

Business Case Template

For detailed guidance on business cases and expenditure appraisal, consult the Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE) or seek advice from the a Departmental Economist.

PROJECT TITLE: To provide a properly resourced, fit-for-purpose staffing structure in Civil Contingencies Division

Type of Expenditure proposed: Resource

Total Project Expenditure: £2,124,896 (over 5 years)

Total Central Government Expenditure¹: £2,124,896

Stage 1²

Business Case prepared by: Mark McGuicken

DATE: 6 August 2020
(Updated 1 September 2020)
(Updated 7 October 2020)
(Updated 19 November 2020)

Signed:

Business Case approved by³: Andy Cole

DATE: 12 August 2020

I have reviewed this business case and I am content to either ~~(delete as applicable)~~ formally approve the business case or support the proposal in principle (subject to further advice from ~~Analytical Services and Finance~~).

SIGNED: Andy Cole

DATE: 12 August 2020

Stage 2

Business Area Approver:

Personal Data

DATE: 24 November 2020

I have reviewed this business case and the advice provided by ~~Analytical Services and/or Finance~~ (delete as applicable) and am now content to grant my final approval.

¹ TEO Expenditure approval thresholds are based on the total combined central government (all Department, Agency or ALB contributions) expenditure on the project.

² If the business case requires further approvals in line with Table 1 page 16 of the TEO Expenditure Approvals Guidance (CG01/19), there is a two stage approach to business area approval. If no further approvals or advice is required then the business area can formally approve the business case at Stage 1 (Stage 2 is therefore not required).

³ Guidance on business area approval thresholds are detailed on Table 2 page 18 of the TEO Expenditure Approvals Guidance (CG01/19).

Section 1: Project Background, Strategic Context and Need

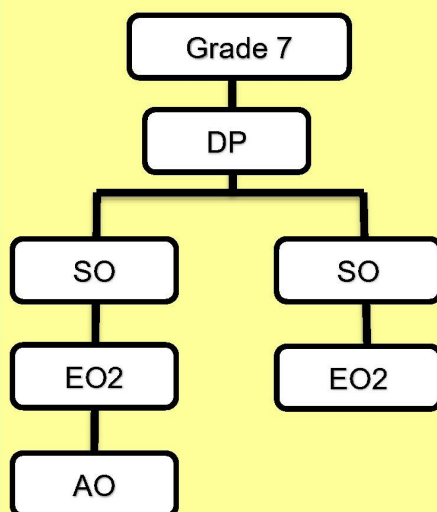
- Explain the background to the proposal including its relevance to NI Government or Departmental strategic aims and policy objectives.
- Identify the key stakeholders and explain their commitment and any outstanding issues.
- As specifically as possible, explain the nature of the needs or demands that are to be addressed, and detail any deficiencies in existing service provision.
- Include suitable quantification of needs/demands/deficiencies where possible.

Purpose

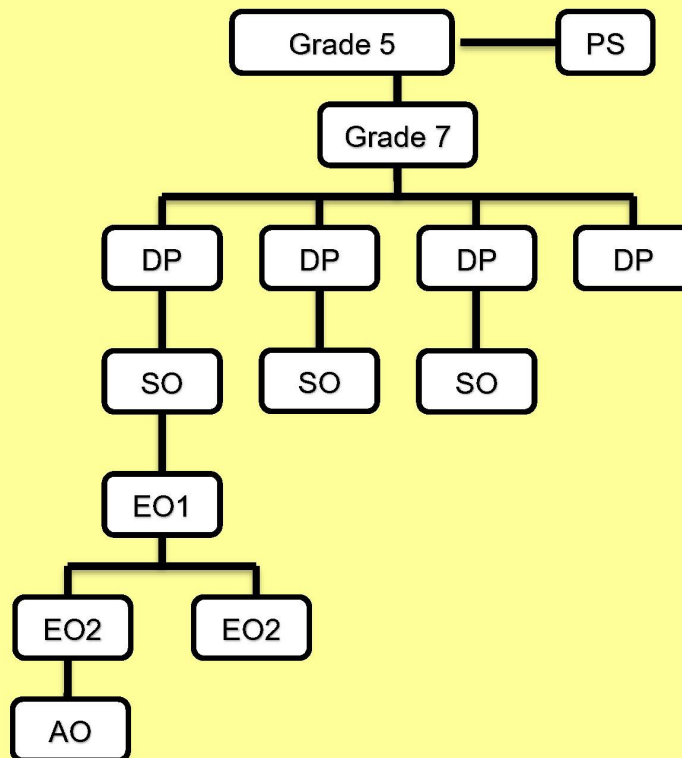
The purpose of this business case is to ensure that Civil Contingencies Policy Branch (CCPB) in the Executive Office is sufficiently resourced to enable NI to effectively respond to Civil Contingencies in a similar manner to the other devolved administrations.

