The Department receives a significant level of queries regarding its consultancy costs, professional fees, legal fees, and advisory fees. In response, we have decided to publish information on a more regular basis on this website. The schedule below discloses all related expenditure by the Department and the Office of Government Procurement since the Department was established up to end December 2022. It also includes expenditure in respect of the National Shared Services Office up to 1st January 2018, when it was established by law as an independent body under the aegis of the Department.

|  | Consultancy & Simila  | r Costs 2 | 012 - 2022 | 2 (€)   |         |         |        |        |       |      |      |        |
|--|---|-----------|------------|---------|---------|---------|--------|--------|-------|------|------|--------|
| Recipient  | Description   | 2012      | 2013       | 2014    | 2015    | 2016    | 2017   | 2018   | 2019  | 2020 | 2021 | 2022   |
| AA Ireland   | Category specific advisory services on vehicle procurement and technical consultancy. Design and development of a data strategy                               |           |            | 6,150   | 3,998   | 7,995   |        | 10,762 |       |      |      |        |
| Accenture  | Capacity and capability review of the Central Procurement function, support for Civil Service Human Resources and Pensions Shared Services and Build to Share | 30,750    | 2,245,165  |         | 655,359 | 131,518 | 96,862 |        |       |      |      |        |
| Accenture UK Limited                                 | Robotic process automaton analysis, HSE and Passport Office   |           |            |         |         |         | 13,214 |        |       |      |      |        |
| Achilles Procurement                                 | Procurement capacity support and strategic advice   |           |            | 89,115  | 172,936 | 51,265  | 32,643 |        |       |      |      |        |
| AJ Burgess Limited                                   | RPA consultancy   |           |            |         |         |         |        | 8,300  | 2,197 |      |      |        |
| Agency Assessments Ireland                           | EMA bid consultancy services and consultancy for managed print services portfolio   |           |            |         |         |         | 861    | 1,722  |       |      |      |        |
| Allio Rodrigo Consulting                             | RIA Training  |           |            |         |         |         |        |        |       |      |      | 19,820 |
| Analysis Mason                                       | Mobile voice and data sourcing strategy report  |           |            |         |         |         | 26,912 |        |       |      |      |        |
| Ann Clarke   | Advisory services on Social Impact Bonds  |           | 22,794     |         |         |         |        |        |       |      |      |        |
| Anne Brady McQuillan                                 | Consultancy for managed parking services  |           |            |         |         |         |        | 1,722  |       |      |      |        |
| Aphelion Limited                                     | Consultation and professional services  |           |            |         |         | 28,278  |        |        |       |      |      |        |
| Aspira   | Analysis and advice on implementation od eCohesion system   |           |            |         |         |         | 68,651 | 63,431 |       |      |      |        |
| Association of Compliance Officers in Ireland (ACOI) | Professional fees   |           |            |         |         |         |        |        | 250   |      |      |        |
| Astec Global   | Civil Service financial management shared services project  |           | 63,226     | 157,477 |         |         |        |        |       |      |      |        |
| Astron   | Review of system design and operation of eCohesion IT system and final report   |           |            |         |         |         | 22,140 | 11,070 |       |      |      |        |
| BA & Associates                                      | Executive coaching  |           | 5,355      |         |         |         |        |        |       |      |      |        |
| Baker Tilly Ryan Glennon                             | Strategy development  |           |            | 28,167  |         |         |        |        |       |      |      |        |

| Bankhawk Analytics                       | Strategic advice and procurement consultancy   |   |         |         |         | 16,359  |         |         |         |        |        |        |
|--|--|---|---------|---------|---------|---------|---------|---------|---------|--------|--------|--------|
| BDO                                      | Review of tender documents and drafting of new templates   |   |         |         |         |         |         |         |         | 30,250 |        |        |
| Bearing Point                            | Business case analysis for debt management and HRMS and CRM security risk assessment and common ICT services evaluation. Provision of expert services to the Single Scheme Administration Project. External Consultancy Report | 1 | 135,515 |         | 164,239 | 272,427 | 210,305 | 72,641  | 73,333  |        | 32,288 |        |
| Behaviour & Attitudes                    | Civil Service Business Customer Service Survey   |   |         |         |         |         |         |         |         |        |        | 26,260 |
