The Public Spending Code
B06. Appraisal and Planning
Appraising Current Expenditure

CENTRAL EXPENDITURE EVALUATION UNIT
LÁRAONAD MEASTÓIREACHTA CAITEACHAIS

Document Update Log

Document Summary:

The Public Spending Code extends the requirement for expenditure appraisal to current as well as capital expenditure. While section B.01 sets out the standard appraisal steps which apply to public expenditure both current and capital, this section of the Code provides more detail on specific *ex ante* requirements before new current expenditure projects/programmes are undertaken or sanctioned. The new obligations are:

(a) Preparation of a detailed Business Case incorporating a financial and economic appraisal for consideration by the relevant vote section of D/PER, assisted by the CEEU as appropriate.

(b) Resubmission of Business Cases in order to address any issues identified by D/PER

(c) Provision for a 'sunset clause', after which the expenditure scheme will be reviewed and discontinued unless it can be demonstrated to meet VFM criteria.

(d) Fixed cash limits for demand-led schemes.

(e) Pilot implementation of new proposals required before final approval, where feasible

(f) "Evaluation-proofing" of all Business Cases and related Memoranda for Government.

These obligations apply to new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m. In particular, the current appraisal provisions apply to:

(i) New grant/subsidy schemes

(ii) Extension, renewal or re-orientation of existing programmes/schemes

(iii) New delivery mechanisms for existing services

(iv) New public services

(v) New State bodies or amalgamations of State Bodies

(vi) Measures deriving from broad cross sectoral or framework policy initiatives

This section also sets out some items of good practice to ensure appraisal of current expenditure is robust and an overview of required content for a Business Case. Additional guidance will be developed in line with the evolving nature of the Public Spending Code.

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1 Introduction

Prior to the formulation of the Public Spending Code, project/programme appraisal requirements only formally applied to capital expenditure. There were no specific published rules and guidelines regarding new *current* spending proposals, and the procedures for assessing such proposals were devised on a case-by-case basis. Although Regulatory Impact Assessment (RIA) Guidelines (2009) impose certain appraisal requirements when a new regulation is proposed, these generally only cover instances of new current expenditure involving a regulation and are not designed to cover all types of current spending. This section of the Public Spending Code puts the procedures for assessing and appraising current expenditure on a standardised basis.

The appraisal rules have been designed to address, in particular, a number of shortcomings that can commonly arise in the case of new current spending proposals. These include:

- Poor objective setting
- Poor appraisal and planning
- Inadequate estimation of demand and take-up by clients
- Underestimation of the full costs of implementation
- Lack of sufficient piloting and testing
- Inadequate risk assessment
- Little effort made to design appropriate management information arrangements e.g. data collection streams to support ongoing monitoring and review.

The Public Accounts Committee (PAC) of Dáil Éireann has also recommended that new initiatives should be underpinned by Business Cases and cost benefit analysis[1].

This section explains the scope of the new requirements and outlines the specific obligations for Departments and Agencies that are developing current expenditure proposals. It also outlines critical success factors for best practice in appraising current expenditure. It includes an appendix which highlights the main high level components required for a Business Case submission.

[1] Dáil Éireann Committee of Public Accounts Final Report on: Appropriation Accounts 2008 & 2009; Annual Reports of the Comptroller and Auditor General 2008 & 2009; and Special Reports of the C&AG (Hearings of the Committee in the period July 2009 to January 2011), July 2011

2 Distinction between current and capital expenditure

A differentiation is made between capital and current spending in accounting for public expenditure. Capital spending generally involves the creation of an asset where benefits accrue to the public over time e.g. a road, a rail line, a school or a hospital. Public funds are allocated to time-bound projects where substantial once-off costs are incurred in earlier time periods with investment on land acquisition, construction materials and human capital. The targeted benefits usually arise in future time periods once initial investment is completed. However, current expenditure involves day to day expenditure and typically includes spending on:

- Salaries of public servants involved in delivering public services
- Non-pay costs such as materials (drugs, teaching materials etc) and administrative overheads as well as other commercially procured products and services
- Income supports for targeted groups
- Grant payments to achieve specific economic and/or social objectives
- Payments for services carried out by professionals (e.g. training etc) or other business sectors.

