The current programming period has witnessed a substantial reduction of complexity of ESF-related CI's, as several of these programmes have come to an end. Overall, it may be included that the management of CI's tends to very resource-intensive. The total staff involved (38 people) almost equals the resources for these relatively small programmes almost equals the staffing of all the mainstream OPs and the CSF Management Authority combined. It should be added, however, that the CI's MA's are also implementing programmes, whereas the mainstream MA's delegate these tasks.

3.2 Human Resources

The table below provides an overview of the staff involved with managing in the respective managing authorities for the CSF and the OPs. The table refers to staff with managing functions only. The managing functions are usually concentrated in dedicated OP management units. Their main tasks are coordination of activities within other units in the managing authority and intermediate bodies. These units deal with issues such as monitoring, information and publicity, internal evaluation capacity, financial control etc.

Table 3.1 Human resources in managing authorities CSF Ireland 2000-2006

	Function	Organisation	Unit	Total in unit	Of which SF	Management	Staff	Support staff
1	MA CSF	Department of Finance	Structural Funds Unit	11	11	1	8	4
2	MA OP Economic and Social Infra	Department of Env't and Local Gvt. Infra	OP ESI MA	9	8	1	4	4
3	MA OP Productive Sector	Department of Enterprise, Trade and Employment	OP Management Unit	6	6	1	3	2
4	MA OP Employment and Human Resources	Department of Enterprise, Trade and Employment	OP EHRD MA	6	5	1	4	1
5	MA OP BMW Region	Regional Assembly BMW	-	14	6	n.a.	n.a.	n.a.
6	MA OP S&E Region	Regional Assembly S&E	-	14	6	n.a.	n.a.	n.a.
Total				60	42	4	19	11

Each MA is managed by a principal officer and one or two assistant principal officers, supported by several (higher) executive officers and clerical staff. In the 1994-99 period, a total of 65 staff members were counted to work at the MA level. For the current programming period 2000-2006, this number is smaller (42). This is partly due to the reduction in the number of OPs as well as the fact that not all staffing works on SF related activities. This is in particular the case for the staff at the Regional Assemblies. In addition to their SF related tasks and responsibilities, they are also involved in the field of e.g. coordination of public services in their areas and they play an active role in spatial planning. Management activities in the field of monitoring, information and publicity, internal evaluation capacity, financial control etc. are located in separated units within the ministries.

The staff working in the management units are usually permanent career civil servants working at the departments. They tend to work in the SF field for a period of 3 – 5 years. The staff working in the dedicated units for monitoring, information and publicity, internal evaluation capacity, financial control, etc. usually consist of temporary staff that is paid for from the technical assistance budget line. They usually have short term contracts of up to 3 years.

In addition, several dedicated MAs exist for the *Community Initiatives*. A Special EU Programmes Body exist for the management of the PEACE and the INTERREG

programmes. The PEACE programme (with a funding of Euro 100 mln.) is considered to be time-consuming, due mostly to the high political attention in relation to the Northern Ireland Peace process. The INTERREG CI also requires much staffing attention, due to the nature of the programme. Initiatives requires more human resources than the regular OPs. The same holds true for the LEADER+ Community Initiative, for which the Department of Agriculture is the Managing Authority. The staffing (20 people, of which 10 working on LEADER +) includes the Rural Development Division II (11 people) and 9 Inspectors in the regions. Management of the LEADER+ CI is resource-intensive due to the large number of small projects and their implementation through 300 Local Action Groups. The EQUAL Community Initiative is being managed by the ESF Mission within the Department of Enterprise, Trade and Employment. The current programming period has witnessed a substantial reduction of complexity of ESF-related CI's, as several of these programmes have come to an end. Overall, it may be included that the management of CI's tends to very resource-intensive. The total staff involved (38 people) almost equals the resources for these relatively small programmes almost equals the staffing of all the mainstream OPs and the CSF Management Authority combined. It should be added, however, that the CI's MA's are also implementing programmes, whereas the mainstream MA's delegate these tasks.

Managing authorities have a range of specific responsibilities in the fields of programming, implementation, monitoring & evaluation and financial management & control. Although they share these responsibilities with other bodies, the managing authorities remain finally responsible. In the next sections, the experiences with each of these fields will be highlighted in terms of organisations, resources, and tasks.

4 Programming

The EU requirements in the field of programming are limited, centering on the involvement of social and regional partners, the preparation of a programme complement and on the capacity to prepare adequate statistical data.

The programming in Ireland has been carried out in four steps, sometimes overlapping in time:

- Drafting the National Development Plan
- Drafting the Community Support Framework
- Drafting the Operational Programmes
- Drafting the Programme complements

National Development Plan

Programming for the Structural Funds in Ireland is still a top-down affair and even the regional operational programmes have been drafted at departmental level. However, at measure level the involvement of Intermediary Bodies was intensive. So the higher programming levels (NDP, CSF, OPs) were controlled from the top, while the lower levels (PC, priorities, measures) were much more the domain of the IB.

The preparations for the NDP 2000-2006 started in early 1998. The Minister for Finance invited the Regional Authorities and the Social Partners to make submissions in their investment priorities for the period 2000-2006. In order to ensure that the Regional Authority submissions and those of the social partners were given due consideration in the context of determination of national priorities, the Department of Finance circulated their submissions to the relevant Government Departments for their consideration in the context of developing and refining their won sectoral proposals for the NDP.

Meetings to discuss these submissions and the views of the various interests on the NDP were held at both official level and Ministerial level. A number of information meetings were also held at official level involving all the Departments and the European Commission. Submissions on the plan were also received from the Western Development Commission and a number of interest groups. The NDP document itself contains a summary overview of all priorities that have been submitted by the social partners as input for the NDP.

Specific attention was paid to during the programming process to the issue of equal opportunities. The Department of Justice, Equality and Law Reform hosted a Conference on this subject during which relevant Government Departments and social partners were represented.

In an extension of the consultation process, an Overview of the draft NDP was circulated to the social partners and the regional authorities. Meetings were subsequently held at the highest political levels during which they responded to the

Overview. Political debates were organised both at the local and at national level. At the national level, Deputies and Senators were given an opportunity to highlight the areas that the plan should address during various political meetings organised by the Ministry of Finance.

The consultation process with the social partners, the regional authorities and the regional assemblies (at NUTS 2 level) culminated in a series of meetings at Ministerial level, in the context of Partnership 2000, to discuss the draft NDP. The purpose of the meetings was to secure social partner consensus on the investment proposals and underlying strategy.

An ex ante evaluation of the NDP was carried out by an external research institute, commissioned by the Department of Finance. In addition, the regional strategies, also the basis for the regional Operational Programmes under the CSF

Community Support Framework

The NDP formed the basis for drafting the Community Support Framework. A separate ex ante evaluation was carried out of the CSF, by the CSF Evaluation Unit at the Department of Finance. The main challenge of the CSF process was to decide upon the priorities for the NDP to be cofinanced by the European Commission. This was an important issue during the negotiation process between the Irish government and the EC.

Operational Programmes

In the case of Ireland, programming can no longer be seen as a main bottleneck, as sufficient experience has been built up in this field. Nevertheless, substantial amounts of time were spent on the programming exercise for the 2000-2006 period. Drafting the OP's was not the main challenge. OP's have usually been prepared by a Principal or Assistant Principal in the Management Authority, following strategic discussions at senior government level. Limited input was obtained from Implementing bodies. The Department of Finance had a strong co-ordinating role, and assured that certain text blocks (e.g. on Monitoring and Implementation) were similar across the OP's. Due to the rather general nature of the OP's, the drafting of the documents was a matter of a few manmonths.

Programme Complements

Considerably more effort was required for preparing the Programme Complements. Three main issues arose from this exercise. First, the elaboration of each measure was time-consuming due to the large number of measures and the equally large number of stakeholders. In this exercise, Implementing bodies played a much more important role, and the co-ordination task of the Programme Complement was much more demanding. At the end, the Programme Complements have become much vaster documents than the OPs themselves. Another challenge concerned the negotiations with the Commission. As only a number of measures would need to be co-financed from the Funds, negotiations centred on the type of measures to be supported. The Commission usually

took the stance that it support the more innovative and advanced measures, which was not always the preferred Irish option.