Need

CCPB is in urgent and priority need for staff with immediate effect and a requirement to increase the baseline resource funding on a recurring basis with effect as soon as possible. The current and proposed future organisational structures are detailed below.

Current CCPB staff complement

Proposed new CCPB staff complement



The estimated cost of these additional posts excluding the temporary Grade 5 allocation, is approximately £300k⁴ per annum in salary costs (excluding corporate overhead costs). Grade 5 costs have been included for 18 months (from October 2020) and the need for this post will be reviewed at that stage.

Background

CCPB works across the public sector to encourage the development of effective emergency preparedness to reduce the effects of a civil emergency on the public and the environment.

This objective is progressed in a number of ways, including the provision of an overarching framework of civil contingencies policy, guidance and advice.

⁴ Based on ready reckoner for April-July 2020

It is informed by, and promoted through, close and ongoing liaison with key contacts in the NICS departments, the emergency services, local government and other stakeholders within the UK and Ireland. CCPB also provides the secretariat function for the Civil Contingencies Group (NI), the principal strategic multi-agency civil contingencies preparedness body for the public sector, chaired by the Head of the NI Civil Service.

In addition to its preparedness agenda, CCPB also facilitates the effective delivery of the strategic Crisis Management Arrangements within government in response to the most serious types of emergencies.

CCPB sits within the PfG and Executive Support Directorate and until now has been part of the Communications and Executive Support Division.

Over the last decade posts within CCPB have been suppressed due to budget constraints. These staffing reductions have resulted in work being ceased or not progressed to the extent that it should have been. This has significantly impacted on the ability of the NICS to respond collectively to civil emergencies.

Staffing complement since 2007 is shown below.

	Grade7	DP	SO	EO2	AO	AA
2007	0	3	3	2 (1 p/t)	0	1
2009	0	2	2	2 (1 p/t)	0	1
2014	0	1	3	2 (p/t)	0	1
2015	0	1	2	2 (p/t)	0	1
Current	1	1	2	2 (p/t)	1	0

In 2018/19 preparations for EU Exit again highlighted the importance of civil contingencies across the NICS and the critical need for the necessary work to be carried out to ensure NI is prepared for all possible emergencies, and is able to respond to any such emergencies at the most strategic level. These preparations also highlighted the under-resourced staffing issue as CCPB

had to divert already limited resources to manage EU exit planning and in particular, allocate senior resource to the National C3 Project. This resulted in the CCPB work programme, which was already significantly behind schedule, being put on hold and the backlog of issues to be dealt with, building up.

While EU Exit emergency response preparations were being finalised the COVID-19 global pandemic hit the UK and necessitated the activation of the NIHUB to meet significant demands from Cabinet Office and Executive Ministers. The HUB activation required an immediate cadre of staff to be mobilised at very short notice. Due to the pace at which the COVID-19 situation developed it would undoubtedly have been necessary to mobilise a team of volunteers from across the civil service to deal with the scale of the emergency, however, given under resourcing of CCPB it was necessary to bring in significant assistance from across NICS Departments at the very earliest stages and to supplement the staff resource by additional use of external support at cost, to ensure the Hub could operate effectively.

