



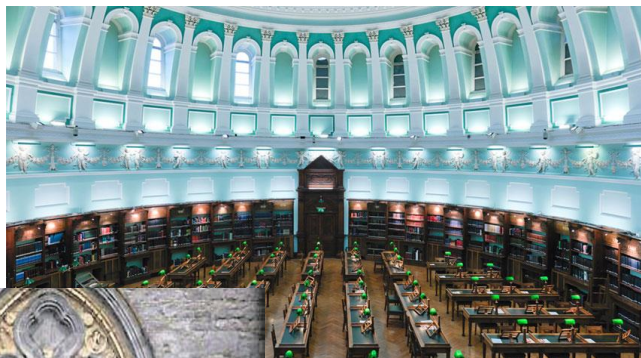
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Department of Culture,  
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# Evaluation in the Department of Culture, Heritage & the Gaeltacht

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1	John Stanislaus Joyce	Wife
2	Mary Joyce	Son
3	James Augustine Joyce	Daughter
4	Margaret Alice Joyce	Son
5	John Stanislaus Joyce	Son
6	Charles Patrick Joyce	Son
7	George Alfred Joyce	Daughter





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### **The Department of Culture, Heritage and the Gaeltacht**

**Culture** – funding for arts and culture organisations e.g. arts centres, theatres, galleries, museums, individual artists, screen production and film making.

**Heritage** – Natural Heritage e.g. National Parks and Reserves, biodiversity and ecology and built heritage, conservation of protected structures etc.

**Gaeltacht** – supporting the use of the Irish Language (Gaeilge) and promoting economic development in Irish speaking areas (Gaeltachts).

- Majority of our funding goes to State Agencies and National Cultural Institutions e.g., The Arts Council, The National Gallery of Ireland, The National Museum of Ireland, The National Library of Ireland, The National Concert Hall, The Chester Beatty Library, The Crawford Art Gallery, The Irish Museum of Modern Art, Screen Ireland, An Coimisinéir Teanga, Údarás na Gaeltachta, Ireland, Foras na Gaeilge, The Ulster-Scots Agency, The Heritage Council and Waterways Ireland .
- Also directly fund capital grants for arts centres, conservation of heritage buildings and Irish artists promoting Ireland abroad.



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### **Evaluation in DCHG - Who We Are.**

- The Evaluation Unit is based in the Department of Culture, Heritage & the Gaeltacht (DCHG) and is also part of the IGEES (Irish Government Economic and Evaluation Service).
- IGEES is a cross-Government network that places economists and policy analysts in Government Departments to offer economic and analytical support.
- Role is to ensure a focus on evidence based policy making and ensuring that interventions have clear objectives and are subject to rigorous appraisal, monitoring and evaluation.
- Ensure adherence to best practice of establishing metrics to measure outcomes in advance of expenditure.
- Allows us to demonstrate the value of the work the Department does for the public and the value for money we achieve with taxpayers money.
- Provides evidence for a strong business case for funding in budget negotiations.



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## Evaluation in DCHG –Objectives

- To provide independent analysis and evaluation services to the Department.
- Working to embed a culture of evaluation in the Department and our Agencies.
- Critical in a policy Department with dealing with somewhat intangible issues like arts and heritage and language.
- Data availability is a big challenge, limited Central Statistics Office data available, make use of administrative data and surveys. Use these to establish baselines for costs, resources, productivity etc. to examine effectiveness of existing interventions or exploring new interventions.
- Balance qualitative and quantitative approaches.
- Key focus on up-skilling Departmental colleagues and providing technical/analytical support to fill skills gaps.



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## **Evaluation in DCHG – How We Do It**

- Conduct Evaluations including:
  - Value for Money and Policy Reviews
  - Focussed Policy Assessments
  - Post-project Reviews
  - Spending Review Papers
  - Published by IGEES and/or DPER
- Provide advice and technical support for colleagues
  - Guidance on research and evaluation
  - Develop models for business units
  - Develop scoring matrix for grant schemes
  - Do training on Public Spending Code, Evaluation techniques etc.



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## Evaluation in DCHG – How We Do It

- For all Evaluations and Spending Review Papers we apply 5 Key Evaluation Questions:
  - *Rationale*
  - *Continued Relevance*
  - *Efficiency*
  - *Effectiveness*
  - *Impact*
- This is to ensure scarce resources are directed to high performing uses.
- Focus on disseminating the learnings from evaluations across the Department and our agencies.
- Ongoing monitoring of implementation of recommendations on an annual basis through our Quality Assurance Process.



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### Methodology

- Programme logic model and Spending Review Guidelines;
- Desk based research, analysis of best practice with similar policy interventions and international comparators to measure performance;
- Data collection - Survey grant recipients to assess impacts/outcomes where possible, and;
- Engage with stakeholders e.g. the Arts Council, Local authorities, grant recipients etc.