The cost profile for current spending proposals also tends to be more evenly distributed over time. In some cases, the benefits of current expenditure materialise directly as expenditure is incurred (e.g. income supports such as social protection schemes) but in other cases, positive outcomes arise over longer time horizons (e.g. early childhood intervention schemes).

It should be noted that programmes and projects often have both current and capital characteristics. In addition, capital expenditure projects generally include current costs such as operating and maintenance costs which are subject to the same appraisal requirements as the upfront investment costs. The majority of the general provisions in the Public Spending Code as set out at sections A and B are equally applicable to current and capital expenditure.

Analysts carrying out current expenditure appraisals will generally be required to devote more attention to the following issues:

- Costing staff time including pay overheads such as employers PRSI and pensions (usually existing internal Departmental/agency staff or new staff)
- Difficult to measure personal and programme outcomes and wider effectiveness indicators
- Administrative costs of services e.g. management costs, non pay costs such as IT
- Costing different methods of delivery including external sourcing.

It is beyond the scope of this section to set out all the detailed current expenditure appraisal issues for different project types across different sectors. The appraisal requirements can vary significantly from area to area, and the precise approach often needs to be customised to suit the type of spending under consideration. Each Department should draw up its own guidelines for the conduct of appraisal of new current expenditure programmes/schemes. Proposed guidance may be submitted to the CEEU for consultation purposes. The advice of the CEEU can be sought at the outset of the current appraisal process to discuss best practice. In particular, it may be difficult to quantify and monetise outcomes. Targeted outcomes may be influenced by many causal factors and isolating the specific impacts of one causal factor can be a technical and complex task, particularly if the quantum of programme expenditure is small relative to the overall scale of other expenditure interventions in the policy area.

3 Scope

This section describes the scenarios where the new current expenditure guidelines apply. The appraisal guidelines apply to the main activities involved in the appraisal stage of the project/programmne lifecycle as summarised below:

1) Identify proposal
2) Preliminary appraisal
3) Detailed appraisal
4) Finalisation of business case
5) Planning and design
6) Pilot Implementation

As with capital projects, some of the elements of the appraisal activities necessarily overlap with the planning and design stage (e.g. piloting). Further detail on the stages is set out on page 13.

Departments and agencies will be required to appraise the options for new current expenditure proposals before a determination is made that the proposal is approved in principle and should move on to the planning stage.

The obligations and guidance for current expenditure appraisal apply to proposals which involve a total budget of at least €20m or more for the duration of the programme and an annual expenditure of at least

€5m. Some indicative examples of the scope of current spending proposals covered by the new obligations are set out below in sections 3.1 to 3.6.

3.1 New grant/subsidy schemes

It may be proposed to introduce a new grant scheme[2] or subsidy to achieve specific objectives for particular sectors of the economy or to promote social development. Grant schemes may be provided by Government Departments or Agencies and typically include grants to the agricultural, arts, energy, sports and enterprise sectors. Grants are also paid to third sector or voluntary bodies to achieve a range of social objectives

Some examples of new grant schemes launched in recent years include:

- Suckler Welfare Scheme (Department of Agriculture, Food and the Marine)
- Employment Subsidy Scheme (Enterprise Ireland)
- Language Support Schemes (Arts, Culture and the Gaeltacht

The new current appraisal obligations apply to new grant schemes introduced across all Government Departments and Agencies.

3.2 Extension, renewal or re-orientation of existing schemes

In some cases, existing spending schemes may terminate because schemes are time-bound or because scheduled payments to beneficiaries have finished. It is common for Departments and Agencies to develop proposals to either extend schemes or develop successor schemes with similar objectives. In both these instances, the new appraisal obligations are deemed to apply. The appraisal obligations apply even if the change to the scheme does not involve any significant additional spending relative to the pre-existing scheme i.e. a rigorous appraisal of the entire scheme must be carried out as if it were being implemented for the first time. An evaluation of an existing scheme (whether by way of VFM & Policy Review or FPA) may also act as valuable inputs to this appraisal as well as any other evidence based policy outputs.