Strategic Context

As well as recent experience, several reports have been produced over the last number of years, most recently a report by PwC (the Futures Report, attached at **Annex A**), who assisted in the EU exit preparations, that have made a number of recommendations to improve civil contingency arrangements in NI. The Futures Report supplemented a previous PwC draft report - Northern Ireland Civil Contingencies and EU Exit Planning – Initial Legacy Report (attached at **Annex B**) which proposed a number of different staffing models to be considered for CCPB. These proposed staffing models have been considered as part of the review of the NIHUB arrangements. The posts included in this business case reflect the headcount figures for 2020/21; these posts are a hybrid position of the two options included in the Initial Legacy Report, are cognisant of the more recent learning from the COVID-19 HUB stand-up, and will allow the graduated response to escalating the NIHUB which has been approved by the NICS Board.

The wider recommendations in the Futures Report need addressed as a matter of urgency in order to support the Executive, to enable Ministers to have effective arrangements in place for civil contingencies across NICS, local government and the wider public sector. This is set against a strategic context of newly emerging and increasing level of threats, combined with concurrent emergencies.

The proposed **additional** staffing for CCPB is as follows:

DP	SO	EO1	EO2	AA	PS	Total
3	1	1		0	1	6

With the need for additional staff having been recognised by senior management, as well as the Head of the Civil Service, it was further acknowledged that significant dedicated input would be required at senior civil service level to provide the necessary strategic direction and support to ensure CCPB was fit for purpose going forward. A Grade 5 has therefore been redeployed for a period of time to assist the progression of the necessary programme of work.

As there will be a dedicated Grade 5 overseeing the transformation work a Personal Secretary will be required and has been included in this business case. It has been agreed that the PS will be shared between the CCPB Grade 5 and the Grade 5 overseeing the COVID Recovery workstream. The work on the second element will be completed in a shorter time period than the wider CCPB workstreams and therefore the costs for the PS will be subsumed by CCPB rather than being split between the two work areas. This staffing complement for all posts has already been included in the baseline workforce planning figures for TEO 2020/21 and therefore are also part of the Department's funding pressure already highlighted.

The various reports have been collated and the numerous recommendations have been arranged into a series of programme areas as follows: HUB Preparedness; Engagement; People; Policy; and Training & Exercise.

Each programme area has a series of individual projects, 32 in total, to be delivered. Each of the four DP's will be allocated a strategic theme (Engagement; People; Policy; and Training & Exercise) to deliver and will be assisted by an SO working across two themes.

A team of volunteer staff have been retained to work in CCPB while the HUB is currently stood down to finalise some areas of work in relation to HUB Preparedness, updating guidance, operating procedures and ensuring the relevant HR procedures are in place. However, these staff were on loan temporarily and largely returned to their Departments at the end of August. They have only been able to progress a small amount of the work that was required, in time frame available. Given the requirement that the HUB may need to be stood up again in the near future CCPB staff will be required to finalise this work and regularly review the documentation to ensure the HUB Preparedness is maintained.

The HUB Preparedness work will be allocated across the four DP's in addition to their respective individual areas of responsibility. The third SO will also primarily concentrate of this area of work.

The office has not previously had an EO1, this has led to grade drift with SO's doing EO1 work at times as well as EO2's carrying out SO duties on occasion. The additional EO1 will contribute to the overall office and staff management particularly in relation to finance, and governance and compliance issues.

The past number of years in particular have highlighted that CCPB needs to be resourced adequately and can no longer be sustained in its current state. It needs to have the resources to not only deal with an emergency but also

to carry out the regular 'business as usual' work that is required, much of which has not been possible for several years due to the under-staffing.

In addition to the business as usual impact, there are significant changes that have occurred at strategic level that bring new threats and increase levels of risk for Northern Ireland including: COVID-19 Pandemic; EU Exit Planning; technological developments including increasing risk of cyber-attacks.

The area of risk management is continually changing and the new strategic influences brings the need for a modernised approach to risk management. CCPB policies, procedures and processes are in need of significant updating, structures and networks are insufficient in parts, and Northern Ireland arrangements lag behind that of England and the other Devolved Administrations across the UK.

