



CENTRAL EXPENDITURE EVALUATION UNIT  
LÁRAONAD MEASTÓIREACHTA CAITEACHAIS

## Comprehensive Review of Expenditure 2011

### CEEU Cross-Cutting Paper No.2

#### Enterprise Supports

**Summary Overview:** There are multiple agencies involved in delivering enterprise supports in Ireland, spanning a number of Departments. While subtle differences do exist which distinguish them from one another, they all share broadly similar objectives. The ongoing rationale / continued relevance for providing enterprise supports is clear, however the means of achieving this i.e. multiple state agencies, with their accompanying structures and overheads, carrying out activities with broadly similar objectives, is less apparent. The paper recommends:

- *a simpler, clearer institutional landscape focused on Enterprise Ireland (domestic enterprise) and IDA (foreign direct investment);* provided that the new arrangements do not hinder the agencies capacity to carry out their core activities or result in bloating existing structures and staffing;
- *with rationalisation / closure of other bodies;* including City and County Enterprise Boards, Shannon Development, BIM and Western Development Commission; and
- *a closer focus upon performance and delivery of results with scarce resources.*

### 1. Background

The paper outlines the various agencies involved in delivering enterprise supports in Ireland and the funding models in use. These agencies span a number of Departments. Some of the agencies are involved in direct aid to industries while others are involved in promoting an industry sector. Some are involved in supporting micro enterprises and others in supporting larger enterprises. Most of the agencies are involved in job creation and sustaining existing jobs. While some of these agencies have particular regional or local focus in their delivery.

The Department of Jobs, Enterprise and Innovation (D/JE&I) has the lead role in policy making in enterprise and consequently enterprise supports in Ireland. This is led by the

Enterprise and Trade Division within D/IE&I and implemented by a range of different agencies. The main agencies are as follows:

Department of Jobs, Enterprise and Innovation

- o *IDA Ireland (IDA)*
- o *Enterprise Ireland (EI)*
- o *County & City Enterprise Boards (CEBs)*
- o *Shannon Development*
- o *Forfás*
- o *InterTradeIreland*
- o *Science Foundation Ireland (SFI)*

Department of Arts, Heritage & the Gaeltacht

- o *Údarás na Gaeltachta*

Department of Environment, Community and Local Government

- o *Western Development Commission (WDC)*
- o *Leader*

Department of Agriculture & Food

- o *Bord Bia*
- o *Bord Iascaigh Mhara (BIM)*
- o *Teagasc*

Department of Transport, Tourism and Sport

- o *Fáilte Ireland*
- o *Tourism Ireland*

**Table 1 - Staffing and 2011 Exchequer Allocation**

	Numbers Employed	Overall 2011 Exchequer Allocation €m
<i>EI</i>	825	308,732
<i>IDA</i>	254	123,577
<i>CEBs</i>	132	27,242
<i>Shannon Development (incl. Tourism)</i>	139	7,904
<i>Forfás</i>	110	13,507
<i>InterTradeIreland</i>	45	8,041
<i>SFI</i>	50	175,142
<i>Údarás na Gaeltachta</i>	94	19,600

<i>WDC</i>	14	1,549
<i>Leader</i>	219	53,072
<i>Bord Bia</i>	91	34,943
<i>B I M</i>	108	16,738
<i>Teagasc</i>	1173	132,156
<i>Fáilte Irl. (Including Tourism Ireland)</i>	467	116,559
<b>Total</b>	<b>3,721</b>	<b>1,038,762</b>

Further detail on each Agency is outlined in Appendix 1.

### **1.1 Outline of Paper:**

(i) This paper first outlines the common roles and activities of the various enterprise support agencies, including expenditure by the agencies on their main activities.

(ii) Sections 3, 4 and 5 outlines the rationale and continued relevance of the supports; assesses the agencies effectiveness and outlines the rationalisation options available.

(iii) The final section makes recommendations on the options available.