[2] This should not be confused with grant-in-aid payments which are payments to State agencies, public and voluntary bodies to cover running costs or payments to a specific public or private agency to cover the cost of a particular activity carried out by that body (Requirements for Grants and Grants-in-Aid, Circular 17/2010, Department of Public Expenditure and Reform)

3.3 New delivery mechanisms for existing services

New spending proposals may also involve a major change in delivery mechanisms to achieve more cost-effective delivery of the same objectives for a programme or project. For example, a buy vs. lease decision to address housing objectives could involve the design of new mechanisms to meet housing needs for eligible claimants but the long term objectives for the intervention may not change. Another example could involve a change in the administration of services such as individualised budgeting instead of block grant allocation for social care programmes. There are also instances where public services or administrative functions could be delivered using a shared service model or external sourcing. In these cases, there should also be a strong focus on a financial analysis and an Exchequer cashflow analysis including, in particular, an assessment of administrative savings.

3.4 New public services

Merit goods such as healthcare, social and educational services may be introduced to achieve Programme for Government objectives. These are often delivered by professional frontline staff. These services are also subject to the new appraisal requirements. Quantifying the targeted outputs to be delivered and designing appropriate measures of outcomes are important tasks to be addressed in the appraisal of these services.

When considering the delivery mechanism for all new services the option of external sourcing must be considered.

3.5 New State bodies

The creation of a new agency or public body also requires adherence to the new appraisal obligations. This also applies to proposed amalgamations of existing public bodies. In this case, an important element of the appraisal efforts should be the Exchequer cash flow analysis or financial analysis which illustrates the potential savings from amalgamations.

3.6 National/cross sectoral policy programmes and frameworks

Broad policy frameworks or cross sectoral policy initiatives may be formulated by lead Departments e.g. the Framework for Sustainable Development. These strategic documents generally set out broad principles and aims for a given policy area (s). However, inclusion of measures at a strategic level in these frameworks does not obviate the requirement for proper appraisal of specific current and capital spending proposals arising from high level policy aims. The Department proposing specific measures should apply the Public Spending Code appraisal requirements as approval of broad policy frameworks does not confer automatic approval of the specific actions, schemes or programmes which result from these frameworks.

In general, the obligations for appraising new current expenditure proposals do not apply automatically to the broad range of existing current expenditure schemes i.e. it is not intended that all existing programmes must be appraised each year as this would be highly resource-intensive and the VFMPR/FPA arrangements set out at section C apply instead to ongoing expenditure. Similarly, it is not intended that these arrangements for appraisal of new current expenditure apply to routine administrative budgets already in place as the focus is on new programme expenditure. However, as pointed out at section 3.2 above, any proposed extension, renewal or re-orientation of existing schemes should be informed by expenditure appraisals.

If it is uncertain as to whether or not the new arrangements apply to a spending proposal, line Departments should consult the relevant vote section in D/PER and the CEEU. In general, the approach should be taken that even if there is some doubt as to whether expenditure is new or not, it is more than likely that the area of spend would benefit from appraisal and evaluation.

4 Obligations/Rules

The specific obligations for current spending appraisals are set out below.

4.1 Business Case

Line Departments are required to submit a Business Case (see Appendix A of this section for overview guidance on the contents of a Business Case) for current expenditure proposals with total expenditure over the duration of the programme/scheme of at least €20m and a minimum annual expenditure of €5m to the relevant Vote section in DF/PER. The vote section may send the Business Case to the CEEU for formal technical review to determine compliance with the Public Spending Code. The CEEU may publish this assessment. The economic and financial appraisals are key components of the Business Case document.

Re-submission will generally be required by the Vote section in any case where an appraisal requires further work and the Business Case document will required to be developed through as many iterations as are necessary to address the relevant appraisal issues.

It is important that preparation of Business Cases begin at early stage to be consistent with budgetary timetables. Ideally, work on a new spending proposal should commence 9 to 10 months prior to the core period of the estimates cycle i.e. a business case for a spending proposal intended to begin in 2013 should be initiated in quarter 4 2011.

A multi criteria analysis should be carried out at minimum for new current expenditure proposals between €5m and €20m. Projects costing between €0.5m and €5m should be subject to a single appraisal incorporating elements of a preliminary and detailed appraisal. The scale of appraisal should be commensurate with the level of expenditure proposed (see also document B03).

4.2 Sunset clauses

All new proposals should contain specific dates for the application of "sunset clauses". The sunset clause is the specification of a fixed date by which spending the programme or project will terminate, unless the value for money of the programme can be demonstrated on foot of a rigorous review. Even for schemes where spending is expected to continue for a significant period of time (e.g. merit goods involving human services), a sunset clause should still be applied to facilitate a review of the merits of the scheme taking into account effectiveness to date and changes in the external environment. Sunset clauses are of particular importance for new grant schemes and new agencies.