The recent preparations for EU exit, as well as dealing with the COVID-19 pandemic, have shown there is a need to continually maintain the structures, policies and processes for a fully functioning HUB to deal with emergencies that can be scaled up and down as necessary. A revised escalation model, which has been approved by the NICS Board, would see any future HUB initial stand-up being staffed solely from within CCPB. The four CCPB DP's would in effect become the Head of various HUB cells which will ensure that the HUB could be activated immediately with additional volunteers being drafted in from across NICS as the situation required. This level of preparedness requires dedicated resources within CCPB to, for example:

- ensure the NIHIUB and the suite of rooms used by CCPB during emergencies are maintained to deal with any future large scale emergencies;
- to maintain and update NIHUB operational protocols and guidance;
- to ensure that Departmental contact lists and lists of volunteers are maintained; and
- to ensure regular and relevant training is available to potential volunteers.

In addition to the need to staff the HUB the proposed additional CCPB staff complement would enable the branch to:

- ensure that the necessary support can be provided to Ministers and the Executive in terms of all civil contingency matters relating to NI;
- ensure all procedures and policies are in place and continually updated and reviewed to enable the NIHUB to stand up a short notice in the event of an emergency;
- give time and consideration to the production of a Risk Assessment for Northern Ireland. This has not been carried out since 2013 and therefore NI has been relying on the National Risk Assessment which is at a higher level than we require. The National Risk Assessment should be used as a tool to determine NI's risks but as this is not currently being done it leaves NI vulnerable;
- ensure that risks identified are managed and that NI is resilient;
- revise the civil contingencies suite of guidance documents and protocols, these are crucial to ensuring all organisations and agencies involved in emergency planning have the most up to date and accurate information for planning and for drafting their own procedures and guidance for dealing with emergencies. These have not been updated since 2011 in some cases. This is an intensive piece of work involving extensive stakeholder engagement. This work should be managed on an ongoing review cycle as the civil contingencies arena is revolving rapidly on a global level and is driven by strategic issues;
- take forward actions in the CCG(NI) Resilience Programme such as progressing the potential for civil contingencies legislation, this would require a Bill team but before that consideration needs to be given to the need;
- plan and administer civil contingency exercises. CCPB last ran a full exercise in 2012;
- carry out policy development, formulation and evaluation on an ongoing basis; and

- engaging and working with key stakeholders on civil contingency matters.

Whilst significant investment is required in terms of staff resource this investment is long overdue and urgently needed to ensure that civil contingencies in NI are modernised, forward thinking and working in the interests of all citizens of NI.

The staffing structure proposed in this business case is deemed sufficient to deliver the current workstreams and provide the necessary escalation for any future graduated activation of the HUB. As the work evolves new areas of responsibility may emerge that require further additional staff; conversely as civil contingencies practices become more embedded in each Department some of the current workstreams may end. The staffing requirement will be kept under review.

Section 2: State Objectives and Constraints

- *Explain and list the project objectives in specific measurable terms.*
- *Include quantifiable targets where possible.*
- *Identify any likely constraints to the project e.g. timing issues, legal requirements, professional standards, planning constraints and so on.*

Project Objectives	Measurable Targets
1. To ensure CCPB has the appropriate staffing resource to carry out the required work in both preparing for and responding to any civil contingencies in NI.	1.1 Resource secured to permanently maintain the NI Hub. 1.2 Necessary work strands as set out in the CCG Resilience Programme commenced when all new staff are adequately trained. 1.3 Work that had ceased due to lack of resources to be recommenced when all new staff are adequately trained.
2. To ensure a suitable resourced and trained pool of staff to call on for emergencies, including out of hours.	2.1 All new staff at SO and above trained on the procedures during emergencies and included in on call rota within 2 months of start date.
3. To avoid reputational damage to Department, Ministers and the	3.1 Introductory meetings with new staff will have taken place within one month of start date.