## **2. Common Roles and Activities:**

Table 2 below outlines the degree of overlap between the various enterprise support agencies. They can be broadly divided into four categories with some agencies fitting into more than one category:

- agencies involved in delivering enterprise supports to established and start-up businesses in Ireland: *EI, Shannon Development, WDC, Údarás na Gaeltachta, Inter Trade Ireland, CEBs, and Leader*<sup>1</sup>;
- agencies with a significant focus on industry promotion and marketing: *EI; Bord Bia, Tourism Ireland and Fáilte Ireland*;
- agencies with a significant policy advice function: *Forfás and WDC*; and
- agencies engaged in attracting Foreign Direct Investment: *IDA and Shannon Development*.

Despite the shared objectives and characteristics of many of these agencies, subtle differences exist which distinguish them from one another. In the promotion and marketing area the primary distinction is between the industries/sectors supported whereas in the policy advice and the FDI areas the distinction is geographical. Within the broader enterprise supports sector the primary distinctions are the scale of enterprise (micro; SME; large

<sup>1</sup> It should be noted that Leader is more of an over-arching body with responsibility for drawing down EU funds as opposed to an agency.

enterprises) and the size of the geographical area covered (local level; county level; specific, defined regions; national level) while some have a specific rural development focus.

**Table 2 – Mapping of Activities**

	Policy Advice	Promotion of industry	Promote regional enterprise	Promotion of market	Support to Macro industries	Support to Micro industries	Job creation	Sustaining jobs	Supply of premises	Training	Capital Investment	STI / R&D	Financial Support
<i>EI</i>		X	X	X	X	X	X	X	X	X	X	X	X
<i>IDA</i>		X	X	X	X	X	X	X	X	X	X	X	X
<i>CEBs</i>			X			X	X	X		X	X		X
<i>Shannon Development</i>		X	X	X	X	X	X	X	X	X	X	X	X
<i>Forfás</i>	X	X											
<i>Inter Trade Irl.</i>		X	X		X	X	X	X				X	X
<i>SFI<sup>2</sup></i>	X	X		X	X	X	X	X		X	X	X	
<i>Udarás na Gaeltachta</i>		X	X	X	X	X	X	X	X	X		X	X
<i>WDC</i>	X	X	X	X	X		X	X			X		
<i>Leader</i>			X			X	X	X		X		X	X
<i>Bord Bia</i>		X		X									
<i>B I M</i>		X		X				X		X		X	X
<i>Teagasc</i>		X		X						X		X	
<i>Fáilte Irl. (Including Tourism Ireland)</i>		X		X	X	X				X	X		

<sup>2</sup> In addition to SFI and the Science & Technology Development Programme in EI, the Programme for Research in Third Level Institutions (PRTL I) is in the process of being fully integrated into D/IE&I in line with a previous recommendation from the Special Group on creating a single line of funding for STI. PRTL I is not discussed further in this paper, other than a proposal to bring the single line of funding into a single funding agency.

While it is not possible to correlate expenditure into the different activities of the Agencies, an examination of their annual reports, summarised in Table 3, gives a broad indication of the expenditure on their primary activities and related expenditure on administration.