| Best Practise Group                      | Readiness assessment consultancy, external services an support for external service delivery   |   | 4,300   |         |         |         |         |         |         |        |        |        |
| Bid Management Services                  | Professional bid management services. Provision of public procurement training content.  |   |         |         |         | 73,580  | 61,474  |         |         | 12,100 |        |        |
| pigO Creative Limited                    | Project Ireland 2040   |   |         |         |         |         |         |         |         | 1,362  |        |        |
| Business Change Management Limited       | Strategic advice   |   |         |         |         | 25,343  |         |         |         |        |        |        |
| Byrne Wallace                            | Consult on employment law. Legal services. HR advice. Employment law advice.   |   |         |         | 123,221 | 208,218 | 115,841 | 108,086 | 77,047  | 59,359 | 52,901 | 12,345 |
| CAAS                                     | EIS flood relief review. Environmental Consultancy on Flood Relief Scheme.   |   |         |         |         | 14,390  |         |         |         |        | 52,395 |        |
| Capita                                   | Shared Service consultancy   |   |         | 213,052 |         |         |         |         |         |        |        |        |
| Chartered Institute of Internal Auditors | Assessment of internal audit shared service function in DPER and DFIN  |   |         |         | 18,900  |         |         |         |         |        |        |        |
| Ciara Kennedy                            | Statute law revision   |   | 34,884  |         |         |         |         |         |         |        |        |        |
| Codec DSS                                | Support for development of Dynamic 265 system. CRM Consultancy   |   |         |         |         |         |         | 70,417  | 984     |        |        |        |
| CMC Business Psychology                  | Workforce planning capability development  |   |         |         |         |         |         |         | 21,208  |        |        |        |
| Core International                       | Technology consultancy for the Civil Service Shared Service Project  | 2 | 220,885 |         |         |         |         |         |         |        |        |        |
| Coyne Research Associates                | Research consultancy and customer service survey. OGP Client Satisfaction Survey.  |   |         |         |         |         | 11,162  | 33,487  | 8,979   | 32,476 |        |        |
| Crowe Ireland                            | Review of structures for the management of ERDF in Ireland. ICT Advisory Service. Data Centre Business Case.   |   |         |         |         |         |         |         | 100,322 | 96,357 |        | 26,845 |
| Cupertino                                | Operational support  |   |         | 32,288  |         |         |         |         |         |        |        |        |
| CVG Procurement Services Limited         | IT hardware market assessment  |   |         |         |         | 30,443  |         |         |         |        |        |        |

| Davy Corporate Finance               | Financial and commercial advice regarding the competition for the next<br>National Lottery licence  | 285,051 | 568,875 | 570,061 |           |           |           |         |         |         |        |        |
|--------------------------------------|---|---------|---------|---------|-----------|-----------|-----------|---------|---------|---------|--------|--------|
| Deloitte                             | Consultancy and external services for Public Service Reform, Civil Service Payroll Shared Service and Civil Service Financial Management Shared Service. Advise on development of a procurement process framework. Financial management shared services project/GDPR assessment. RPA infrastructure for HSE. CSR 2030 Stakeholder Engagement. | 87,330  | 462,612 | 44,881  | 1,816,430 | 1,802,408 | 1,553,960 | 6,150   |         | 133,010 |        |        |
| Dovetail Technologies                | Consultancy on contingency system   |         |         |         | 46,371    |           |           |         |         |         |        |        |
| Dr. Micaela Greenwood                | Review of instrument to support a programme of executive coaching   |         |         | 2,500   |           |           |           |         |         |         |        |        |
| Dublin City University               | Academic research on the results of the Civil Service Employee<br>Engagement Survey   |         |         |         |           |           |           | 30,722  |         |         |        |        |
| Empirica                             | Strategic advice  |         |         |         | 5,335     |           | 59,427    |         |         |         |        |        |
| eQuiddity                            | Specialist Procurement Support  |         |         |         |           |           |           |         | 25,381  |         |        |        |
| Ernst & Young                        | Consultancy on the Civil Service Learning and Development project. Strategic advice and diversity and inclusion diagnostic. Economic advice in respect of price variation clauses. Process Mapping Service.   |         | 84,374  |         | 479,793   | 138,676   | 38,917    |         |         | 175,885 |        | 40,590 |