Perhaps the most difficult part of the whole programming exercise has been the development of indicators. The challenge involved both methodological and political aspects. Methodological problems focused on the difficulty in measuring input, output and impact variables that were both relevant and measurable. The political aspect concerned the setting of targets. Due to the relation with the performance bonus scheme for the period 2004-2006, Implementing bodies demonstrated a certain reluctance to set targets too high, whereas political and EC pressure was upward.

5 Implementation

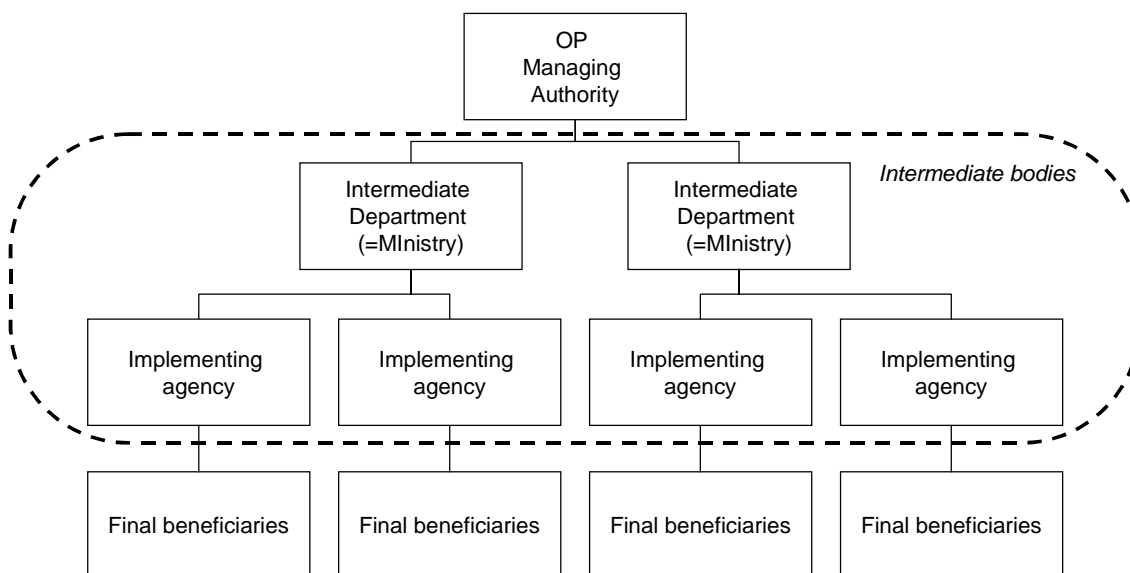
Various EU requirements in the field of implementation can be distinguished. At the level of responsibilities, compliance with eligibility rules and other EU policies (competition, procurement, environment, equal opportunity, etc.) are a major concern for the Commission. A number of required tasks and functions relate to the implementing stage: the elaboration and appraisal of selection criteria, regular reporting requirements and adjustments to the programme complement upon needs. In the case of the candidate countries (CC), the main concern relates to the capacity to prepare and implement projects.

5.1 Structures

Intermediate bodies

The Annex provides a complete overview of all intermediate bodies that are working on the implementation of the operational programmes and their measures and priorities. In the Irish model two types of intermediate bodies exist: intermediate bodies (usually departments) and implementing bodies (usually state agencies). The common structure in Ireland is illustrated in the figure below:

Figure 5.1 Irish model of implementing structures

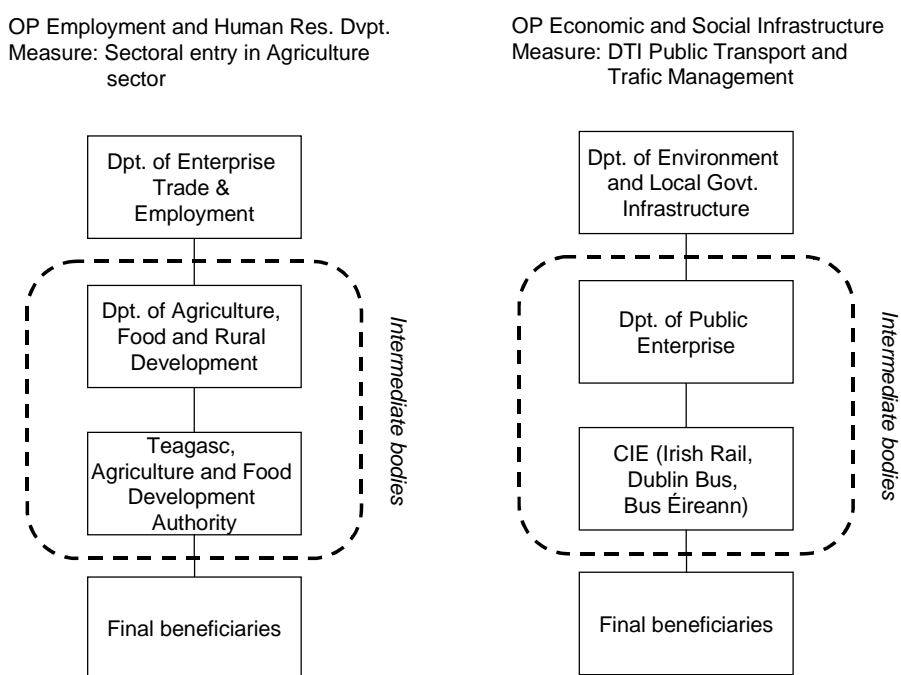


- intermediate bodies is the official terminology in the SF Regulations. In the Irish case these are the government departments (= ministries), usually referred to as *‘intermediate departments’*. They occur in particular in cases where the managing authority does not possess the responsibilities and specialised staff for a specific

sectoral policy. For example: The Department of Enterprise Trade and Employment (DETE) is the managing authority for the OP Human Resources. However, as DETE does not have in-depth sectoral knowledge about the agricultural sector, the Ministry of Agriculture has been appointed as the intermediate department for the measure “Sectoral Entry Training in the Agricultural Sector”. The managing authority has thereby subdelegated its managing tasks to the intermediate department. The case is even clearer for the Regional OPs, where the Regional Assembly is the managing authority but all responsibilities are subdelegated to various government departments.

- implementing ‘bodies’ is not an official term from the SF Regulations, however one that is commonly used in the Irish practice. In the Irish case the implementing bodies are in most cases state agencies, referred to as *implementing agencies*. Examples are provided in the figure below

Figure 5.2 Examples of the Irish model implementing structure



In practice the implementation of SF programmes in Ireland is to a large extent delegated to *state agencies*. In Ireland, state agencies are important and powerful organisations, exercising considerable control over the formulation and implementation of programmes for areas such as industrial development, regional development, enterprise support, and labour market interventions. Agencies are bodies that are established under legislation, comprising independent boards whose members are not elected but are typically appointed by the government minister having oversight of the particular agency. These agencies are very often termed 'state sponsored bodies'. For

the most part, the Exchequer funds them and they report to the department through which their funding is channelled. Most agencies work through a network of regional offices. It should be noted that the fact that they are working in the region does not necessarily mean that they represent regional views. They remain representatives from the national level.

The table below provides an overview of all intermediate departments and implementing agencies that are involved with the implementation of the Irish NDP.