**Table 3 – Income and Expenditure Extracts from 2009 Annual Reports**

	<i>EI</i> €000	<i>S Dev</i> €000	<i>Forfás</i> €000	<i>Údarás</i> €000	<i>WDC</i> €000	<i>B. Bia</i> €000	<i>BIM</i> €000	<i>IDA</i> €000	<i>Fáilte Ir</i> €000	<i>TI</i> €000	<i>Teagasc</i> <sup>3</sup> €000	<i>ITI</i> €000	<i>SFI</i> €000	<b>Total</b> <b>€000</b>
<b>INCOME</b>														
<b>Exchequer</b>	396,037 <sup>4</sup>	4,178	36,527	37,635	4,446	34,027	39,992	110,471	96,057	51,155 <sup>5</sup>	145,990	8,058	180,398	<b>1,144,971</b>
<b>Total income</b>	441,963	29,775	42,817	63,615 <sup>6</sup>	4,718	43,769	45,163	150,218	112,485	81,414 <sup>7</sup>	195,566	13,510	180,523	<b>1,405,536</b>
<b>EXPENDITURE</b>														
<b>Grants Paid/Supports</b>	249,786 <sup>8</sup>	3,296		19,512	2,300 <sup>9</sup>		36,220	80,862	24,444		5,245	8,803	171,301 <sup>10</sup>	<b>601,769</b>
<b>Grants to other Enterprise Bodies</b>	14,018													<b>14,018</b>
<b>Marketing &amp; Promotion</b>		4,313 <sup>11</sup>				24,672	0 <sup>12</sup>	9,079	32,014	55,562 <sup>13</sup>				<b>125,640</b>
<b>Administration</b>														
<b>Non-Pay</b>	27,836	7,683	8,661	3,542	1,242	3,606	2,708	9,790	10,781	7,556	26,903	1,484	4,401	<b>116,193</b>
<b>Pay</b>	73,187	13,420	7,200	7,051	981	9,943	6,136	26,099	27,037	10,831	94,570	1,486	4,184	<b>282,125</b>

<sup>3</sup> Teagasc figures refer to total income & expenditure, only a very small % represents expenditure on enterprise supports

<sup>4</sup> Includes Science & Technology Development Programme €134m

<sup>5</sup> Includes Tourism Marketing Fund

<sup>6</sup> Includes €13.7m from Community Employment Schemes and Rural Social Scheme

<sup>7</sup> Includes transfer from NI Tourist Board

<sup>8</sup> Includes grants paid under Science & Technology Development Programme €102m

<sup>9</sup> Transferred to WIF

<sup>10</sup> Figures refer to all grants, only a very small % represents expenditure that is close to enterprise / collaboration with industry

<sup>11</sup> Excludes pay of €8.9m

<sup>12</sup> The marketing / promotion functions of BIM were transferred to Bord Bia in June 2009.

<sup>13</sup> Island of Ireland

### **3. Rationale and continued relevance of Enterprise supports**

There is a clear ongoing rationale for continued Government intervention in providing supports to establish and promote private enterprises, especially so, in the current economic climate. This rationale stems from a number of broad market failures:

- The market failure justifying investment in enterprise supports to start-up and established businesses in Ireland is primarily driven by information asymmetries both in terms of access to investment finance and business skills and training which in the absence of State intervention would lead to underinvestment in and less well managed private enterprises yielding sub-optimal employment levels and lower output.
- Industry promotion and marketing agencies are usually established by Governments to promote industries which are comprised of large numbers of small enterprises who would not come together to invest in marketing and promotion collectively but where national and international marketing would still benefit the industry as a whole resulting in increased turnover and consequently employment and profitability.
- The provision of objective policy advice functions is a public good which would not be provided by the private sector.
- Supports to promote foreign investment in Ireland are driven by information asymmetries and the requirement to compete with other jurisdictions for investment. To compete effectively in the global marketplace, the government informs potential investors about the merits of investing in Ireland. These services would not be provided by the market as there are no private incentives to provide them.

### **4. Assessment of Effectiveness**

The previous cross-cutting paper on effectiveness / performance management of enterprise support agencies found that how outputs are measured and reported on in the area is questionable. In particular it found that *'there seems to be considerable difficulty in producing outputs figures for some of the agencies and when produced they are not clearly defined. Enterprise support agencies should be in a position to produce cumulative figures over the past number of years which show a net position. For example Agency X created Y number of jobs in 2004, Z number in 2005..... a net output should also be available. Much of the agencies' outputs relate to training which encompasses many forms ranging from one day conferences, to on the job training but no efforts are made to break down these outputs into more defined distinguishable figures which would help to comment on effectiveness.'*

While it was not possible for this paper to carry out a detailed analysis of the effectiveness / performance of the Agencies, a preliminary examination of the available reports and the CRE

reports of some of the agencies does suggest that improvement is still needed in the area. The measurement of performance, both actual and targeted, is particularly lacking in much of the material, although some Agencies are better at reporting than others, as illustrated in the CRE returns for EI and Shannon Development in Tables 4 and 5.