Executive due to a lack of engagement with stakeholders.	3.2 Contacts lists updated and maintained on a regular basis 3.3 Attendance and representation at all necessary meetings, within NI and also meetings organised by the Cabinet Office and the devolved administrations to start as soon as possible of start date of all new entrants.
Constraints	Measures to address constraints
1. Budget	Liaison with Finance Branch in relation to staffing budget.
2. No staff available to take up post due to shortage of staff at all grades	Liaison with NICS HR, use of elective transfer to fill vacancies.

Section 3: Identify and Shortlist the Options

- Consider alternative ways to meet the objectives e.g. variations in scale, quality, technique, location, timing etc.
- Start with an initial 'long list' of options and sift them to provide a shortlist. Record all the options considered and the reasons for rejecting those not shortlisted.
- The shortlist of options should include a baseline Status Quo or 'Do Minimum' option and a suitable number of alternative 'Do Something' options (usually at least two).

Option Number/ Description	Shortlisted (S) or Rejected (R)	Reason for Rejection
1) Status Quo	S	Whilst it is as per guidance necessary to consider this option, it is not viable option.
2) Appoint all staff required to deliver the strategic objectives of CCPB.	S	

Section 4: Monetary Costs and Benefits of Options

- 1) Appraisals should include all the costs and benefits to Northern Ireland arising from the project, not just those to a particular organisation or sector e.g. all costs and benefits to the public, private and third sectors should be included.
- 2) Costs and benefits should be valued in economic cost terms, which are generally reflected by using current market prices.
- 3) All the assets and other resources employed by each option should be costed, even if they have already been purchased. This is because they have an opportunity cost value i.e. if not used in this project they could be put to an alternative use.
- 4) Calculate the Net Present Cost (NPC) for each option:
 - Use the NPC spreadsheet at the NIGEAE website and append the NPC calculation for each option to the pro forma.

- In the simplest cases, the table below may be used instead. Create a table for each option, adjusting the no. of columns to reflect the years of the project's life.
- 5) Treat the current financial year as Year 0.
- 6) Set out the expected capital costs and annual revenue costs for each option.
- 7) Express the figures in real terms i.e. held constant at today's prices.
- 8) The checklist of typical costs at the NIGEAE website should help identify relevant costs.
- 9) Financial savings arising from an option will be reflected in its lower costs compared to the Status Quo. Do not double count by also including them separately as benefits.
- 10) Other monetised benefits may be taken into account but are likely to be rare in small expenditure cases. Most benefits will be covered in the non-monetary Section 5 below.
- 11) For particularly uncertain cost assumptions, consider using sensitivity analysis to illustrate how NPCs and option rankings are affected by varying these assumptions.
- 12) For more in-depth guidance, see Step 5 and Step 8 of NIGEAE.

Option 1: Status Quo	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Totals
Capital Costs	0	0	0	0	0	0	0
(a) Total Capital Cost	0	0	0	0	0	0	0
Revenue Costs							
(b) Total Revenue Cost	0	0	0	0	0	0	0
(c) Total Cost = (a) + (b)	0	0	0	0	0	0	0
(d) Disc Factor @ 3.5%pa	1.0000	.9662	.9335	.9019	.8714	.8420	
(e) NPC = (c) x (d)	0	0	0	0	0	0	0

Option 2:	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Totals
Capital Costs	0	0	0	0	0	0	0
(a) Total Capital Cost	0	0	0	0	0	0	0
Revenue Costs							
(b) Total Revenue Cost	205,090	474,864	353,209	358,507	363,884	369,343	2,124,896
(c) Total Cost = (a) + (b)	205,090	474,864	353,209	358,507	363,884	369,343	2,124,896
(d) Disc Factor @ 3.5%pa	1.0000	.9662	.9335	.9019	.8714	.8420	
(e) NPC = (c) x (d)	205090	458814	329720	323337	317089	310987	1,945,064

Cost Assumptions:

- Option 1 has no additional cost.
- The DoF Salary Ready Reckoner has been applied to report on costings with an uplift of 1.5% (as per the ready reckoner) applied to reflect likely salary increases
- It is anticipated that staff would join the Division from November 2020
- Personal Secretary has been calculated as equivalent to an EO2 salary.
- No funds are currently in place so full costs are required.
- There is no set end date. For the purposes of this business case only, a five year timeframe has been used for costings.
- The Grade 5 costs have been included for a period of 18 months.
- A spreadsheet of cost calculated is attached at Annex C.