Table 5.1 Intermediate departments and implementing agencies Irish NDP 2000-2006

Intermediate departments	Implementing agencies
Department of Agriculture, Food and Rural Development	An Bord Trachtala (Irish Trade Board)
Department of Arts Heritage, Gaeltacht and the Islands	BIM (Irish Fisheries Board)
Department of Education and Science	Bord Failte (Irish Tourism Board)
Department of Enterprise, Trade and Employment	CERT (National Agency for Tourism Training)
Department of Justice, Equality and Law Reform	CIE
Department of Marine and Natural Resources	Enterprise Ireland
Department of Social, Community and Family Affairs	Environmental Protection Agency
Department of the Environment and Local Government	FAS (National Training Authority)
Department of Tourism, Sport and Recreation	Higher Education Authority
	IDA Ireland (Foreign Direct Investment Agency)
	Irish Energy Centre
	Irish Film Board
	National Roads Authority
	Science Foundation Ireland
	Shannon Development (Regional Development Agency)
	Teagasc (Agriculture Food and Development Authority)
	Udaras na Gaeltachta (Agency for the Development of Irish Speaking Areas)

This overview illustrates that almost all ministries and state agencies with relevant sectoral specialisations play a role as intermediate department / implementing agency in the implementation of the NDP.

In addition to the state agencies, also a number of measures is implemented by the local authorities. This is for example the case for the measure Water and Waste Water Facilities under the OP Economic and Social Infrastructure. In particular the main urban centres, i.e. Dublin Corporation, Galway Corporation, Limerick Corporation, Cork Corporation and Drogheda Corporation have implemented large scale projects (particularly waste water treatment) through the years.

The table below provides an overview of the number of intermediate departments and implementing agencies for each OP under the Irish NDP.

Table 5.2 Intermediate bodies per OP, Irish NDP 2000-2006

	Intermediate departments	Implementing agencies	Total
OP Productive Sector	5	17	22
OP Economic and Social Infrastructure	5	4	9
OP Human Resources	6	23	29
OP BMW Region	10	6	16
OP S&E Region	10	6	16

As the table in the annex shows, different units within the implementing departments are involved with the implementation. Also here the leading principle has been sectoral specialisations. An examples is provided below from the OP BMW Region, Local infrastructure priority.

Table 5.3 Units within intermediate departments

Measure	MA	Intermediate departments
Non national roads	RA	Dpt. of the Environment and Local Government, Roads Works Section
Rural water measure	RA	Dpt. of the Environment and Local Government, Rural Water Programme
Waste management measure	RA	Dpt. of the Environment and Local Government, Waste Management Section
Urban and village renewal measure	RA	Dpt. of the Environment and Local Government, Urban & Village Development Section

*RA = Regional Assembly

Division of labour between managing authority and implementing body

The table below lists the tasks that have been assigned to the managing authorities under Article 34 of SF Regulation 1260/1999. A key question is what tasks are implemented by the managing authority itself and which tasks are delegated to the intermediate bodies. It should be noted in that respect that MA-tasks are hardly ever *completely* delegated to the intermediate departments. In the end, the MA is and will always be responsible. A key distinction therefore needs to be made between responsibilities and tasks. A general statement in this respect is that carrying out tasks usually requires more administrative capacity (staff, systems and tools) than being responsible. In other words, in most cases the number of staff working on SF within the intermediate bodies outweighs the staffing number at the managing authorities. This is discussed in more detail in the next section..

The table below provides an overview of the division of tasks between the managing authorities and the intermediate bodies. For each task the managing authority is ultimately responsible. However, the table shows that for some tasks the intermediate departments and implementing agencies take the leading role in practice.

Table 5.4 Division of labour between managing authority and intermediate bodies

Tasks	Managing authority	Intermediate department	Implementing agency
a) setting up a system to gather reliable information	X	x	x
b) adjustment and implementation of programme complement	X	x	
c) draw up and submit annual implementation report	X	x	x
d) organise the mid-term evaluation	X		
e) ensure maintenance of separate accounting system or adequate accounting code	X	X	
f) ensuring the correctness of operations financed under the assistance	X	X	X
g) ensuring compliance with Community policies	X	x	x
h) ensuring compliance with the obligations concerning information and publicity	x	x	X

a) Setting up a system to gather reliable information

The monitoring system in practice is a joint responsibility of the managing authority in conjunction with the intermediate bodies. Key issue here is to ensure the uniformity of reporting on data to the MA. However, in many cases the IB have their already existing own systems of data collection, which might sometimes lead to parallel systems working simultaneously. This is discussed in more detail in the chapter on monitoring.

b) Adjustment and implementation of programme complement

The intermediate departments deliver the necessary information for changes in the financial table and the target groups and selection criteria for certain measures when necessary. The MA prepares the necessary changes in the programme complement and prepares where necessary the documents if monitoring committee decision-making on changes is required,

c) Draw up and submit annual implementation report

This is a key task of the managing authority and one that is rather time consuming (twice a year: annual report and six monthly report). A lot of time is spent by the MA urging the IDs/IBs to send in their data in time. The IDs/IBs themselves subsequently spent a lot of time and energy on collecting the data from the final beneficiaries.

Concluding, it can be stated that the MA's are in particular involved in the implementation process by providing advice and information on EU policies and rules to the intermediate bodies, by preparing and promoting the use of guidelines and procedures manuals, and by strict monitoring, evaluation and financial control at programme level. In particular collecting the necessary information and preparing the annual report is an important monitoring task. Day to day programme implementation is subdelegated to the intermediate bodies.

5.2 Human Resources

The table on the next page provides an overview of the staffing at a selected number of implementing agencies and intermediate departments under the Irish NDP.

The table provides a good illustration of the general notion that staffing requirements are relatively modest in the fields of infrastructure, moderate in the case of business support and higher in human resource development.

Staffing requirements are in particular very high in the EAGGF field, where small-scale projects to farmers are being supported. For instance in the case of the Farm waste management scheme, an extensive use of the regional and local bodies of the Department of Agriculture are being used. Calculations led to an overall annual requirement of 33 for implementing a measure of roughly Euro 30 mln. a year, or Euro 100,000 per staff. At the end, not the funding level but the number of projects appears to be decisive for the staffing requirements, as every project needs to be processed according to a similar format, irrespective of its size.

Table 5.5 Staffing at intermediate departments (ID) and implementing bodies (IB), NDP Ireland 2000-2006

Organisation	Unit	Function	Staff		Functions			education	perma- nent fin. by SF staff	staff co- fin. by SF staff	
			Total in unit	SF	manage- ment	staff	support staff				
IB	Enterprise Ireland	Science & Technology Department	Implementing body for several measures, OP Productive Sector	12	6	1	8	3	business administration	yes	no
IB	National Roads Authority	EU/NDP Unit	Implementing body for national roads priority, OP Economic and Social Infrastructure	5	4	1	2	2	public administration	yes	no
IB	Dep. Of Agriculture, Food + RD	Rural Development Division II 3)	Implementing body for area based Rural development Initiative	20	11	2	7	11	public administration	yes	no
IB	Dep. Of Agriculture, Food + RD	Reg. Directorate + local off.4)	Implementing body for Farm waste management scheme	310	33	10	150	150	on-the-job	yes	no
IB	National Roads Authority	Standards and Control unit	Financial control unit within Implementing body	2	1		2			yes	no
ID	Department of Public Enterprise	PT CIE CA Division 6)	Implementing body for public transport measures	11	4	2	9		project management	yes	no
ID	Department of Public Enterprise	Internal Audit Unit	Implementing body for auditing public transport measures	3	1	1	2			yes	no

5.3 Systems and tools

Various systems and tools are used for the implementation of SF programmes in Ireland. It should however be noted that, due to the large number of implementing agencies and intermediate departments, no uniform ways of implementation are used. Below some of the main systems and tools are highlighted that are used to implement the Irish NDP. In particular the following systems and tools:

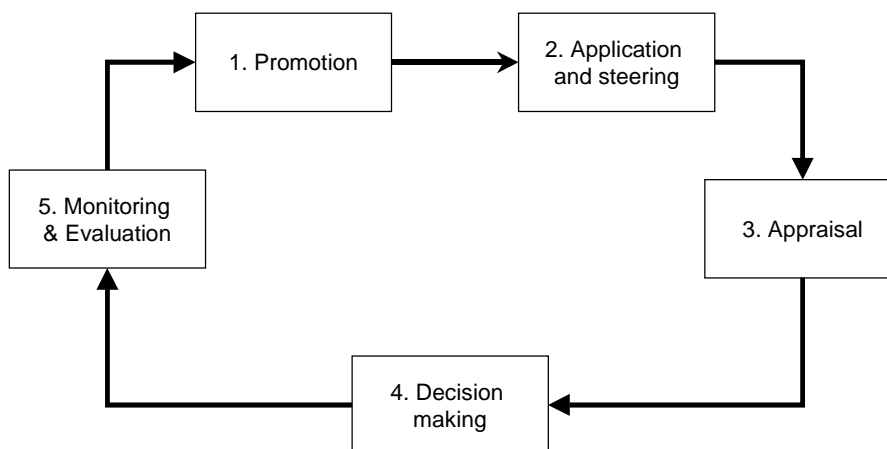
- Project cycle management and the project pipeline
- Appraisal techniques
- Decision making and project approval
- The use of IT for implementation of programmes

Project cycle management and the project pipeline

A major task when implementing programmes is to ensure that a sufficient number of good quality projects is submitted, selected and subsequently implemented during the programming period. Identifying good project ideas and developing them into good project proposals requires time and skills. With the automatic decommitment rule it has become increasingly important for programme managers to make sure that the projects that will be implemented during the programme lifetime is well known in advance. This is commonly referred to as the *project pipeline*. A project pipeline is simply a list of projects that is to be implemented throughout the lifetime of a programme. The items on the list can vary from first, vague project ideas to very concrete projects, for which a project proposal has already been prepared.

In Ireland the way in which such project pipelines are organised varies between OPs. Indeed, the character of projects themselves is a determining factor for the way in which project pipelines are established. A distinction can in particular be made between large scale infrastructure projects on the one hand and small scale SME oriented projects on the other hand

- *Large scale infrastructure projects* for example require large preparation time, involvement of many partners and large amounts of national cofinancing. For the absorption of programmes, such projects are of course very important. In Ireland therefore the main infrastructure investments to be financed from the NDP have been already included in the NDP document and the OP for Economic and Social Infrastructure, including provisions and agreements for cofinancing. In other words, the project pipeline for these type of projects is already organised as part of the consultation process during the programming stages
- *Small scale SME oriented projects* on the other hand usually need for the larger part be developed during the lifetime of a programme. A tool that is commonly used to prepare the project pipeline for these type of projects is the project cycle management circle, illustrated in the figure below.

Figure 5.3 Project cycle management and the project pipeline in Ireland

Udaras na Gaeltachta (Agency for the Development of Irish Speaking Areas), implementing agency for various measures under the CSF, is a good example of an implementing agency that uses the principles of project cycle management for organising the project pipeline. Project identification, formulation and selection are carried out in a standardised way. Tools that are used for programme implementation include in particular:

- Publication and promotion of grant opportunities in a standardised manner that specifies scheme objectives, eligibility and guidelines as to how to apply.
- The use of standard application forms that clearly set out the relevant details and information required to successfully submit project proposals. Applicants also receive guidelines for submitting project proposals so as to avoid misunderstandings, delay or possible disappointment by being rejected.
- Standardised project appraisal procedures and techniques (see below in more detail)

Appraisal techniques

Examples of project appraisal techniques that are used in Ireland include financial analysis, economic appraisal (CBA), scoring, weighting and rating (SWR) systems and environmental impact assessment.

- **Financial analysis** judges a project's commercial or financial viability. The two important components are the forecast cash flow and the return on capital invested.
- A **scoring, weighting and rating system** (SWR), is a system in which projects are scored against such criteria as additionality, weighed in relation to policy objectives, (including cultural/linguistic ones), and rated in relation to one another. A scoring system is only as good as the rationale and guidelines on which it is based. Nevertheless, when properly used, it increases objectivity and makes for more systematic procedure.

Decision making and project approval

Also regarding decision making and the formal approval of project proposals various practices exist in the Irish case. Systems and tools that are used for decision making include the availability of standard procedures and the use of standardised project templates when project proposals are submitted by the programme manager to the steering committee or board of the agency.

Information technology as a tool for programme implementation

Information technology has become of crucial importance for the successful implementation of programmes. In particular for monitoring of programme's progress the use of IT is unmissable. The IT aspects of monitoring are dealt with in more detail in the next chapter. In addition to IT for monitoring, the following uses of information technology in the SF environment can be witnessed in Ireland:

- All application forms and relevant explanatory literature are publicly available on-line for all prospective project implementers;
- Information technology is used as a tool for effective communication between intermediate departments and implementing agencies, as well as between the regional offices of the implementing agencies themselves;
- In some cases compatible management information systems (MIS) between the implementing agency and the project implementers are used, which enables the exchange of management accounts and other important data;
- The internet is used as a tool for disseminating information on new products, services and grant opportunities;
- Certain computer modelling techniques are used to assist in the appraisal of projects, in particular the larger ones;
- Information technology is also used as a management tool for managers in the implementing agencies enabling:
 - Project tracking (progress of a project from enquiry to approval)
 - Comparison of workload of staff members

The Irish experience however also suggests the use of information technology only contributes to successful programme implementation if everyone in the organisation and especially the top management are totally committed to its implementation. In particular it is important to recognise that staff must be trained and competent in its operation and the information technology infrastructure must be available throughout the country to enable it to function.

Systems and tools for reporting

Most uniformly used is the B2-form, developed by the Department of Finance, which is to be applied by all stakeholders in the cascade, from applicant to implementing body, implementing department, Management Authority and Payment Authority. Although this B2-form is being considered effective and efficient higher up in the cascade, it is often regarded as burdensome lower in the cascade. Main reason for this is the fact that

a range of question needs to be answered regarding Community policies that are often irrelevant at the project level.

6 Monitoring and evaluation

EU requirements in the field of monitoring and evaluation can be considered extensive and have increased considerably in the current programming period. Responsibilities turn around the chairing and preparing of Monitoring Committees, the full reporting cycle, building and running a monitoring system and organising various evaluations.

6.1 Structures

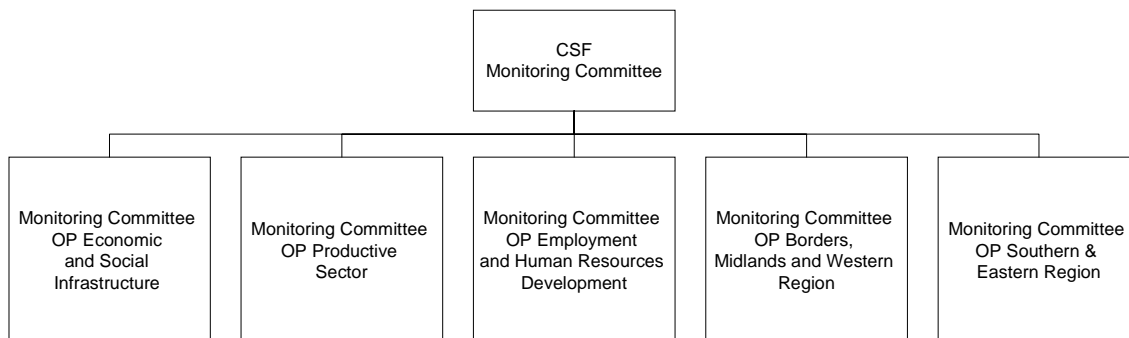
The main structures for monitoring and evaluation are:

- Monitoring committees
- Divisions within the managing authorities, intermediate departments and implementing agencies that are involved with monitoring and reporting
- Central evaluation unit and other internal evaluation units

Monitoring Committees

Under the current CSF 6 Monitoring Committees are involved with the implementation of the CSF Ireland. Each OP has one monitoring committee and in addition there is the monitoring committee for the CSF as a whole. This is illustrated in the figure below.

Figure 6.1 Monitoring Committees NDP Ireland 200-2006



Due to the reduction of OP's, and due to the installation of Regional OP's, the size of the Monitoring Committees in Ireland has increased significantly – up to 60 people. The CSF Monitoring Committee represents about 90 Members.

Monitoring units

Divisions within the managing authorities, intermediate departments and implementing agencies are involved with monitoring and reporting. In some cases these are organised as separate divisions within the department or agency, in other cases they do not work in a separate unit.