**Table 4 – EI Strategic Targets (CRE Report)**

<b>Strategic Targets</b>	<b>Achieved 2008 and 2009 (2010)</b>	<b>2008-2010 Target</b>
New Export Sales (€m)	€2.025 billion	€4 billion
Innovative High Potential Start Ups	144 (76)	200 (100 outside Dublin Region)
EI Clients Achieving Annual Global Sales of €5m	560	635
EI Clients Achieving Annual Global Sales of €20m	183	225
Clients engaged in meaningful R&D (€100k spend per annum)	704	800
Clients engaged in significant R&D (€2m spend per annum)	52	55
Growth Fund Approvals	151	250

**Table 5 – Shannon Development Programme Effectiveness (CRE Report)**

<b>Programme Effectiveness</b>	
To what extent have the objectives of the programme been achieved? (please provide as much quantitative detail as possible)	2010 – 362 new jobs created; 15 grant packages invested in established companies; 3 new start ups. All targets met.
Where objectives have not been met, or have been considerably exceeded, provide detail of causes.	All targets met.
What alternatives have been considered in attempting to meet programme objectives on a more cost effective basis? What was the outcome of these assessments?	None.
To what extent has performance been benchmarked with similar programmes in other jurisdictions?	Not done

Given the current pressure on resources it is critical that those programmes targeted at supporting enterprise must be able to deliver the intended outcomes of programmes, as well as demonstrate this through quantitative and qualitative measures of expected and actual performance.

Overall, there is still significant scope for improvement in effectiveness / performance management and agencies must adopt a more focused approach on achieving (and demonstrating) desired outcomes with fewer resources.

## **5. Rationalisation Options**

While the rationale / continued relevance for providing enterprise supports is clear, the means of achieving this i.e. multiple state agencies providing support with broadly similar objectives, is less apparent. As can be seen from Table 2, there is significant overlap in the services and activities of the multiple agencies involved in enterprise supports and promotion. For example:

- There are eight agencies involved in providing various types of direct financial support/investment to enterprises – *EI*; *IDA*; *Údarás na Gaeltachta*; *Shannon Development*; *CEBs*; *Intertrade Ireland*; *BIM*; and, *Leader*.
- Four agencies – *EI*, *Shannon Development*; *IDA* and *Údarás na Gaeltachta* are involved in supplying premises to enterprise.
- Ten agencies provide training services for businesses – *EI*; *IDA*; *Shannon Development*; *SFI*; *Údarás na Gaeltachta*; *CEBs*; *BIM*; *Teagasc*; *Fáilte Ireland*; and *Leader*.

### ***5.1 D/Jobs, Enterprise and Innovation***

The key recommendation on rationalisation in this area from the Special Group on Public Service Numbers and Expenditure Programmes and from the previous analysis of this cross-cutting issue was that all indigenous enterprise support and sector marketing functions should be consolidated in Enterprise Ireland and the organisations losing functions should be rationalised as appropriate i.e. *CEBs*, *WDC* and the relevant enterprise/marketing support functions of *Údarás na Gaeltachta*, *Shannon Development*, *BIM* and *Bord Bia*.

There have been limited developments in this area since, other than the proposed restructuring of the 35 *CEBs* which is included as a proposal in the *D/JE&I CRE* report. This restructuring will include:

- The transfer of their functions and staff to *EI* who will deliver support to the micro-enterprise sector via an enhanced network of 20 *EI* Regional Offices, expanding from *EI*'s current 9 Regional Offices.