Section 5: Non-Monetary Costs and Benefits

- List and describe the relevant non-monetary costs and benefits e.g. impacts on health, education, environment, transport, equality, sustainability etc.
- Use a table such as the one below to show how each factor impacts on each option.
- Quantify the impacts if possible and highlight important differences between the options.
- For more detailed approaches see the NIGEAE section on multi-criteria analysis.

Non-Monetary Factor	Impact on Option 1	Impact on Option 2
Relieve existing pressure on staff thereby reducing potential work related stress	L No change in pressure on staff if no new staff appointed	H Additional permanent staff will make a huge difference to pressure on existing staff.
Ability of CCPB to resume work previously put on hold due to reduced staff resources	L No change	H Additional permanent staff will make a huge difference to the amount of work that can be progressed.
Increased capacity of staff to develop cross-organisational working relationships	L No increased capacity if no additional staff appointed	H Additional staff will mean that pressure on diaries should be reduced enabling staff to attend all required meetings and ensure stakeholder engagement.
Long term Investment in human capital and retention of knowledge and experience	L No investment if no additional staff are appointed	H Investment in training and shared understanding, paired with opportunities to work alongside colleagues in other Developed Administrations will ensure capacity is built in the CCPB team.
	L	M/H

Knowledge transfer from other public sector organisations/ elsewhere in NICS	No additional staff so no potential for transfer of knowledge	New staff may have existing civil contingencies experience, and/or may be able to bring new skills/experience that will be beneficial to CCPB.
Staff Availability to commence as soon as possible	L	M There is currently no external SO or and DP lists and therefore there may be a shortage of staff at these grades. There was significant interest in a previous elective transfer for a DP in CCPB and it is expected that there will be equal interest this time. External recruitment has commenced again and it may be necessary to utilise these opportunities if there is insufficient internal interest.
	L	H

Section 6: Assess Risks and Uncertainties

- Identify and describe the risks that the project may face.
- Explain how these compare under the various options using the table below.
- Identify measures to ensure that each risk is appropriately managed and mitigated.
- Explain any contingency allowances included for risks in the option costings.
- More sophisticated optimism bias adjustments should not generally be required but may be relevant in some cases e.g. ICT projects or cases with significant capital costs.
- For further guidance see Step 6 of NIGEAE.

Risk Description	State how the options compare and identify relevant risk management / mitigation measures		
	Opt 1	Opt 2	
1. Budget not available or necessary approvals not achieved	L	M	Given pressures on public money Option 1 is the only one that carries no risk as it requires no monetary resource. Senior management and are aware and supportive of the need for additional staff and Finance Branch have included these posts in the approved 2020/21 headcount figures for TEO.

2. Civil service staff not available/ not applying	L	M	An elective transfer for an existing DP post in CCPB in January 2020 gained 6 applications so there is some interest at that level at least. There is also ongoing recruitment at SO and DP competitions so there will be new staff available at this level.
3. Under-utilisation of resources	L	L	The current complement of staff is already working at full capacity and could not to cope with any increase in work load before the quality of work begins to suffer. Even the full complement of staff is unlikely to find much spare capacity given the planned schedule of work being developed.
4. Subsequent JEGS exercise does not support grading of initial posts.	L	M	The job descriptions will mirror existing roles within CCPB and previous advertisements for posts. The new structure is based on a detailed analysis of the tasks and activities that are required to deliver the Strategic Objectives of CCPB and posts will be reviewed on an ongoing basis.
Overall Risk (H/M/L):	L	M	

KEY: H = high M = medium L = low N/A = Not Applicable

Section 7: Summarise the Option Comparisons and Identify a Preferred Option

- Summarise the main differences between the options e.g. in terms of key assumptions, NPCs, non-monetary impacts, risks and other factors.
- Identify which option is preferred and explain why.