4.3 Cash limits for demand led spending proposals

In keeping with the multi annual expenditure framework reforms, any new demand-led spending proposals should incorporate strict cash limits[3]. This is so that unexpected or unanticipated rises in demand do not automatically pre-empt other uses for scarce resources, whether in that Department/Agency or elsewhere. Cash limits are also a necessary feature of modern expenditure management in the context of fixed multi-annual expenditure ceilings in each departmental area.

If eligibility or qualifying criteria is the mechanism used for selection then the scheme should have a cash or other volume limit. A queuing system may be appropriate to determine the distribution of the fixed

[3] See also part 10 of section C3 in the Public Financial Procedures, 2008

allocation among competing applicants. In general, commitments should be managed to avoid the risk of incurring expenditure that is significantly in excess of what is intended or budgeted.

The cash limits for demand led spending proposals do not apply to some social protection schemes where expenditure is driven by demographics or macro-economic issues and where competing applicants is not appropriate e.g. unemployment related payments.

4.4 Evaluation proofing

New spending proposals proposed in Business Cases should include a detailed plan for evaluation and monitoring. The plan should specify the data to be collected and the methods for gathering the data. It should also include the following:

- Articulation of the programme logic model which outlines the contribution of all relevant factors to the objective of the intervention and sets out the linkages between objectives, inputs, activities, outputs and outcomes
- Specific measures to set up systematic data collection and data collection streams to support reporting of performance indicators for monitoring , performance budgeting purposes[4] and evaluation (VFM's and FPA's)
- Specific evaluation techniques proposed to track outcomes including plans regarding the design of control/comparison groups where feasible (i.e. experimental evaluations) e.g. surveys, focus groups, statistical analyses, longitudinal studies, phased introduction, before and after studies
- Schedule of pilot studies and evaluations as well as an identification of who will carry these out

The feasibility of assessing outcomes can vary from programme to programme and monetising outcomes can be difficult. However, at minimum, it should be possible to quantify the types of outcomes targeted.

4.5 Pilot exercises

In principle and as general rule, no new programme / scheme can be introduced without a pilot. Final approval for full implementation of a scheme should not be granted until the pilot has been completed, formally evaluated and submitted for approval to the vote section in the Department of Public Expenditure and Reform. The piloting exercise will enable testing of different variants of the policy

[4] Performance budgeting information is set out in the Revised Estimates for Public Services volume published annually by the Department of Public Expenditure and Reform

proposal, will highlight potential drawbacks and generate data about outcomes. However, pilot schemes may not be feasible for each new spending proposal and exceptions to this rule may be considered where issues of equity, feasibility or proportionality of expenditure arise. The Business Case should include a section on piloting. In this section, the proposing Department/Agency would set out the planned arrangements for piloting or provide a justification as to why piloting is not feasible.