- Overall responsibility for the development and delivery of a national enterprise policy will continue to rest with the Minister for Jobs, Enterprise and Innovation.
- A closer working relationship will be developed between each EI Regional Office and the Business Development Units of the Local Authorities, in order to develop mechanisms to achieve a One Stop Shop service.
- All Counties will have access to a micro-enterprise support service within their County through an on site presence by EI staff in the Local Authority Offices.

While the timing and shape of the restructuring is uncertain, D/JE&I estimate that by the end of 2014, non pay savings could amount to €500k with pay savings being of the order of €250k.

The rationale for the previous recommendations that it would be more efficient to deliver these enterprise support services through *EI*<sup>14</sup> still stands. The reconfigured *agency* could be structured along the proposed regional lines and remain consistent with policies on the regions, specific markets, etc. However, prior to any integration of additional functions into EI, there would need to be an examination of how effective it is in carrying out its existing activities i.e. maintaining and creating jobs, and its capacity to absorb any new functions being assigned to it. It is also imperative that any new functions assigned to the agency, as well as the integration process itself, should not distract EI or hinder its capacity to carry out its core activities; or result in a bloating of staffing and structures.

A further two agencies are involved in securing foreign direct investment – *IDA* and *Shannon Development*. This function could be more efficiently carried out by a single body – *IDA Ireland* who could be given responsibility for FDI throughout the country, without the loss of the regional emphasis currently provided by Shannon Development. Due to falling own resource income from property rental income which has put pressure on Shannon Development to carry out its activities and the obvious difficulties with such a funding model, it is an opportune time in which to forward this proposal.

In relation to the policy and advice functions of the agencies there is an overlap in terms of policy formulation and advice between the D/J,E&I, *Forfás* and the *WDC*. The D/J,E&I believes that the retention of these functions in a separate independent organisation, such as *Forfás*, is 'essential' to the ongoing delivery of its policy remit and does not propose any restructuring of the agency. However, policy formulation and advice are core functions of a Government Department and should be carried out by a designated section within the Department itself, rather than maintaining a separate organisation with its accompanying

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<sup>14</sup> It should be noted that it will not be possible to unilaterally restructure / rationalise the functions of some agencies / programmes, e.g. *InterTrade Ireland and Leader*, due to their unique statutory basis or funding arrangements.

overheads. There is a similar rationale for having these elements of WDC integrated in the Department.

Other than the restructuring of the CEBs mentioned above, the D/JE&I, states that 'having reflected on the long-standing, research based rationale for the existing enterprise agency structure and the options available, believe that the current structure should remain 'as is' for the short to medium term.'

With regard to the broader STI area, the previous examination of expenditure in 2009 made a related recommendation that all STI funding be brought into a single funding stream (created in Budget 2010) and managed by a single funding agency. D/JEI proposes, in its CRE report, that this single funding Agency should be SFI, which on the face of it seems logical to have one agency responsible for a single funding stream. Currently 3 Departments D/JE&I, D/E&S and D/Health are included in the single funding stream and while D/JE&I accounts for 80% of this expenditure, the wider implications regarding the remaining 20% spent on Education and Health research funding, would need to be further examined.

### **5.2 *D/Agriculture, Fisheries and Food***

The previous examination of this area recommended that the export promotion function for indigenous industry should be transferred to Enterprise Ireland, including those functions of An Bord Bia and Bord Iascaigh Mhara (BIM), with BIM's and potentially An Bord Bia's remaining functions reverting to D/AF&F. The Department of Agriculture, for its CRE report, reviewed the role of each State body and is not recommending fundamental change in the existing structures, however, it is examining an alternative funding model for Bord Bia through which the industry would pay more for its operations. Overall there is still a strong rationale for BIM to be rationalised between EI and the Department of Agriculture, Fisheries and Food. With regard to Bord Bia, given it's pivotal role in the H2020 strategy and the increased emphasis in driving the marketing / promotion of Irish food, the agency structure should be retained for the time being..