| EU Holdings                          | Development and testing and support days  |         |         |         |           |           |           | 24,409  |         |         |        |        |
| European Investment Bank             | Fund structuring services agreement for social housing and energy efficiency in Ireland   |         |         | 26,767  |           |           |           |         |         |         |        |        |
| Eversheds                            | Legal advice and services   |         |         |         |           | 394,044   | 94,620    |         |         |         |        |        |
| Evros                                | Business analyst for elnvoicing   |         |         |         |           |           |           | 81,310  |         |         |        |        |
| Expleo (former known as SQS Ireland) | Project manager for eProcurement platform   |         |         |         |           |           |           | 96,598  | 62,404  |         |        |        |
| EY Ireland                           | Legal Services  |         |         |         |           |           |           |         |         |         | 76,805 |        |
| Fehily Timoney & Co                  | Environmental consultancy   |         |         |         |           |           | 55,350    |         |         |         |        |        |
| Future Focused Solutions Partners    | Academic Advisory Services  |         |         |         |           |           |           |         |         |         |        | 7,380  |
| Gartner                              | CIO executive program and information technology research with consultancy and research services. ICT strategic advice  |         | 89,198  | 174,496 | 392,813   | 182,655   | 182,655   | 182,655 | 188,866 | 47,217  |        |        |
| Geens Consulting                     | Robotic process automaton proof of concept  |         |         |         |           | 8,311     |           |         |         |         |        |        |

| Genfour Limited                         | Robotic process automaton needs analysis for Peoplepoint  |        |        |         |         |         | 6,600   |         |         |        |         |        |
|---|---|--------|--------|---------|---------|---------|---------|---------|---------|--------|---------|--------|
| Grant Thornton                          | Independent verification of savings arising under the Public Service Agreement. Professional Consultancy Services   | 31,586 | 24,206 |         |         |         |         |         |         |        | 13,284  |        |
| Grant Thornton                          | Cyber Security Audit. OGP Organisational Review.  |        |        |         |         |         |         |         | 44,003  | 87,051 | 13,204  |        |
| Great Place to Work                     | Provision of an Employee Engagement Scheme  |        |        |         |         |         |         |         |         | 18,245 | 16,974  | 24,108 |
| Greenville Procurement Partners         | Strategic Advice. Consultancy services on Green Public Procurement & Social Inclusion   |        |        |         |         |         | 2,085   |         |         | 10,285 |         |        |
| Harvey Nash                             | IT infrastructure and support for Civil Service HR  |        |        | 239,112 |         |         |         |         |         |        |         |        |
| Horizon Energy Group                    | Strategic advice and energy advisory services   |        |        |         |         | 275,626 | 238,326 | 233,833 | 175,507 |        |         |        |
| Information Multimedia Communication AG | Development of a learning management system for the Civil Service   |        |        |         |         |         |         | 785,681 |         |        |         |        |
| Indecon                                 | Professional fees regarding data on non profit sector. Research and Report Writing Services. National Lottery Review.   |        |        |         |         |         |         | 43,813  |         |        | 203,289 | 45,387 |
| Innovation Value Institute              | IT capability maturity framework executive assessment   | 30,750 |        |         |         |         |         |         |         |        |         |        |
| Innovative Procurement Solutions        | Procurement advice and support for ICT projects   |        |        | 38,468  | 71,486  | 79,383  | 59,497  | 83,274  | 24,431  |        |         |        |
| Insight Centre for Data                 | Open data project   |        |        | 19,188  |         |         |         |         |         |        |         |        |
| Insight Statistical Consulting          | Stata Training  |        |        |         |         |         |         |         |         |        |         | 7,500  |
| Institute of Public Administration      | Advice and training for programme management, change management and facilitation of workshops. Project Management Governance and Sustainability Workshop & Papers. Development of Guidelines for OCR Action Plans |        |        |         |         |         |         | 40,015  |         |        | 1,538   | 15,300 |
| Interaccess Ltd.                        | LMS Accessibility Audit   |        |        |         |         |         |         |         | 7,872   |        |         |        |