4.6 Approvals

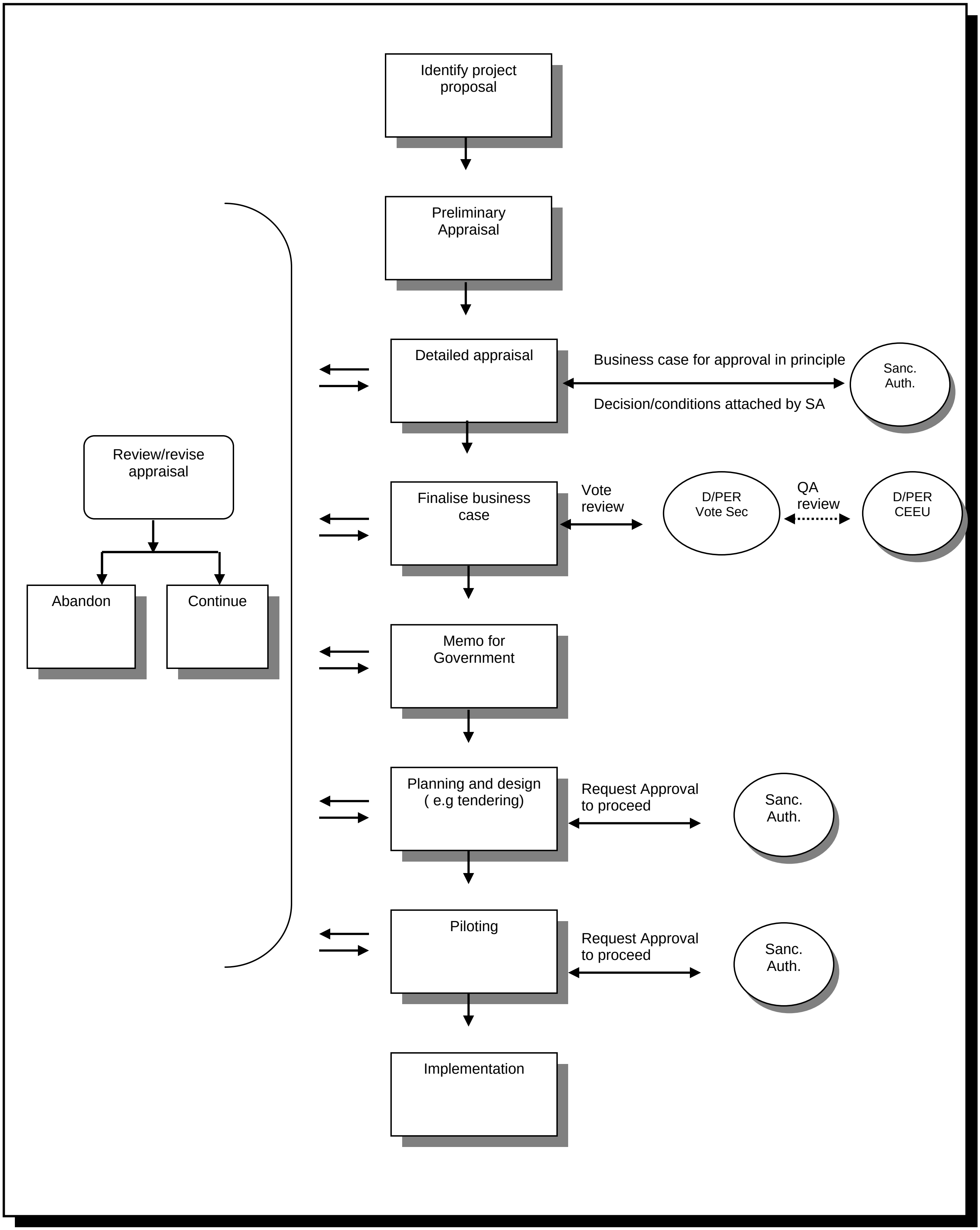
A similar sequencing of approvals by the sanctioning authority is required for current expenditure as is required for capital expenditure. Figure 1 (page 12) shows the main stages in the appraisal process for current expenditure proposals, illustrates when approval by the sanctioning authority is typically required and also when the appraisal should be revised in light of new information or conditions attached to approvals and assessments. The main triggers for a review/revision of the appraisal are when:

- The sanctioning authority approves the proposal in principle and includes conditions or changes in scope
- The Department of Public Expenditure and Reform provides feedback on technical aspects of the appraisal
- Changes arise as a result of a Government decision
- Additional and more detailed information is gathered during planning and design
- More detailed appraisal information emerges from the piloting process

In practice, appraisal is an iterative process with the analysis undergoing continuous updating as new information emerges.

There are a number of differences in the stages for capital expenditure projects and current spending. For example, a capital project will generally involve tendering for goods and services provided by the private sector. This is generally considered to be part of the planning and design stage because a decision for approval is required after tender prices become available and the project may still be abandoned. However, for a current spending proposal, there may not always be tendering as a scheme or programme may be delivered using internal resources only. This does not obviate the need for a revision of the appraisal and seeking approval based on up to date planning and design information at key stages of the decision cycle.

Figure 1 Illustrative Stages and approvals required for current expenditure appraisal



5 Key success factors for high quality appraisal

A review of the core principles which apply equally to current and capital spending proposals is an important starting point in appraising current expenditure. below: (see also overview of VFM framework for more detail). It can be resource intensive to carry out a rigorous appraisal. However, a properly conducted appraisal will ensure better decision making and greater allocative efficiency. This section outlines some high level success factors for carrying out a robust appraisal. The resources and practical guidance in relation to appraisal on the Public Spending Code website will be subject to ongoing development in line with the requirements of users.