### **5.3 *D/Environment, Community and Local Govt***

As mentioned above, the previous examination recommended that the enterprise support functions of the WDC and Leader<sup>15</sup> should be integrated into EI. There are no proposals outlined in the D/EC&LG CRE report on either WDC or Leader. The rationale for the previous recommendations that it would be more efficient to deliver these services through *EI* still stands.

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<sup>15</sup> It should be noted that it may not be possible to unilaterally restructure / rationalise the functions of some bodies, such as Leader, due to their funding arrangements, in this case co-funding with the EU.

#### **5.4 D/Transport, Tourism and Sport**

Previous analysis did not propose any rationalisation measures regarding Fáilte Ireland and Tourism Ireland and none are proposed in the Department's CRE report, however it does state that it has considered possibilities for reform (not detailed) in terms of agency restructuring but they require deeper analysis. With regard to Shannon Development, part of its function is to act as a regional authority for tourism for the Shannon region. It is separate from Fáilte Ireland in its tourism functions in the mid-west region, but Fáilte Ireland is the primary provider of many of the tourism services in the region. The on-going rationale for this institutional arrangement is unclear. As mentioned above Shannon Development's funding model has put pressure on its ability to carry out its activities and although the merger of its tourism functions with Fáilte Ireland would generate limited savings, it is an opportune time in which to rationalise the number of agencies and simplify the organisational landscape.

## **6. Recommendations**

### ***Simplification of the Institutional landscape***

A rationalised system of direct enterprise supports dominated by two agencies – *IDA* and *Enterprise Ireland* – would be easier and less costly to administer while also providing a simplified service to end-users as they would provide a single point of contact for enterprises seeking to access the various State supports. As previously recommended by the Special Group the *County and City Enterprise Boards, Leader* and the enterprise support functions (including training and supply of premises) of *Shannon Development, Western Development Commission, Údarás na Gaeltachta, Bord Iascaigh Mhara and Inter Trade Ireland*<sup>16</sup> should be merged with *Enterprise Ireland* to form a single agency responsible for delivering financial support; training; premises; and business advice to indigenous industry in Ireland regardless of size, location or sector. Those organisations losing functions should be rationalised as appropriate, with remaining functions being transferred to parent Departments, such as BIM into D/AFF.

The enlarged agency could be configured in a way which would remain consistent with policies on the regions, specific markets, etc., and deliver many of the enterprise supports provided directly to indigenous enterprises including direct financial support/investment; supply of premises; training; and direct marketing support, assistance and advice, which were heretofore provided by the other agencies. The reconfigured *agency* could be structured along regional lines with offices to ensure access at a local level and to enable appropriate emphasis be granted at a regional level. However, prior to any integration of additional

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<sup>16</sup> See footnote 13 and 14

functions into EI a thorough examination of its current effectiveness and its capacity to absorb new functions would be needed. It is also imperative that any new functions assigned to the agency, as well as the integration process itself, do not hinder its capacity to carry out its core activities or result in bloating existing structures and staffing levels.

This simplification would also result in savings in terms of:

**Salary costs:** A revamped *EI* would not require the same level of staffing as the cumulative staffing levels in each of the individual agencies at present. Efficiencies should arise both in administration and general back office work but also in front office/account executive type work. Considering that *EI* alone employs 825 staff at a total cost of €73m (in 2009) and a cumulative pay total of €29m (2009) for the other agencies involved<sup>17</sup>, significant savings should be possible. With regard to the rationalisation of the County Enterprise Boards into EI, D/JE&I estimate that this rationalisation could yield savings of the order of €250k by the end of 2014.