Central evaluation unit

The ex ante, mid term and ex post evaluations of the CSF and OPs are outsourced to private sector experts. In addition, internal evaluations are organised as well. The key organisation regarding the execution of internal evaluations is the CSF Central Evaluation Unit that has been established for the programming period 2000-2006. The Central evaluation unit is established within the Department of Finance. The main function of the unit is the coordination of evaluations. Currently, this unit is engaged in the outsourcing of on-going evaluations that are longitudinal and selective in character.

In addition, in the previous programming period 94-99, Ireland had a number of internal evaluation units for some OPs (i.e. OP Industry, OP Environment, OP Agriculture). The internal evaluation unit for the Industry OP provides a good example. This was a full-time independent evaluation unit, set up to carry out in-depth analyses of particular measures or groups of measures, co-financed under the Industry OP. A steering group was appointed by the monitoring committee to oversee the work of the evaluation unit. Functions of the steering group included setting up an on-going work programme for the Unit, agree with the Terms of Reference for each project, advise and give direction to the work of the evaluation unit and consider and comment upon draft reports co-funded under the OP.

6.2 Human resources

Table 6.1 Examples of staff working on monitoring and evaluation, NDP Ireland 2000-2006

Organisation	Unit	Function	Total in unit	of which SF	management ⁷⁾	functions (%)		education (%)	permanent staff (%)	staff co-financed by SF ?
						staff	support staff			
Department of Finance	Central Evaluation Unit	Co-ordinating all evaluations	2	1	1	1			no	yes
Department of Finance	IT unit	Central monitoring system	4	2	1	1	2	IT	no	yes

Evaluation

The Central evaluation unit at the Ministry of Finance is currently staffed by 2 full time, non-permanent staff members, financed from the TA budget of the CSF. Recruiting problems can be noticed here. According to the Department of Finance, qualified academics prefer to stay outside of the civil service, so that they can be linked to more lucrative external evaluation teams. According to the Department of Enterprise, Trade and Employment, qualified evaluation staff could have been retained from the ESF Evaluation Unit. This unit was disbanded by the Department of Finance, however

before the establishment of the Central evaluation unit. As a consequence, qualified staff left the civil service.

Monitoring

An important component among the staff that is involved with monitoring is IT related staff. At the level of the CSF MA IT staff has been involved in the completion of the central computerised monitoring system. Four people work in this monitoring IT unit, of which 2 have been permanently working on the completion of the SF system. Due to the booming economy, IT-staff for building and running monitoring systems has been scarce in Ireland. Yet, the current downturn in the economy – particularly hitting the well-represented high-tech sector around Dublin – is easing the recruitment of IT-staff.

Another part of the monitoring staff is involved in reporting and preparations of the monitoring committee members. The large numbers of members of monitoring committees in combination with the large packages of documents, lead to large amounts of time by support staff spent simply on copying and distributing documents. Considerable amounts of work can also arise from the follow-up of meetings, managing authority staff is in other words not only busy with preparing and chairing the bi-annual monitoring committee meetings, but also in dealing with the subsequent questions.

In relation to the monitoring committee meetings, meeting with the reporting requirements is an important task of monitoring staff. The annual implementation reports, required from the regulations, have grown into comprehensive dossiers, containing large amounts of detailed financial tables on the progress per measure and sub-measure. The half-year reports are taking almost equal amounts of time. Time-consuming for MA-staff is especially the collecting the necessary information from the intermediate bodies. In their turn, staff from the intermediate departments and implementing agencies are chasing their agents or the final beneficiaries. Additional pressure comes from the fact that errors in the computation of the tables cannot be allowed, which leads to extensive double checking. In the case of the Cohesion Fund, extensive bi-annual reporting requirements exist at the project level.

Human resources and the automatic decommitment rule

The most daunting challenge in the field of monitoring lies in the upcoming threat of the automatic decommitment rule, commonly called the n+2 rule. Article 31 of Council Regulation 1260/99 provides that “The Commission shall automatically decommit any part of a commitment which has not been settled by the payment on account, or for which it has not received an acceptable payment application by the end of the second year following the year of the commitment”. This results in the need to constantly monitor the financial progress per measure. The Department of Finance has taken a strong stance on this issue, especially so in view of the phasing-out character of the Irish programme. MA-staff mention that they need to update their tables almost every day now. Implementation of the n+2 rule proves to be contrary to the innovative nature of many measures, that have been inserted on the specific request of the Commission. Innovative projects need time to be mobilised and prepared and their time-frame is often

contrary to the n+2 rule. A concern arises that pushing the n+2 rule any further may lead to the approval of sub-optimal projects.

6.3 Systems and tools

Systems and tools used for monitoring of programme's progress vary widely between implementing agencies, intermediate department and managing authorities.

Central monitoring system

At the level of the CSF as a whole, a lot of time and effort has been put over the past years to develop a central monitoring system. This system is in principle used for the monitoring of all activities that are carried out within the framework of the NDP. This central monitoring system is now about to become operational, only quite some time after the formal approval of the NDP and the OPs, which in itself illustrates that developing and putting such a system into practical use is a time consuming burdensome task. The system will connect electronically all stakeholders in the Structural Funds system and will provide the necessary information at much greater speed and with much efficiency gains. It can be noted that the system is mostly applauded higher up in the cascade (notably at MA level). Some doubts about the efficiency gain have been raised at the level of the intermediate agencies. Issues include:

- Increased information requirements;
- A change in attitude across all stakeholders needs to be achieved in order for the system to function successfully;
- Compatibility with monitoring (IT) systems that are currently being used in various agencies and departments and the threat of different systems working in parallel;
- The fact that system has a primary focus on financial progress data.

Monitoring at the project and measure level

As stated before, systems and tools used for monitoring vary widely between implementing agencies, intermediate department and managing authorities. This is also true for project monitoring. The case of Udaras na Gaeltachta illustrates the type of systems that are used for monitoring at the project / measure level. Udaras works with a so called Client Project Information System (CPIS). It is a core-monitoring tool enabling management to:

- cover the full project cycle from enquiry to aftercare
- cover all projects, industrial, social and cultural.
- incorporate all resource inputs into a project, including finance, training, buildings, lands, etc.

Procedures include:

- Project data is inputted into the CPIS at enquiry stage and forms the base information.
- Annual employment surveys are conducted among all financially assisted companies and results are evaluated and analysed.

- An Annual Report is prepared for the managing authority, that uses this report for the preparation of the annual report at OP level.
- An after-care system targets the most important companies so that the system is always up to date with the development prospects of its clients. This is effected by insisting on client companies installing an efficient Management Information System which can act as an early warning mechanism.
- The Udaras Regional Offices have adopted Annual Workplaces which set out specific objectives in community development and other strategic programmes of local interest. Many of these programmes are monitored through Social Auditing Procedures, a process which enables an organisation to assess and demonstrate its social, community and/or environmental benefits and limitations.

In relation to the monitoring requirements, organising *evaluations* have so far been a minor task. The ex ante evaluations of the CSF and OP's were outsourced, with the exception of a review of the CSF by the Central Evaluation Unit. Currently, this unit is engaged in the outsourcing of on-going evaluations, that are longitudinal and selective in character. In 2003, the mid-term evaluations will need to be carried out. MA staff emphasise the importance of evaluations in general and the mid-term evaluation in particular, partly due to the relation that has been made with the performance bonus scheme. They stress that it is important to support the evaluation experts to the full, allowing them to have enough information for making their judgements.

Use of internet and e-mail

Managing authorities consider the possibility of sending documents to MC-members by e-mail, are by providing them access to a special web-site through a password.

7 Financial management and control

7.1 Structures

The EU regulations nowadays stress the importance of financial management & control. The first step in this direction was taken by launching the 1997 implementing arrangements, that are supposedly used retrospectively by the Commission in completing the 1994-99 period. The General Framework Regulation 1260/99 was another step in this direction, and the 438/2001 implementation regulation has imposed the latest requirements. The responsibilities in this field are shared by a large number of stakeholders in the cascade, but particular final responsibilities lie with the Managing Authority and the Paying Authority. In addition to these general responsibilities, a number of specific tasks and functions in the field of expenditure certification, verification and forecasting of expenses is expected. In order to deal with the new requirements, the Commission has demanded the separation of Managing Authorities and Paying Authorities as well as the involvement of independent auditing capacity.