| IPAG (Ireland) Limited                  | HR & Pensions Shared Service Project  | 3,998  |        |         |         |         |         |         |         |        |         |        |
| IPSOS                                   | Enabling Digital Ireland Government Research project. Provision of market research and survey consultancy services. Civil Service Consultation. FOI Stakeholder Research. FOI Review.                             |        |        |         |         |         |         | 169,894 |         | 4,800  | 23,075  | 9,889  |
| Irish Centre for High End Computing     | R Training  |        |        |         |         |         |         |         |         |        |         | 5,250  |
| JBA Consulting                          | Clare Galway flood relief scheme  |        |        |         | 23,918  |         |         |         |         |        |         |        |
| John O'Henir Consulting Limited         | HR consultancy services   |        |        |         | 159,285 |         |         |         |         |        |         |        |
| KHSK Economic Consultants               | Economic analysis of Interpretation services in Ireland for evidence in pending legal case  |        |        |         |         |         |         |         |         | 36,633 | 14,612  |        |

| Kieran McGovern                    | Independent mediation for the Civil Service grievance procedures   | 1,398 |        |         |        |         |         |         |        |        |        |
|------------------------------------|--|-------|--------|---------|--------|---------|---------|---------|--------|--------|--------|
| Knowledge Pool                     | Service Supply contract  |       |        | 71,486  |        |         |         |         |        |        |        |
| KOSI Corporation Limited           | Strategic Advice. Financial & Economic Appraisals  |       |        |         | 1,050  |         |         |         | 22,759 |        |        |
| KPMG                               | Technical consultancy on e-invoicing and Government cloud infrastructure. Advisory services on data hosting of Government cloud infrastructure and Build to Share business case. Progress central delivery of ICT infrastructure services across the Public Service. Review of current strategy and capability, define target operating model, implementation approach and road map. |       |        | 127,689 | 99,876 | 216,006 | 199,850 | 122,921 |        |        |        |
| L. Kierans BL                      | Legal expertise for the preparing of the Guidance to Public Bodies under<br>the Protected Disclosure Act 2014  |       | 10,000 |         |        |         |         |         |        |        |        |
| Life Insurance Association (LIA)   | Professional fees  |       |        |         |        |         |         | 187     |        |        |        |
| Local Government Management Agency | Contribution to value for money review of IPB  |       |        | 30,000  |        |         |         |         |        |        |        |
| Ludex Ltd                          | Assisted Digital SBIR - Phase 2  |       |        |         |        |         |         |         | 16,260 |        |        |
| M&C Ireland                        | Strategic Advice   |       |        | 217,439 | 77,847 |         |         |         |        |        |        |
| Matthew Cullen                     | Marketing consulting   |       |        |         |        |         | 2,750   |         |        |        |        |
| Mazars                             | Professional Fees  |       |        | 32,523  |        |         |         |         |        |        |        |
| Mark Goggin Creative Ltd.          | Project Ireland 2040 Design  |       |        |         |        |         |         |         | 5,283  |        |        |
| McCann Fitzgerald Solicitors       | Consultation and legal advice for construction policy Legal services.  |       |        |         |        |         | 36,279  |         | 12,060 | 76,039 | 40,557 |
| Milliman                           | Actuarial consulting services  |       |        |         |        | 22,755  |         |         |        |        |        |
| Monsoon                            | Extra Support - OGP Website  |       |        |         |        |         |         | 581     |        |        |        |
| Morrigan Integral                  | Provision of EAO Clinical Supervision  |       |        |         |        |         |         |         |        |        | 6,129  |
| Morrow Communications              | Rebranding consultancy   |       |        |         |        |         | 26,435  |         |        |        |        |
| NERA Economic Consulting           | Consultancy work for the Chief State Solicitors Office   |       | 8,853  |         |        |         |         |         |        |        |        |
| Newmarket Consulting               | Value for money report of Dublin Castle's conference facilities  |       | 4,674  |         |        |         |         |         |        |        |        |
| N O'Brien & V Taylor               | Discovery Counsel  |       |        |         |        |         | 21,675  |         |        |        |        |
| NUIG                               | Review of Executive Leadership Programme   |       |        |         |        |         |         | 15,150  |        |        |        |

| Oiliúna                                | Technical consultancy  |        |         |         |        |        | 2,000  |         |         |        |