**Office accommodation / administration:** Savings should occur in relation to accommodation. Where previously 2 or 3 offices may have existed in a location this should be reducible to one office for the merged agency. However, it's not possible to estimate the extent of any savings which could be achieved without undertaking a full property survey as existing local/regional offices may not be suitable to accommodate the enlarged *EI*. Other efficiency savings should also be possible in the other administrative expenditure of these Agencies, which was €44m<sup>18</sup> in 2009. With regard to the rationalisation of the County Enterprise Boards into EI, D/JE&I estimate that by the end of 2014, non pay savings could amount to €500k.

With regard to the broader STI area, the previous examination of expenditure recommended that all STI funding be brought into a single funding stream (created in Budget 2010) and managed by a single funding agency. D/JE&I propose that this single funding Agency could be SFI. However, the wider implications of this proposal, especially on Education and Health research funding, would need to be examined.

#### *Policy Formulation and Advice*

In relation to the policy and advice functions of the agencies there is an overlap in terms of policy formulation and advice between the D/J,E&I, *Forfás* and the *Western Development Commission*. As policy formulation and advice are core functions of a Government Department there is a strong case that they should be carried out by a designated

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<sup>17</sup> Figure includes all of Shannon Development, Western Development Commission, Údarás na Gaeltachta, Bord Iascaigh Mhara, and Inter Trade Ireland. Figure does not include Leader because salaries are not paid by Exchequer or Teagasc as only a very small percentage of salaries would be relevant to enterprise supports activity.

<sup>18</sup> See footnote 16

section within the Department itself, rather than maintaining separate organisations, with their accompanying overheads.

*Shannon Development*

The foreign direct investment functions of *Shannon Development* should be merged with the *IDA* and the tourism functions should be allocated to *Tourism Ireland* and *Fáilte Ireland*. This combined with the transfer of its indigenous industry functions to *EI* and given its other current funding issues and its ability to carry out its activities, this would allow *Shannon Development* to be wound up.

***Closer focus upon performance and delivery of results with scarce resources***

Given the current pressure on resources it is critical that those programmes targeted at supporting enterprise must be able to deliver the intended outcomes of programmes, as well as demonstrate this through quantitative and qualitative measures of expected and actual performance. Overall, there is significant scope for improvement in this area and agencies must adopt a more focused approach on achieving desired outcomes with fewer resources.

## Appendix 1

### AGRICULTURE VOTE GROUP:

1.	<b>Bord Bia</b> <b>Role:</b> Provides strategic market development, promotion and information services to Irish food Industry. <b>Funding:</b> Part Exchequer Funded <b>Staffing:</b> 91
2.	<b>Bord Iascaigh Mhara</b> <b>Role:</b> Responsible for developing the Irish Sea Fishing and Aquaculture industries <b>Funding:</b> Exchequer Funded <b>Staff:</b> 108
3.	<b>Teagasc</b> <b>Role:</b> Provides research, advisory and training services to the agriculture and food industry and rural communities <b>Funding:</b> Part Exchequer Funded <b>Staff:</b> 1173

### ENVIRONMENT, COMMUNITY & LOCAL GOVERNMENT VOTE GROUP:

1.	<b>Western Development Commission</b> <b>Role:</b> Promotes economic and social development in counties Donegal, Sligo, Leitrim, Roscommon, Mayo, Galway and Clare. Involved in policy analysis and development, the promotion of regional initiatives and the operation of the WDC Investment Fund. <b>Funding:</b> Exchequer <b>Staffing:</b> 14
2.	<b>LEADER Programme</b> <b>Role:</b> Relevant parts of the programme are those actions centred on the wider rural community such as the development of rural enterprises based on local natural resources, tourism, village enhancement and environmental initiatives. <b>Funding:</b> Co-funded between the Exchequer and European Commission <b>Staffing:</b> 219 (not paid by Exchequer)

### ARTS, HERITAGE AND THE GAELTACHT

1.	<b>Údarás na Gaeltachta</b> <b>Role:</b> Regional authority responsible for the economic, social and cultural development of the Gaeltacht. <b>Funding:</b> Exchequer Funded <b>Staff:</b> 94
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**ENTERPRISE VOTE GROUP:**

