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Appendix One:

Extract from capability review of the Department (Dept of Business, Enterprise and Innovation, 2019b: 9).

Planning for the future

Project Ireland 2040 projects a population increase of approximately 1 million people in Ireland over the next 20 years. That will require the creation of some 660,000 additional jobs across the regions to achieve and maintain full employment. In addition, the skills needed for many jobs are changing and the acquisition of new skills will be vital to keep pace with technological changes. The Department contributed strongly to the development of *Project Ireland 2040* and will be at the forefront of the development of Government policies to meet these challenges. It is imperative therefore that it has both the capacity and capability in terms of properly skilled staff to undertake this work.

As a first step in planning a response, the Department needs to assess available skills in the areas of strategy development and policy analysis, adjusted for any changes in organisational needs. Appropriate measures will then need to be taken involving a mix of recruitment, training, and secondment or exchange programmes with the Agencies of the Department.

At a structural level, the SPD will need to be repositioned within the Department's overall business model so that collaboration with other divisions and business units will become embedded. The Department should also reorient its model for evaluations from topic-specific reviews in an individual organisation to broad thematic evaluations of programmes and focused policy assessments covering perhaps multiple organisations.

Together, all these measures would strengthen the Department's strategic and analytical base and put it on a sustainable footing for the future.

A related capability issue is the underdeveloped management and usage of the combined data reservoirs of the Department's Divisions, Offices and Agencies as a policy resource. There is no evident policy in place, the in-house ICT support systems are fragmented, and data integration with agencies is weak.

Innovation

The importance of Ireland's innovation performance to inward investment and export performance has been demonstrated by the resilience and growth of firms during the recent recession. Optimising the return from these linkages, between innovation and economic and sustainable employment growth, underpins the refreshed *Enterprise 2025* and *Innovation 2020* strategies. In addition, the Department has identified the need to build deeper relations with its enterprise, trade and innovation counterparts in the UK in a post-Brexit scenario.

Appendix Two: Innovation Policy Overseas

Virtually all developed countries, including OECD members (and most developing ones), have some kind of national representative body/council that deals with policy advice and formulation on some (and increasingly wider) aspects of their 'national innovation systems', including funding and governance issues.

The OECD has produced a series of [Reviews of Innovation Policy](#) which provides a comprehensive assessment of the innovation system of individual OECD members, focusing on the role of government. Thus far, the OECD has reviewed 22 countries: Portugal (in 2019), Austria (in 2018), Kazakhstan, Norway, Finland, Costa Rica (in 2017), Malaysia, Lithuania, Luxembourg, Sweden (in 2016), Croatia, France, Korea, Viet Nam (in 2014), Mexico (in 2013), Slovenia (in 2012), Russia (2011), China, Hungary, Norway (in 2008), Chile (in 2007), Switzerland (in 2006). The OECD provides concrete recommendations on how to improve policies which have an impact on innovation performance, including R&D policies. Each review also identifies good practices from which other countries can learn. It would be timely for Ireland to consider commissioning the OECD to carry out such a review.

Beyond the OECD studies, the Swedish Agency for Innovation Systems, VINNOVA, carried out a survey/analysis in 2015 of the characteristics and the challenges facing '[National Research and Innovation Councils as an Instrument of Innovation Governance](#)' (Serger et al. 2015). The authors of this study note that 'the interest in innovation councils responds to a growing need for strengthening the coordination, inclusiveness and, ultimately, the effectiveness of innovation policy governance'. The questions asked were 'What is the function, composition and role of councils in different national innovation systems – and how do they reflect the evolving demands on innovation governance? What are some of the challenges that may be experienced, and what are alternative approaches to addressing these challenges?'

This study, which built on previous international comparisons of national innovation councils conducted by the OECD, provides a comparative analysis of national Innovation Councils in Austria, Denmark, Finland, Germany, Netherlands, Switzerland, UK, Canada, US, China, Japan and Korea. The report found that while numerous countries have established innovation councils, their structural characteristics differ significantly between countries. The most notable differences were around mandate (strong or weak), focus (narrow or broad), anchoring (primary reporting relationships), resources (large or small), outputs (analyses or decisions).

The study also highlighted some new trends that demonstrate innovation councils' reaction to the evolving demands of innovation governance. These include a strengthened focus on forward-looking activities (e.g. foresight processes in Germany and multi-annual plans for research and innovation in Japan and South Korea), a greater tendency to involve foreign expertise (in the case of Austria, Germany, the UK, the Netherlands, Switzerland and Singapore), and more attention to stakeholder inclusion and communication (in the case of Denmark, Canada, and USA).