It was found that financial management and control is currently the key pre-occupation of most staff within the Irish Structural Funds system. Throughout the system, major efforts have recently been made in order to deal with the new requirements. For all the Funds, Paying Authorities could be identified that have embarked on their specific responsibilities and tasks. In addition, *Internal Audit Units* had been involved for carrying out the 5% checks. Every Department in charge of running a Fund or OP has involved an Internal Audit Unit. But independent auditing capacity is required at all levels in the cascade, allowing to carry out the 5% system-based audits at each level within the cascades, independent of the bodies implementing the co-financed measures. Lower in the cascade, audits tend to be carried out by external auditors that can be appointed to perform this task.

Furthermore, *Financial Control Units* were identified in the Departments that are housing the Paying Authority. New functions have also been given to the fund-based Financial Control Units. They have the responsibility for the audit of expenditures in compliance with the Articles 10,11,12 and 14 of Regulation 438/2001. These audits will be undertaken from Paying Authority level down through the cascade to Final Recipient level.

7.2 Human Resources

The financial management & control regulations are having a significant impact on the *staffing requirements*. In addition to the Managing Authorities, over 25 staff was identified, mostly at the level of MA's, specifically working on the financial management of the Structural Funds, either within Internal Audit Units or Financial Control Units. These Internal Audit Units are usually staffed by 3 people, of which 1 FTE is related to the Structural Funds auditing. These numbers will become

considerably higher when the whole cascade is being included. The number of auditors is expected to be especially high within Implementing Departments and Agencies, of which only a few were visited. Generally, the Internal Audit Units visited are being staffed by general civil servants, that are receiving a one-year auditing training, often as part of their general career development. The Financial Control Units, however, are being staffed by accountants and other financial experts. At the moment, hiring of staff in the financial field is still on-going in several Departments, but there appear to be no particular problems in filling the vacancies.

Table 7.1 Human resources involved in financial auditing and control, NDP Ireland 2000-2006

Organisation	Unit	Function	Total in unit	of which SF	management 7)	functions (%)		education	perma- nent staff (%)	staff co- financed by SF ?
						staff	support staff			
Dpt. of Finance	ERDF/ Coh. Fund Control Unit	Overall fin. Control of ERDF/Coh.	8	4	1	4	3	finance	no	yes
Dpt. of Finance	Internal audit unit	Auditing at CSF level	3	1	1	2		finance	yes	no
Dpt. of Enterprise, Trade & Emp	Internal audit unit	Auditing	6	1	1	4	1	finance	yes	no
Dpt. of Environment	Internal Audit Section	Auditing Economic & Social Infra OP	3	1		1		finance	yes	no
Dpt. of Enterprise, Trade & Emp	Financial Control Unit	Financial Control ESF	3	3	1	2		finance		
Dpt. of Enterprise, Trade & Emp	Internal audit unit	Auditing	3	1	1	2		finance	yes	no
Dpt. of Agriculture, Food + RD	Finance Division	Financial control for EAGGF	15	0,5	1	7	7	finance	yes	
Dpt. of Agriculture, Food + RD	Internal Audit Division	Auditing of EAGGF measures	16	3	2	8	6	finance	contract	yes

Table 7.2 Human resources working at paying authority, NDP Ireland 2000-2006

Organisation	Unit	Function	Total in unit	of which SF	management 7)	functions (%)		permanent staff (%)	staff co-financed by SF ?
						staff	support staff		
Department of Finance	ERDF/Coh. Fund Paying authority	PA for ERDF/Cohesion Fund	3	3	1	2		yes	no
Dpt. of Enterprise, Trade & Emp	ESF Paying authority	PA for all ESF (incl. ROPs)	4	4		2	2	yes	no
Dpt of Agriculture, Food + RD	Structural Funds division	PA for EAGGF	7	4	2	2	3	yes	no
Dpt. of the Marine	Paying authority for FIFG	PA for FIFG	1	1					

7.3 Systems and tools

The key to effective financial management & control lies in the availability of detailed and clear *procedural manuals* and guidelines, that are widely understood and used by all stakeholders in the cascade. Throughout the Irish system, major efforts are currently being put in the preparation and elaboration of such manuals. The B2-form, mentioned above, plays a key role here as well. Procedural manuals are being prepared by the Managing Authority and the Paying Authority, but with the support of others. Financial Control Units can play a key role here, but external consultants are being hired as well.

Equally important is the *awareness raising and transparency*. In this respect, extremely high levels of transparency were witnessed among the civil servants interviewed. Mention was frequently made of practices under the previous period that are to be considerably improved. Typically in this respect is the publication of the full-colour Annual Report of the ERDF & Cohesion Fund Financial Control Unit within the Department of Finance. In this report, a full review of performance is given, including (anonymous) case-by-case reporting on the control checks completed, the findings and recommendations. This approach appears to be effective in informing stakeholders lower in the chain that the correct use of Structural Funds money is of the greatest importance.

A main incentive for the establishment and expansion of the Irish financial management and control structures may lie in the fact that Funds where irregularities are detected by the Irish administration may be reallocated to other Operations under the CSF. However, irregularities discovered by the Commission may lead to a net reduction of the EU funding involved, and therefore lost to Ireland.

8 Conclusions

Managing Authorities

- Most of the Structural Funds management is being carried out inside the administrative system. A number of specialised units are carrying out dedicated tasks dealing with financial control, evaluation, monitoring and information. The running of these units is commonly co-financed by the TA budget line, staffing through short-term contracts of up to 3 years.
- In some cases there is a close match between the structure / theme of the OP and the choice for the MA ministry. In other cases, in particular if the theme of the OP is broader than the ministerial responsibilities, the choice for the MA ministry is less clear-cut.
- The managing functions are usually concentrated in dedicated OP management units. Their main tasks are coordination of activities within other units in the managing authority and intermediate bodies. These units deal with issues such as monitoring, information and publicity, internal evaluation capacity, financial control etc.

Programming

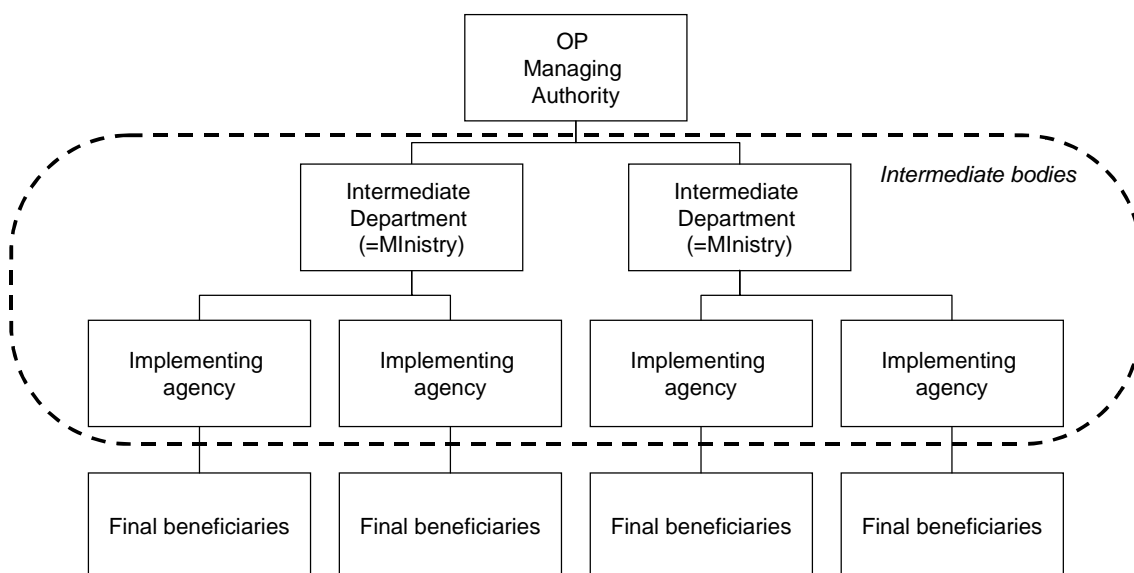
- Programming for the Structural Funds in Ireland is still quite a top-down affair and even the regional operational programmes have been drafted at departmental level.
- Drafting the OP's was not the main challenge. OP's have usually been prepared by a Principal or Assistant Principal in the Management Authority, following strategic discussions at senior government level.
- Considerably more effort was required for preparing the Programme Complements in which the implementing bodies played an important role. The Programme Complements have become much vaster documents than the OP's themselves.
- Perhaps the most difficult part of the whole programming exercise has been the development of indicators.