1.	<p><b>City and County Enterprise Boards (35 in Total)</b>  <b>Role:</b> The 35 CEBs, were established in Ireland in 1993 to provide support for small businesses ('micro-enterprises') with 10 employees or less, at local level. CEBs provide direct grant-support to new and existing enterprises and promote entrepreneurship, capacity building and women-in-business at local level, to micro enterprises in the commercial sphere.  <b>Funding:</b> Exchequer Funded  <b>Staff:</b> 132</p>
2.	<p><b>Enterprise Ireland</b>  <b>Role:</b> Responsible for the development and growth of Irish enterprises in world markets. They work in partnership with Irish enterprises to help them start, grow, innovate and win export sales on global markets.  <b>Funding:</b> Exchequer Funded  <b>Staff:</b> 825</p>
3.	<p><b>Forfás</b>  <b>Role:</b> Forfás is Ireland's policy advisory board for enterprise, trade, science, technology and innovation. It provides independent and rigorous research, advice and support in the areas of enterprise and science policy  <b>Funding:</b> Exchequer Funded  <b>Staff:</b> 110</p>
4.	<p><b>IDA Ireland</b>  <b>Role:</b> Responsible for the attraction and development of foreign investment in Ireland.  <b>Funding:</b> Exchequer Funded  <b>Staff:</b> 254</p>
5.	<p><b>InterTrade Ireland</b>  <b>Role:</b> Supports SMEs across the island to develop North/South trade and business development opportunities for the mutual benefit of both economies.  <b>Funding:</b> Part Exchequer Funded (split with N Ireland)  <b>Staff:</b> 45</p>
6.	<p><b>Science Foundation Ireland</b>  <b>Role:</b> Science Foundation Ireland (SFI) is a key organisation in the implementation of the NDP 2007-2013 and the Strategy for Science, Technology and Innovation 2006-2013. SFI invests in academic researchers and research teams who are most likely to generate new knowledge, leading edge technologies and competitive enterprises in the fields of science and engineering  <b>Funding:</b> Exchequer Funded  <b>Staff:</b> 50</p>
7.	<p><b>Shannon Development (Industrial)</b>  <b>Role:</b> Responsibility for attraction of FDI to the Shannon Free Zone (SFZ) and management of a property portfolio and provision of property solutions for industry in the mid-west region.  <b>Funding:</b> Part Exchequer Funded  <b>Staff:</b> 116</p>

**TRANSPORT, TOURISM AND SPORT VOTE GROUP:**

<b>1</b>	<b>Fáilte Ireland</b> <b>Role:</b> Fáilte Ireland works in partnership with Tourism Ireland (who promote Ireland as a holiday destination to overseas markets) and the Northern Ireland Tourist Board (responsible for tourism development and marketing in Northern Ireland). <b>Funding:</b> Largely Exchequer Funded <b>Staff:</b> 344
<b>2</b>	<b>Tourism Ireland North/South Body</b> <b>Role:</b> Tourism Ireland was established under the framework of the Belfast Agreement of Good Friday 1998. It is jointly funded by the Irish Government and the Northern Ireland Executive on a two to one ratio, and operates under the auspices of the North/South Ministerial Council through the Department of Enterprise, Trade and Investment in Northern Ireland and the Department of Transport, Tourism and Sport in the South. Tourism Ireland works with the two tourist boards on the island, Fáilte Ireland and the Northern Ireland Tourist Board, who are responsible for product and enterprise development and marketing to tourism consumers within the island of Ireland. <b>Funding:</b> Part Exchequer Funded <b>Staff:</b> 158
<b>3</b>	<b>Shannon Development (Tourism)</b> <b>Role:</b> Tourism product development and marketing for Shannon Region <b>Funding:</b> Part Exchequer Funded <b>Staffing:</b> 23