

Table 1. Ireland: Summary Assessment

Phase / Institution		Institutional Strength	Effectiveness	
A. Planning	1	Fiscal rules	Good: European fiscal rules, including structural balance and debt reduction targets are broadly complied with.	Medium: Fiscal rules are highly complex, and volatile Irish GDP makes them difficult to comply with.
	2	National and sectoral planning	Medium: A wide array of national and sector strategies are published, but loosely connected to DPER's capital plan and not well costed.	Medium: Information on capital projects, costs and performance targets in the NSP/sector/SOE plans is of varying specificity and quality.
	3	Central-local coordination	Medium: Borrowing by local governments is restricted by law, but SNGs have little flexibility in their spending envelope or choice of projects.	Medium: Decisions on investments by local governments are largely formula-driven from the center, though there are consultations with central departments.
	4	Public-private partnerships	Good: PPPs are regulated by a comprehensive framework of laws and procedural guidelines, aligned with international good practice.	Medium: Overall spending on PPPs has increased considerably, as allowed by the current fiscal rules.
	5	Regulation of infrastructure companies	Good: Infrastructure markets are either open to international competition, or operate as well regulated domestic monopolies.	Good: Foreign companies account for a high market share, three-quarters of the public companies publish their financial reports
B. Allocation	6	Multi-year budgeting	Medium: Medium-term capital expenditure ceilings are in place, though medium-term forecasts are patchy, and no information of major projects is included in the budget.	Medium: Ceilings are not always adhered to, as increased revenues and fiscal space are allocated. No public reporting of lifetime project costs or benefits.
	7	Budget comprehensiveness	Good: Data on capital spending by extra-budgetary funds is limited, with EU-funded spending included in the budget, and investment by Public Corporations is well managed.	Medium: Information on PPP and SOE investments is published separately from the main budget documents.
	8	Budget unity	Good: Estimates of capital and recurrent spending are well integrated in the budget, and follow a GFS/ESA-compliant classification.	Medium: Data on spending on individual investment projects is fragmented; little information on maintenance spending.
	9	Project appraisal	Good: Economic appraisal using standard methodologies, which include risk analysis is required for all projects >€20 million. Central support provided by the Irish Government Economic and Evaluation Service (IGEES).	Good: Standard appraisal methodologies are consistently applied for major projects. Effective ongoing capacity building. Non-publication of appraisals is an issue.
	10	Project selection	Medium: DPER reviews all economic appraisals, but limited external input. Selection criteria exist, but are not unified. Pipelines exist at department/sector level.	Medium: Reviews during budgeting are cursory and not attentive to changes in project scope and cost; application of selection criteria is not transparent.
C. Implementation	11	Protection of investment	Medium: Capital outlays are appropriated annually; virements between capital and current expenditure are subject to DPER approval; carryover of up to 10 percent is allowed.	Good: Strong legal institutions ensure continuity of funding for ongoing projects, even during severe fiscal consolidation, and the virement facility is used exceptionally.
	12	Availability of funding	Good: The legal/procedural basis for cash management is comprehensive, and well aligned with international good practice.	Good: Cash forecasting and cash management are well executed across government, with timely release of funds.
	13	Transparency of execution	Medium: Open and competitive procurement in line with EU directives; monitoring largely performed at department level; no ex post audits of individual projects.	Medium: C&AG's office focused on financial rather than performance auditing; departmental monitoring works well; active monitoring at DPER level is under-developed.
	14	Project management	Good: Project management structures and guidance are well established, including rules for adjustments and fundamental review; post project review mandatory for major projects.	Medium: Fundamental review of projects is very infrequent. Non-publication of post-project reviews is not good for lesson-learning and transparency.
	15	Assets accounting	Low: A comprehensive asset survey is not carried out, but data are available for some sectors. No information on infrastructure assets in financial accounts.	Medium: Mixed ownership of state infrastructure assets leads to confusion over responsibilities, and is a major challenge to asset management. CSO compile estimates of capital stock and depreciation.