Implementation

- In the Irish model two types of intermediate bodies exist: intermediate departments and implementing agencies (see figure below). In practice the implementation of SF programmes in Ireland is to a large extent delegated to state agencies. the MA's are in particular involved in the implementation process by providing advice and information on EU policies and rules to the intermediate bodies, by preparing and

promoting the use of guidelines and procedures manuals, and by strict monitoring, evaluation and financial control at programme level.

- It should be noted in that respect that MA-tasks are hardly ever completely delegated to the intermediate bodies. In the end, the MA is and will always be responsible.



- Staffing requirements at implementing agencies are relatively modest in the fields of infrastructure, moderate in the case of business support and higher in human resource development.
- Due to the large number of implementing agencies and intermediate departments, no uniform ways of implementation are used. Generally speaking, systems and tools that are used in practice are:
 - Project cycle management techniques
 - Appraisal techniques
 - Decision making and project approval procedures
 - The use of IT for implementation of programmes

Monitoring

- A central monitoring information system exist is in principle used for the monitoring of all activities that are carried out within the framework of the NDP. Developing and putting such a system into practical use has been a time consuming and burdensome task. The system connects electronically all stakeholders in the Structural Funds system and will provide the necessary information at much greater speed and with much efficiency gains. The emphasis of the system is on financial data, although physical progress data are included as well.

- Evaluations are usually outsourced to the private sector.

Financial management and control

- Financial management and control is the key pre-occupation of most staff within the Irish Structural Funds system.
- The key to effective financial management & control lies in the availability of detailed and clear *procedural manuals* and guidelines, that are widely understood and used by all stakeholders in the cascade. Throughout the Irish system, major efforts are currently being put in the preparation and elaboration of such manuals. Procedural manuals are being prepared by the Managing Authority and the Paying Authority, but with the support of others.

ANNEX A2: List of interviewees

Department	Contact	OP
Department of Finance	Mr. Brian Humphreys	ERDF / Cohesion Fund
Department of Finance, EU Structural Funds Section	Mr. Jim Higgins	National Development Plan/ Community Support Framework
Enterprise Ireland	Mr. Jim Cuddy	Productive Sector OP, Measure RTDI Industry
Department of Agriculture, Food and Rural Development	Ms. Marian Byrne	EAGGF
Department of Agriculture, Food and Rural Development	Mr Kevin Lonergan, Tom Allen, Tom Arnold	EAGGF
Department of Public Enterprise (Irish Rail, Dublin Bus, and Bus Éireann)	Mr Dermot Mc Carthy, Aidan Byrne	Economic and Social Infrastructure OP, Measure Public Transport
Department of Enterprise, Trade & Employment	Mr. Dominic McBride	Productive Sector OP
Department of Enterprise, Trade & Employment	Mr. Pat Kelly	Productive Sector OP
Department of Enterprise, Trade & Employment	Ms. Clare Dunne	ESF, Employment and Human Resources OP
Department of the Marine & Natural Resources	Mr. Jim Humphreys	Economic and Social Infrastructure OP
Department of the Marine & Natural Resources	Mr. Tom Sheridan	Economic and Social Infrastructure OP
National Roads Authority	Mr Richard Evers	Economic and Social Infrastructure OP, Measure National Roads
Department of the Marine & Natural Resources	Mr. Denis Maher	FIFG
Department of Agriculture, Food and Rural Development	OnFarm Investment Division	Farm Waste Management Scheme
Department of Agriculture, Food and Rural Development	OnFarm Investment Division	Improvement of Dairy Hygiene Standards
Enterprise Ireland	Mr. Michael Leahy	Productive Sector OP, Measure RTDI Industry
Department of Education	Ms. Ann Mc Donnel	Productive Sector OP, Measure RTDI Education
Marine Institute	Ms. Elizabeth Hyland	Productive Sector OP, Measure RTDI Marine
Department of the Environment and Local Government, Water Services Section	Mr Dominic O'Brien	Economic and Social Infrastructure OP, Measure Water and Waste Water Facilities

Table Implementing Departments and Bodies of the OP Productive Sector, NDP Ireland 2000-2006

Priority	Measure	MA	ID	IB
1. RTDI	Education	DETE	Department of Education and Science	Higher Education Authority (HEA) Institutes of Technology as represented by the Council of Directors of the Institutes of Technology and Dublin Institute of Technology
	Industry	DETE		Enterprise Ireland IDA Ireland
	Infrastructure, Research Capability & Training	DETE		Science Foundation Ireland
	Agriculture	DETE	Department of Agriculture, Food & Rural Development	Teagasc
	Food	DETE	Department of Agriculture, Food & Rural Development	
	Marine	DETE	Department of the Marine & Natural Resources	Marine Institute
	Forestry	DETE		COFORD, the National Council for Forest Research and Development
	Environment	DETE	Department of the Environment and Local Government	Environmental Protection Agency (EPA)
2. Industry	Indigenous Food Sector	DETE		Enterprise Ireland/Shannon Development
		DETE	Department of Agriculture, Food & Rural Development	Enterprise Ireland, Shannon Development and Udaras na Gaeltachta.
	Seafood Processing	DETE	Dept. of Marine & Natural Resources	BIM, Udaras na Gaeltachta, Enterprise Ireland
	Film Industry	DETE		The Irish Film Board
	Gaeltacht	DETE	Department of Arts, Heritage, Gaeltacht and the Islands.	Udaras na Gaeltachta
	Foreign Direct Investment	DETE		IDA Ireland / Shannon Development
3. Marketing	Industry	DETE		An Bord Bia
	Food Sector	DETE	Dept. of Marine & Natural Resources	BIM (Irish Fisheries Board)
	Seafood	DETE	Dept. of Marine & Natural Resources	BIM (Irish Fisheries Board)
	Tourism	DETE		Bord Failte (Irish Tourist Board) and/or the proposed North/South Tourism Marketing Company
4. Sea Fisheries		DETE	Dept. of Marine & Natural Resources	BIM (Irish Fisheries Board)
5. Technical Assistance (ERDF)		DETE		

Table Implementing Departments and Bodies of the OP Economic and Social Infrastructure, NDP Ireland 2000-2006

Priority	Measure	MA	ID	IB
1. National roads		Dpt. of the Environment and Local Government Infrastructure OP Unit		National Roads Authority
2. Public transport	DTI Public Transport and Traffic Management	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of Public Enterprise Public Transport Division	CIE
	National Public Transport Services	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of Public Enterprise Public Transport Division	CIE
3. Environmental Infrastructure	Waste Water	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of the Environment and Local Government, Water Services Section, Irish Life Centre	
	Water Supply	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of the Environment and Local Government, Water Services Section, Irish Life Centre	
	Management and Rehabilitation of Infrastructure	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of the Environment and Local Government, Water Services Section, Irish Life Centre	
	Infrastructural Support for Expanded Economic Activity	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of the Environment and Local Government	
	Coastal Protection		Dpt. of the Marine and Natural Resources	
4. Sustainable energy	Energy Conservation	Dpt. of the Environment and Local Government Infrastructure OP Unit	Dpt. of Public Enterprise Kildare Street	Irish Energy Centre
	Alternative/Renewable Energy	Dpt. of the Environment and Local Government Dpt. of the Environment and Local Government	Dpt. of Public Enterprise Kildare Street	Irish Energy Centre
5. Housing		Dpt. of the Environment and Local Government	Dpt. of the Environment and Local Government, Housing Construction, Voluntary Housing Unit, Housing Division	
6. Health			Dpt. of Health and Children	Health Boards