|--|--|--------|---------|---------|--------|--------|--------|---------|---------|--------|
| Ove Arup & Partners                    | Category specific advisory services on Irish security services and document management services research report  |        |         | 39,169  | 45,731 |        |        |         |         |        |
| Oxford Global Projects                 | Commissioned Report  |        |         |         |        |        |        |         | 35,000  |        |
| Pantaleon Consulting Limited           | Document review  |        |         |         | 1,250  |        |        |         |         |        |
| Papernet                               | Category specific advisory services on Irish paper services  |        |         | 9,230   | 4,615  |        |        |         |         |        |
| People Resources                       | Executive coaching   |        | 7,457   |         |        |        |        |         |         |        |
| Perceptive Insight                     | Provision of business customer survey consultancy services   |        |         |         |        |        |        | 11,055  |         |        |
| Peter Bacon and Associates             | Economic consultancy   |        |         | 25,031  | 25,599 |        |        |         |         |        |
| Peter Smyth Management Consulting      | Provision of expert assistance in the establishment of the Office of Government Procurement and procurement advice   |        | 110,700 | 69,003  |        |        |        |         |         |        |
| Philip Lee Solicitors OIC              | Strategic advice   |        |         |         | 5,535  |        |        |         |         |        |
| PHD Media (Ireland) Ltd.               | Social Media fees  |        |         |         |        |        |        |         | 1,964   |        |
| Praesta Ireland Limited                | Business planning consultancy  |        |         |         |        |        | 19,680 |         |         |        |
| PriceWaterhouse Cooper                 | Expert support for implementation of Public Service Reform initiatives and administration advice for outsourcing documents. Operational support and strategic advice.  Culture Audit   |        | 98,708  | 92,250  |        |        | 44,526 |         | 115,448 |        |
| Prof. Edel Conway & Dr. Yseult Freeney | Academic advice services to the PSPC   |        |         |         |        |        | 1,900  |         |         |        |
| Public Affairs Ireland                 | Pension Management Training  |        |         |         |        |        |        |         |         | 20,490 |
| Raise a Concern                        | Investigation report consultancy   |        |         |         |        | 22,235 |        |         |         |        |
| RATE Information Services              | Category specific advisory services on Petroleum market  |        |         | 3,960   | 3,960  |        |        |         |         |        |
| Red C Research                         | Research to elicit appropriate quantitative information qualitative feedback from the public on their behaviour and attitude in relation to the proposed constitutional amendment on the powers of Oireachtas inquiries. Gov.ie research | 41,043 |         |         |        | 28,290 |        |         |         |        |
| Research Matters Limited               | Strategic Advice. Surveys and structured interviews for Public Pay<br>Commission   |        |         |         |        |        | 23,979 | 113,482 |         |        |
| Resolve                                | Consultancy services for the Civil Service Financial Management Shared Services Project  |        |         | 216,512 |        |        |        |         |         |        |
| Richard Humphreys                      | Statute law revision   |        | 108,131 |         |        |        |        |         |         |        |

| Rocela Limited                     | Consultancy services for the Civil Service Financial Management Shared                         |        |        | 95,940  |       |        |       |        |        |        |
|------------------------------------|--|--------|--------|---------|-------|--------|-------|--------|--------|--------|
| Noceia Lillineu                    | Services Project and software licencing services   |        |        | 33,340  |       |        |       |        |        |        |
|                                    | <b>,</b>   |        |        |         |       |        |       |        |        |        |
| Rogerson Reddan & Associates       | Drafting of tender documentation.  |        |        |         |       |        |       |        | 14,895 |        |
|                                    |  |        |        |         |       |        |       |        |        |        |
| Ryan Hanley Consulting Engineers   | EIS Skibbereen flood scheme and river Fealge   |        |        |         |       | 12,417 | 6,285 |        |        |        |
| .,,,,,,,,                          | 210 SANDSCICENT MOOD SOMETHIC SAND THE LEGISC  |        |        |         |       |        | 0,200 |        |        |        |
| SAS Institute                      | Consultancy for systems and data   |        |        |         |       |        |       | 5,411  |        |        |
|                                    |  |        |        |         |       |        |       |        |        |        |
| Schneider Electric                 | Category specific advisory services on energy  |        |        | 212,401 |       |        |       |        |        |        |