Option 1 is not a workable option. CCPB is significantly under resourced and additional permanent staff are required in order to restore the reputation of CCPB, reduce pressure on existing staff and take forward recommendations from the various reports completed over the last number of years, as well as the other reasons details above.

Preferred Option

Option 2 – appoint recommended staff - has been demonstrated as the option with the least risk of failure and the option which will allow the greatest level of support to Ministers and senior management in delivering the CCPB programme of work.

Section 8: Assess Affordability and Funding Arrangements

- Set out the annual capital and resource Departmental Expenditure Limit (DEL) requirements for the preferred option, as per the table below.
- Subtract existing DEL provision from total DEL required, to get additional DEL required.
- Figures should allow for inflation, contingencies and (where relevant) optimism bias.
- Resource DEL figures should include appropriate allowance for depreciation/impairment.
- Identify expected sources of funding and the degree to which each funder is committed.
- NB DEL figures differ from cash figures e.g. their timing may differ due to distinctions between accruals and cash accounting; and cash should exclude depreciation/impairment.

This pro forma only requests the DEL figures but if you also require cash figures for cash accounting purposes, then you will need to adjust the DEL figures to cash separately.

- *Consult a finance specialist if necessary.*

	Yr 0 £000's	Yr 1 £000's	Yr 2 £000's	Yr 3 £000's	Totals £000's
Total DEL Required:					
Capital DEL	0	0	0	0	0
Resource DEL	180	414	300	304	1,198
<i>Allowance for depreciation/impairment (included in Resource DEL figures above)</i>					
Existing DEL Provision:					
Capital DEL	0	0	0	0	0
Resource DEL	180	414	300	304	1,198
<i>Allowance for depreciation/impairment (included in Resource DEL figures above)</i>					
Additional DEL Required:					
Capital DEL	0	0	0	0	0
Resource DEL	0	0	0	0	0
<i>Allowance for depreciation/impairment (included in Resource DEL figures above)</i>					

****These figures do not include corporate overheads – these are included in section 4****

Funding Body	Sum funded & % of total	Funding secured? Yes/No	If not secured, indicate status of negotiations
TEO	£1,198 (100%)	Yes	
	£ (%)		
	£ (%)		

Section 9: Project Management

- *Explain the proposed project management structure (e.g. use of PRINCE2), key management personnel and project timetable.*
- *Where relevant, indicate the proposed approach to procurement.*
- *Consider provision for benefits management and realisation, including e.g. Benefit Profiles using the templates at the CPD programme and project management website.*
- *Identify any significant management issues e.g. legal, contractual, accommodation, staff or TUS issues.*
- *Is any external consultancy support required? If so, it must be supported by a separate business case as per FD(DFP)07/12 and section 5 of the accompanying guidance note.*

The vacancies are likely to be advertised and filled using the elective transfer process. There is an expected lead in time of 2-3 months for elective transfer.

The post holders will have their performance monitored in the usual way using existing NICS Performance Management procedures, against stated targets and objectives.

The local TUS representative has been made aware of the proposals and has no direct concerns.

Section 10: Monitoring, and Evaluation Arrangements

- *Indicate arrangements for regular monitoring of the project's progress.*
- *State proposed evaluation arrangements e.g. when it will happen, who will do it, what factors will be evaluated?*
- *For further guidance see para 2.9.15 at Step 9 of NIGEAE.*

All post holders' performance will be monitored as part of the existing NICS performance management procedures

The work programme of CCPB will be continually monitored and reviewed to show progress as a result of additional staff.

A review of staffing will take place 24 months after all new staff have started with the exception of the need for a G5 post which will be considered after 18 months.

Finally, remember that this is a general template and that the boxes and tables above may be enlarged or modified to suit the particulars of the case in hand. When necessary, refer to the NIGEAE website or seek help from a Departmental economist.