Rationale

Objectives

Inputs

Activities

Outputs

Impacts

Efficiencies  
&  
Effectiveness





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- Ensure that performance indicators are developed in advance of an intervention and that the indicators are SMART i.e.

**S**



**M**



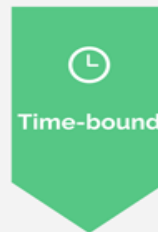
**A**



**R**



**T**





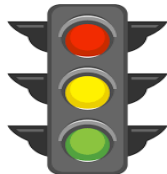
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## Review of the Heritage Council

### Rationale

Review of the implementation of the recommendations contained in the 2017 Evaluation Unit Heritage Council Policy Review. (Review of a Review!)

- Critical to track and review implementation otherwise evaluations do not have maximum impact.
- Assess progress made using a traffic light system.



**Red** = Not Implemented

**Yellow** = Partially Implemented

**Green** = Fully Implemented



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## **Review of the Heritage Council**

- The 2017 Review made a broad range of recommendations inter alia:
  - Aligning strategy with Departmental & Government policy;
  - Ensuring programme spend is properly aligned with strategy;
  - Review strategic partnerships;
  - Focus on data collection and internal evaluation/review capabilities;
  - Have clear objectives for programme expenditure with measureable outcomes.



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## **Review of the Heritage Council**

### **Methodology**

- Take a Programme Logic Model approach.
- Benchmark against grant conditions in other State Agencies and international comparators.
- Examine if the recommendations were implemented and to what degree implementation improved the efficiency and effectiveness of the Council's operations.
- Desk based research and engagement with the Heritage Council and Local Authority sector.



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## Outcome

The Heritage Council made good progress on implementation of the recommendations with:

- 80% assessed as either fully or partially implemented;
- 28% were fully implemented;
- 52% were partially implemented and;
- 20% not implemented.

Recommendations relating to Performance Management and Data Collection had the lowest level of implementation with 71% remaining to be implemented. This finding reflects a capacity constraint in the Council around its internal analytical capacity and it is recommended that they focus on developing in-house expertise to evaluate expenditure.

We track annually through our Quality Assurance Process and directly with the Heritage Council the status of implementation for those recommendations which were either not implemented or partially implemented to ensure ongoing value of the review.



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### **Key Findings for Future Evaluations**

- Recommendations made in reviews should have regard to capacity constraints within the implementing body and Department's should advise organisations on how to address those constraints. Training should be provided to agencies on their obligations under the Public Spending Code, with a focus on how to evaluate expenditure.
- The full value of evaluations can only be realised if any findings or recommendations are followed up on in a timely manner. An evaluation without appropriate implementation arrangements will have limited value in the long-term. D/CHG finds the annual Quality Assurance Process to be a very useful tool to monitor implementation of recommendations on an annual basis thereby reinforcing the value of evaluations and ensuring high levels of compliance.



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### **Key Findings for Future Evaluations**

- Monitoring of recommendations should be dynamic and provide for the fact that some recommendations may cease to be valid over time. Assessing the continued relevance of recommendations is necessary to avoid implementation for implementations sake. This could be done through the annual Performance Delivery Agreement process in place with the agencies, providing a mechanism to ensure compliance and a forum to discuss the continued relevance of individual findings.
- Timelines for the implementation of recommendations arising from evaluations should be set out in reviews to ensure a high rate of compliance.



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## **ACCESS scheme Evaluation**

- **Arts and Culture Capital Enhancement Support Scheme.**
- Provided €42m in grant assistance to develop arts and culture facilities nationwide.
- Scheme intended to address market failures arising in the provision of arts facilities.
- The scheme was a major element in the Government's regional arts strategy.
- Objective was to increase access to and participation in the arts.





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### **Rationale for paper selection**

- PSC requirement to undertake post project reviews.
- Increased capital allocation under Project Ireland 2040 - €0.725bn.
- Rationale, Efficiency and Effectiveness of the scheme.
- To inform the development of evidence based cultural capital policy and grant schemes.
- Can conclusions be drawn which will be applicable to the National Development Plan projects?

### **Methodology**

- Reviewed the rationale, selection process, grant management, project completion, and impacts.
- Employed a variety of methods; comparative literature review, surveys, stakeholder interviews.