|                                    |  |        |        |         |       |        |       |        |        |        |
| Science Warehouse Limited          | e-Catalogue readiness assessment   |        |        |         |       | 24,894 |       |        |        |        |
| Seamus O'Dwyer                     | Baseline reporting on the Single Pension Scheme and provision of pension                       |        |        | 24,900  |       | 2,400  |       |        |        |        |
| Searius O Dwyei                    | training workshop  |        |        | 24,300  |       | 2,400  |       |        |        |        |
| Social Finance Ltd                 | Advisory services on Social Impact Bonds   |        | 23,682 |         |       |        |       |        |        |        |
| Social Finance Ltu                 | Advisory services on social impact bonds   |        | 23,062 |         |       |        |       |        |        |        |
| Sonas Innovation                   | Business Analysts  |        |        |         |       |        |       |        |        | 53,320 |
| 6: 1 10 1                          |  |        |        |         |       | 47.222 |       |        |        |        |
| Stavely and Partners               | Capital works management framework consultancy   |        |        |         |       | 17,220 |       |        |        |        |
| Storm Technology                   | Consultancy services for HR Shared Services and SharePoint Support                             | 22,697 |        |         |       |        |       |        |        |        |
| Storm recimology                   | Consultancy services for the shared services and sharer offic support                          | 22,037 |        |         |       |        |       |        |        |        |
| Strategic Computing Ltd            | Delivery of advice note re Cloud Services  |        |        |         |       |        |       |        | 10,000 |        |
| outlegio companing Ltd             | belivery of davice flote to cloud services   |        |        |         |       |        |       |        | 10,000 |        |
| System Dynamics Limited            | Business intelligence  |        |        | 33,948  |       |        |       |        |        |        |
| •                                  | ŭ  |        |        | ŕ       |       |        |       |        |        |        |
| TBWA Dublin                        | Public Information Campaign  |        |        |         |       |        |       |        | 3,437  |        |
| TCI Engagement Limited             | Facilitate workshops   |        |        |         |       | 9,132  |       |        |        |        |
| Tel Engagement Emitted             | racintate workshops  |        |        |         |       | 3,132  |       |        |        |        |
| Team Consulting                    | To outline the key elements of a PKI to implement digital signatures to be                     |        |        |         |       |        |       | 8,400  |        |        |
|                                    | in compliance with the eDIAS regulation and perform a gap analysis of the                      |        |        |         |       |        |       |        |        |        |
|                                    | current infrastructure   |        |        |         |       |        |       |        |        |        |
| The Analytics Store                | Strategic advice   |        |        |         | 1,845 |        |       |        |        |        |
| The Performance Partnership        | Executive coaching   |        | 2,405  |         |       |        |       |        |        |        |
| The Following Furthership          | Z. Court Couching  |        | 2,403  |         |       |        |       |        |        |        |
| Time.lex CVBA                      | Comparative report on European national identification numbers                                 |        |        | 37,500  |       |        |       |        |        |        |
|                                    |  |        |        |         |       |        |       |        |        |        |
| Transparency International Ireland | Public consultation and report preparation of recommendations and                              |        | 25,735 |         |       |        |       |        |        |        |
|                                    | proposals for potential inclusion in Irelands Open Government Partnership National Action Plan |        |        |         |       |        |       |        |        |        |
|                                    |  |        |        |         |       |        |       |        |        |        |
| Treacy Consulting                  | Global reward research for the Public Pay Commission   |        |        |         |       |        |       | 75,786 |        |        |
| Ward Solutions                     | Cloud platform security design and security consultancy  |        |        |         |       | 11,623 | 3,321 |        |        |        |
|                                    |  |        |        |         |       |        |       |        |        |        |

| Word Perfect Translation Services Ltd. | Translation of Project Ireland 2040 Annual Report 2019. Translation of |  |  |  |  | 2,176 |  |
|--|--|--|--|--|--|-------|--|
|  | Review to Renew document   |  |  |  |  |       |  |
|  |  |  |  |  |  |       |  |