5.1 Key components of the appraisal

As with the appraisal of capital projects, there will be significant overlap between the appraisal and planning/design stages. However, a certain amount of planning/design information will be required to carry out a proper appraisal in the first instance e.g. eligibility conditions and related demand.

The appraisal should incorporate an appraisal of the merits of the proposal (i.e. an economic appraisal such as a CBA) and also a separate financial analysis.

In general, the Business Case should incorporate both economic and financial appraisal. The economic appraisal (e.g. CBA or CEA) should be presented to demonstrate the merits of the scheme. As part of the overall appraisal, a separate financial appraisal should also be carried out. In most cases, the financial flows will be included in the economic appraisal. The financial appraisal will generally also incorporate an Exchequer cashflow analysis, a note on budgetary impact (i.e. consistency with multi annual expenditure ceilings) and a note on the sources of funds. In certain narrow circumstances, economic appraisal may be less relevant for certain types of spending proposals where the costs and benefits relate solely to elements of the Exchequer. This is the case where the proposal involves a redesign of a scheme/programme to achieve the same objective but at a lower cost to the Exchequer, an agency amalgamation which aims to generate efficiencies, a shared services decision or an external sourcing decision. Where an economic appraisal has not been carried out, the justification for this decision must be clearly set out in the Business Case.

5.2 Good practice checklist

Box 1 overleaf highlights some high level issues to consider to ensure a robust appraisal of new current expenditure proposals.

Box 1 Critical success factors for current expenditure appraisal

Objectives

- Proposals should pay particular attention to the specific articulation of quantifiable objectives.
- Due account should be taken of other Government programmes with similar objectives to avoid duplication and to ensure a whole of Government approach
- The team involved in compiling the appraisal should complete the programme logic model to illustrate the links between objectives, inputs, activities, outputs and outcomes
- Appraisals should pay particular attention to the intended clients of schemes, relevant demographic characteristics (location, income, household composition etc) and the predicted level of take up. Likely demand should be linked to anticipated funding levels and eligibility considerations.
- Demand estimation should be based on empirical research.
- Appraisals should clearly consider the impacts (costs etc) on other Departments arising from spending proposals. Any potential overlaps or duplication with other schemes/tax expenditures should be identified.
- Distributional/equity concerns i.e. is the programme/scheme targeted at those with most need

Options appraisal

- Appraisal of spending proposals should incorporate a detailed options appraisal to ensure decisions are fully informed. Realistic options can include operational implementation options, private sector alternatives, varying scale solutions or alternative types of economic intervention (subsidies, taxes, regulations etc). The do-nothing or do-minimum options should always be considered.
- For new services external sourcing must be considered as one of the possible delivery mechanisms.
- The costs and benefits of each option should be appraised and not just the favoured option.

Quantification of costs and benefits

- Detailed research should be carried out in order to quantify the costs and benefits of the spending proposal under consideration using primary sources where possible. This is subject to the principle of proportionality.
- Appraisals should incorporate address deadweight (e.g. eligibility conditions, rates of subsidy/grant and duration of programmes/schemes), displacement and additionality issues Evaluation methods should be designed to ensure these can be measured in future evaluations.
- Include opportunity cost of internal staff re-assigned to administer and manage new schemes
- Cost recovery issues and/or financial contributions from programme participants (these should feature in the financial analysis)
- The pattern and timing of programme/scheme take up is critical for planning/design purposes, particularly given the importance of adhering to multi annual spending ceilings
- In the event that private, community or third sector organisations are involved in programme delivery, the forthcoming supplementary guidance for this sector should be taken into account

Reporting

- The final iteration of the business case, including the appraisal, should be completed before piloting and implementation.

5.3 Analytical Techniques

The Business Case for new current spending proposals should include a financial and economic appraisal. The key appraisal techniques which should be applied include:

- CBA
- Exchequer cashflow analysis
- Multi criteria analysis (MCA)

More detail on the specific application of these techniques are set out in section D of the Public Spending Code. This section of the website is subject to ongoing development. In particular, CBA is the main economic appraisal technique required by the Public Spending Code. In circumstances, where CBA is not appropriate due to the difficulty in monetising outcomes, CEA may be considered.