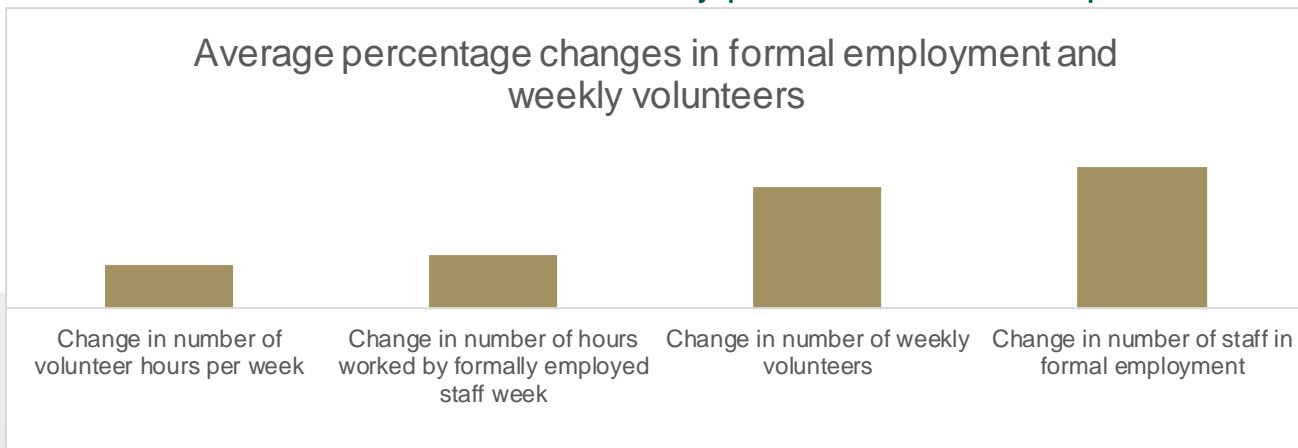


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**Survey A:** Completed Projects – provided perspective on the success of the scheme in achieving its policy objectives.

**Survey B:** Ongoing Projects – provided insights into why some projects had been delayed.

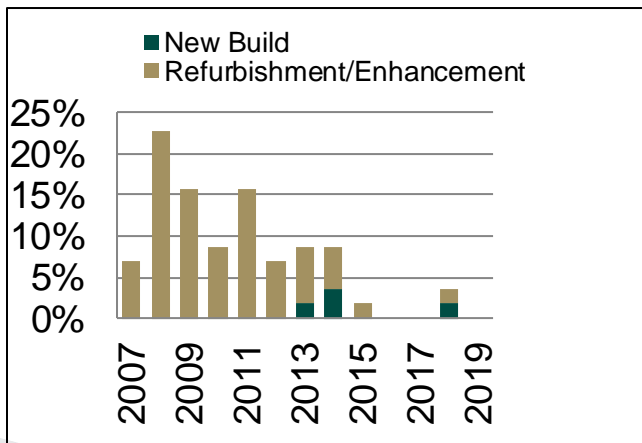
Both survey's provided valuable insight into the effectiveness and efficiency of the scheme, which could not be gleaned from the administrative data which only provided data on completions and costs.



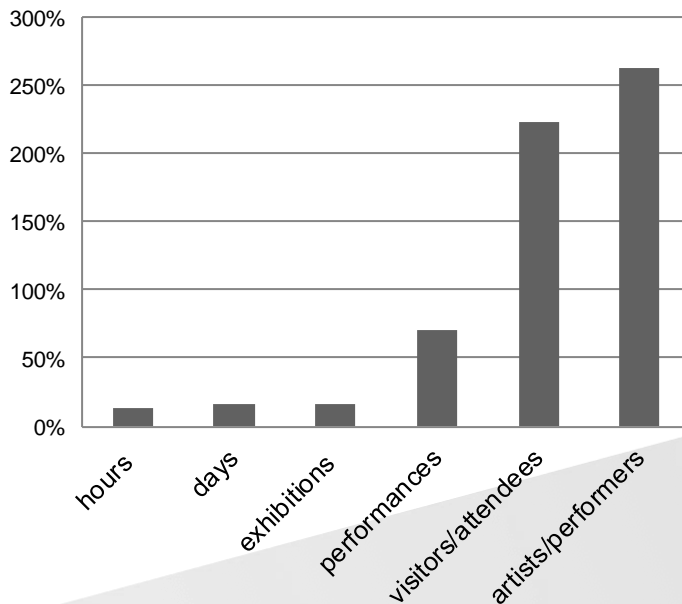


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## Survey Results

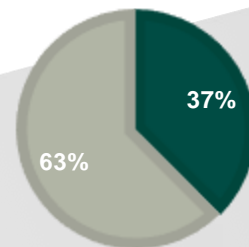


## Average percentage increase in...



Is your organisation's current level of funding sufficient for it to make full use of the facility funded by ACCESS II?

■ Yes ■ No





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## Recommendations

- Policy objectives need to be measurable, and used to establish success criteria.
- Data collection needs to be further developed in order for performance metrics to be improved.
- There should be more oversight of project management for high-value grants.
- Staff involved in grant management need training on Public Spending Code obligations.



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## Summary

- We have found being part of IGEES has brought greater acceptance from Departmental colleagues and agencies when doing reviews.
- Use the evaluations to reinforce value for money and evidence based decisions when developing policy.
- Have produced a number of reports which colleagues in the Department can use when to ensure best practice when developing new interventions.
- Have up skilled staff on technical analysis through training and offering bespoke advice.
- Have reinforced the value of ongoing monitoring of the implementation of recommendations to leverage full value of our evaluations.



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# Thank You!