Table Implementing Departments and Bodies of the OP Human Resources, NDP Ireland 2000-2006

Priority	Measure	MA	Intermediary bodies	IB
1. Employability	Action Programme for the Unemployed	DETE		FÁS
	National Employment Service	DETE	FAS, in co-operation with D/SCFA	
	School Completion Initiative	DETE		Department of Education and Science, icw Vocational Education Committees (VECs) and the authorities of primary and other post-primary schools involved in delivery at local level.
	Traveller Education	DETE		Department of Education & Science
	School Guidance Service	DETE		Department of Education & Science (DES) and NCGE
	Third Level Access	DETE		Department of Education and Science, icw the Higher Education Authority, Universities, Institutes of Technology and VEC's
	Schools Modern Languages	DETE		Department of Education and Science, icw VEC's and other primary and post-primary schools
	Sectoral Entry Training - Agriculture	DETE	Department of Agriculture, Food & Rural Development	Teagasc - Agriculture and Food Development Authority
	Sectoral Entry Training -Tourism School Leavers	DETE		CERT, in conjunction with the Department of Education and Science
	Sectoral Entry Training -Tourism Skills Training for Unemployed & Redundant	DETE DETE	Department of Tourism, Sport and Recreation FAS	CERT (National Agency for Tourism Training) FAS (National Training Authority)
	Apprenticeship-Education	DETE		Department of Education and Science, in conjunction with FAS and Institutes of Technology & VECs
	Apprenticeships/Traineeships-FAS	DETE		FÁS in co-operation with the Department of Education and Science and the National Apprenticeship Co-ordinating Committee
	Employment Support Services	DETE		Department of Social, Community and Family Affairs
2. Entrepreneurship	In Company Training -Enterprise Ireland	DETE		Enterprise Ireland and, in its region, Shannon Free Airport Development Company (SFADCO)
	In-Company Training -FAS	DETE		FAS (National Training Authority)
	Social Economy Programme	DETE		FAS (National Training Authority)
3. Adaptability	Lifelong Learning -General Training	DETE		FAS (National Training Authority)
	Ongoing Sectoral Training - Seafood	DETE	Department of Marine & Natural Resources	BIM (Irish Fisheries Board)
	Undergraduate Skills	DETE		Department of Education and Science, icw Higher Education Authority, in respect of the Universities, Institutes of Technology
	Training of Trainers- Primary, Post -Primary & Further Education	DETE		Department of Education and Science, icw with the Education Centres

	Quality Assurance(including Training of Trainers)	DETE		Department of Education and Science, icw Higher Education Authority, in respect of the Universities, Institutes of Technology
4. Equality	Educational Equality	DETE		Department of Education and Science
	Equal Opportunities Promotion & Monitoring - Education	DETE		Dedicated Equality Unit – D/ES Further Education MIS – D/ES icw the Vocational Education Committees (VECs) D/ES, icw Higher Education Authority, in respect of the Universities, Institutes of Technology
	Equal Opps Promotion & Monitoring - NDP	DETE		Department of Justice, Equality and Law Reform
Other measures	Education Infrastructure	DETE		Department of Education and Science
	Training Infrastructure	DETE		FAS
	Technical Assistance	DETE		DETE
	Technical Assistance- Equality Studies	DETE	Dept .of Justice, Equality and Law Reform	Equality Authority

Table Implementing Departments and Bodies of the OPs of BMW and S&E Regions, NDP Ireland 2000-2006

Priority	Measure	MA	Intermediate departments	Implementing agencies
Local infrastructure priority	Non national roads	RA	Dpt. of the Environment and Local Government, Roads Works Section	
	Rural water measure	RA	Dpt. of the Environment and Local Government, Rural Water Programme	
	Waste management measure	RA	Dpt. of the Environment and Local Government, Waste Management Section	
	Urban and village renewal measure	RA	Dpt. of the Environment and Local Government, Urban & Village Development Section	
	E/commerce and communications measure	RA	Dpt. of Public Enterprise, Communications Division	Local Authorities
	Seaports	RA	Dpt. of the Environment and Local Government, Urban & Village Development Section and Dpt. of Public Enterprise, Communications Division	
	Regional airports measure	RA	Dpt. of the Marine and Natural Resources Maritime Transport Division	
	Culture recreation and sports	RA	Dpt. of the Marine and Natural Resources Maritime Transport Division Dpt. of Arts, Heritage, Gaeltacht and the Islands, Arts Division Dpt. of Arts Heritage Gaeltacht & the Islands, National Parks & Wildlife Dpt. of Arts, Heritage, Gaeltacht and the Islands, National Monuments & Historical Properties	
				Waterways Ireland
Local enterprise priority	Tourism	RA		Bord Fáilte Éireann (BFE)
		RA		Bord Fáilte Éireann (BFE)
		RA		Bord Fáilte Éireann (BFE)
		RA	Dpt. of the Marine & Natural Resources Marine Leisure Division	
	Microenterprise	RA	Dpt. of the Marine & Natural Resources Marine Leisure Division	
		RA	Dept of Enterprise, Trade and Employment	
	Regional innovation strategies	RA	Dept of Enterprise, Trade and Employment	
		RA	Dpt. of Enterprise, Trade and Employment, Office of Science and Technology	Enterprise Ireland, Science and Innovation Division
Forestry	RA	Dpt. of Marine and Natural Resources, Forest Service		
Fishery harbours	RA	Dpt. of the Marine and Natural Resources, Sea Fisheries Admin. Division	Local Authorities/ Dpt. of the Marine and Natural Resources	
Agriculture and rural development	General structural improvement	RA	Dpt. of the Marine and Natural Resources, Aquaculture Policy Division	
		RA	Dpt. of Arts, Heritage, Gaeltacht and the Islands, Na Forbacha, Co na Gaillimhe	
		RA	Dpt. of Agriculture, Food and Rural Development: Agricultural Structures Division	
	Alternative enterprises	RA	Dpt. of Agriculture, Food and Rural Development: Pigmeat, Poultry & Meat Trade/Animal By-Products Division, Agriculture House, Kildare Street, Dublin 1	
		RA	Dpt. of Agriculture, Food and Rural Development: Tillage/Plant Health Division Dpt. of Agriculture, Food and Rural Development: Crop Production and Safety Division	

		RA	Dpt. of Agriculture, Food and Rural Development: Crop Production and Safety Division	
		RA	Dpt. of Agriculture, Food and Rural Development: Agricultural Structures Division	
		RA	Dpt. of Agriculture, Food and Rural Development: Livestock Breeding Division	
	General rural dvpt.	RA	Dpt. of Agriculture, Food and Rural Development: Rural Development Division II	
		RA		Western Development Commission
	Services for agriculture and rural dvpt.	RA		Teagasc, The Agriculture and Food Development Authority
		RA	Dpt. of Agriculture, Food and Rural Development: Rural Development Division II	
Social inclusion and childcare priority	Childcare	RA	Dpt. of Justice, Equality and Law Reform	
	Equality	RA	Dpt. of Justice, Equality and Law Reform	
	Community development and family support	RA	Dpt. of Social Community and Family Affairs, Voluntary and Community Services Section	
	Crime prevention	RA	Irish Prisons Service	
		RA	Probation & Welfare Service	
	Youth services	RA	Dpt. of Education & Science (DES), Youth Affairs Section	
		RA	Dpt. of Education & Science (DES), Youth Affairs Section	(VECs) and National Voluntary Youth Work Organisations
	Local development	RA	Dpt. of Education & Science (DES), Youth Affairs Section	An Garda Síochána
		RA	Dpt. of Tourism, Sports & Recreation	Area Development Management Ltd

*RA = Regional Assembly