Given that the outcomes of some current spending proposals may be difficult to monetise, MCA can also be an additional, useful tool to rank competing options according to different criteria. This does not mean that no attempt should be made to monetise outcomes but targeted outcomes can also be expressed in performance indicator terms and the expected effectiveness of options can be ranked accordingly. Examples of such outcome measures include:

- Unit cost per job created (enterprise sector)
- State subsidy per subscriber (national broadband scheme)
- Annual energy savings over baseline levels (energy schemes)

If all outcomes cannot be fully monetised, the qualitative assessment should always be carried out in a structured way.

5.4 Revising the appraisal

Unlike a capital project, tendering may not always play a significant role in the delivery of many current expenditure programmes/schemes. This does not detract from the requirement to revise the CBA at key decision points. The appraisal for a current expenditure programme/scheme should be reviewed and potentially revised at key decision points (see Figure 1, p.13)

Appraisals should always be revised if the scope of the proposal changes or there is a significant lapse in time between the initial appraisal and the approval decision.

5.5 Practical steps to ensure a high quality appraisal

In order to carry out a successful appraisal, there should be a systematic approach to generate the analytical outputs required. Box 2 below summarises the steps which should be taken to ensure a high quality appraisal.

Box 2 Best practice in carrying out an appraisal

1. Planning

- o Check PS Code guidance
- o Assign sufficient resources
- o Devise methodology and data required
- o Consult e.g. PSEN, CEEU

2. Gather evidence

- o Use previous evaluations
- o Primary data gathering
- o Empirical research
- o Substantiate costs and benefits

3. Consult

- o Use the Evaluation network
- o Use internal skilled resources to challenge analysis
- o Check with CEEU
- o Peer review

4. Iterate

- o Rework analysis to test for risk and accuracy
- o Ongoing improvement
- o Update for new data
- o Revise for D/PER feedback

Appendix A High Level Guidance on Business Cases

The Business Case is the formal submission presenting the spending proposal that Departments make internally to senior management as well as to the Department of Public Expenditure and Reform. It becomes the key document of record and integrates all the various elements required to support a decision on the merits of a proposal. The Business Case should incorporate the following key elements:

- Objectives
- Scope
- Feasibility
- Options Appraisal
  - Economic
  - Financial
  - Risk analysis
- Planning and design issues
- Evaluation plan
- Recommendation

The Business Case should be prepared by the sponsoring agency. It is important that there is input from staff resources with experience of economic analysis and evaluation to underpin the quality of analysis carried out.

While the Business Case will contain some planning and design information, it will not be possible to include all planning and design related details until the proposal has proceeded to this stage. Nonetheless, a certain amount of planning and design information is required to carry out the appraisal. For example, the eligibility conditions and rate of subvention are important design considerations for a new grant scheme.

Box A1 High level Outline of Business Case requirements

Nr	Item	Detail
1	Objectives	➢ Definition of the policy proposal and its objectives ➢ Economic rationale for the proposal ➢ Programme logic model showing linkages between inputs, outputs and outcomes
2	Scope	➢ Duration of spending proposal (including identification of sunset clause) ➢ Departments affected ➢ Number of clients
3	Feasibility	➢ Constraints ➢ Administrative feasibility ➢ Previous experience
4	Options Appraisal	
4a	*Economic appraisal*	➢ Options appraisal (including justification of options) ➢ Core assumptions ➢ Decision criteria ➢ Limitations
4b	*Financial*	➢ Exchequer cashflow analysis ➢ Affordability analysis (MTEF) ➢ Analysis of sources of funding
4c	*Risk analysis*	➢ Identification of risks ➢ Sensitivity and scenario analysis ➢ Risk mitigation strategy
5	Planning and design issues	➢ Scheme design i.e. eligibility, payment rates ➢ Administrative issues e.g. IT, staffing, ➢ Roles, responsibilities and reporting ➢ Project implementation plan ➢ Procurement issues e.g. outsourcing ➢ Cross cutting issues
6	Evaluation plan and proofing	➢ Pilot arrangements ➢ Performance measurement framework o Data collection streams o Indicators o Techniques to measure outcomes ➢ Proposed monitoring/evaluation arrangements ➢ Schedule of evaluations
7	Recommendation	➢ Key results from appraisals ➢ Qualitative issues
8	Appendices	➢ Assumptions, parameters, input values ➢ Detailed methodology