



The Social and Health Education Project Ltd

Financial Policies

2017

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1. FINANCIAL RESPONSIBILITIES OF THE SHEP MANAGEMENT COMMITTEE

- 1.1. The Management Committee of SHEP is collectively responsible and accountable for ensuring that the Project is performing well, is solvent, and complies with all its obligations. The Management Committee retains legal responsibility for running the company even in cases where separate sub-committees/coordinator take charge of the day-to-day running of aspects of the Project.
- 1.2. The Management Committee of SHEP is responsible for the administration of all funds paid to the Project, including those paid by funders.
- 1.3. SHEP Financial Policies are discussed, agreed, and specified by the Management Committee.
- 1.4. SHEP's Management Committee has a responsibility to understand, and ensure control over, the financial management of the Project. A Treasurer who has knowledge of financial controls will be appointed to work closely with staff so as to have a thorough understanding of the finances to ensure that the system of accounting is working well and that regular checks on financial matters are in place.
- 1.5. Monthly Financial Reports & Bank Reconciliations covering the period since the last Board Meeting are normally presented by the Financial Administrator at every meeting of the Management Committee. At the meetings, the financial situation is compared to the budget and any problems and issues reviewed and recorded in the minutes.
- 1.6. The Management Committee will ensure that financial returns are made to all funders in accordance with agreed procedures.
- 1.7. SHEP's Management Committee will ensure that the relevant returns are made to the Companies Registration Office
- 1.8. The Management Committee will have a policy with regard to internal checks and control. The Financial Compliance Officer will perform internal checks periodically e.g. reconciliation of bank accounts, petty cash, payroll and tax returns.
- 1.9. A registered auditor will be appointed by the Project at the AGM for the annual audit of accounts. A letter of engagement will state the duties for which SHEP engages the auditor.
- 1.10. The Management Committee will ensure that the Project is in compliance with the law on salaries and conditions. All employees will have a written contract of employment, covering salary, annual leave, including sick leave arrangements, hours and terms of notice.

- 1.11. The Management Committee will not take over, purchase, lease or sell any real estate property without consulting with the Project's funders.
- 1.12. The Management Committee will not appoint core staff without the prior consent of relevant funders.

2. COMPANY REGULATIONS & CHARITABLE STATUS

- 2.1. SHEP as a company limited by guarantee, is aware of its financial responsibilities under the Companies Acts and of the provisions of SHEP's Memorandum and Articles of Association in this regard.
- 2.2. The Management Committee retains legal responsibility for running the company even in cases where sub-committees/Director takes charge of some aspects of the day-to-day running of the Project.
- 2.3. Not all members of Management Committee will be Directors. The directors are elected each year from the members at the AGM. Employees of SHEP cannot be directors of the company. Ideally, SHEP will ensure a spread of experience and the Board should be representative of a wide spectrum of the local community.
- 2.4. SHEP is a Company Limited by Guarantee. As such, SHEP is required to submit an annual return (audited accounts), setting out certain prescribed company information, which is delivered to the Companies Registration Office at least once in every calendar year.
- 2.5. The duties of the directors of SHEP are wide and varied. They are set out in the various sections of the Companies Act and regulations. Statutory duties that apply to financial procedures are:
 - Keeping proper books of accounts;
 - Preparation of annual accounts, reports and returns.
- 2.6. SHEP has secured Charitable Exemption in Tax law. SHEP's "CHY" Number is 9974
- 2.7. SHEP has secured authorisation as an "eligible charity" under Section 848A of the Tax Consolidation Act 1997. Section 848A provides for a scheme of tax relief for certain "eligible charities" in respect of donations received on or after 6th April 2001.

3. BUDGET - PREPARATION AND MONITORING

- 3.1. The SHEP Management Committee approves an Annual Budget (1st January to 31st December) based on SHEP's Strategic Plan and funding available.
- 3.2. SHEP's Annual Budget will be prepared based on the grant funding available for that year, together with carry over from the previous year. The Annual Budget is approved by the Management Committee at its meeting in January/February.
- 3.3. The Annual Budget is used on an on-going basis as a means to monitor income and expenditure. The actual income and expenditure from the accounts is compared to the budgeted income and expenditure and any differences between the two (known as variances from budget) investigated and explained.
- 3.4. The Project submits Periodic Returns on the Project's financial position to its funders in the required format.
- 3.5. SHEP accepts that funding is subject to adherence to the funding contract (and to any subsequent approved adjustments necessary, for example, where additional staff are approved, where staff vacancies arise, or once-off costs or significant savings arise, or by way of moving from commercial to community rental accommodation).
- 3.6. An amended Annual Budget is presented to the Board for their approval if required.

4. REPORTS FOR FUNDERS

- 4.1 SHEP will return an Annual Report by end of March each year to its funders along with audited accounts/Financial Statements once they have been approved at the AGM.

5. FINANCIAL REPORTING SYSTEM

- 5.1. SHEP receives funding from a number of sources and accounts to its funders for the expenditure of this money. SHEP is a Company limited by Guarantee and, as such, is also required to submit audited accounts to the Companies Registration Office, in a format set down by that office, in accordance with the Companies Act. SHEP also submits a copy of these audited accounts to its funders. The Project's audited accounts are posted on the SHEP website. The observance of proper financial control procedures in the expenditure of funds is essential, as is accountability and transparency in these matters so as to assist public confidence.

Monitoring

The Board applies an approach that achieves value for money for the resources provided. The Director monitors actual expenditure on a regular basis, i.e. monthly, in order to ensure that resources are available to meet anticipated expenses. This vigilance will prevent any unexpected overspends at the end of the year.

It is the responsibility of the Management Committee to ensure that SHEP operates within the resources provided and to ensure that procedures are in place to monitor and prevent over-expenditure.

6. BANK ACCOUNTS/BANKING

- 6.1. The Project maintains a separate bank account for each funder. All transactions are processed through a main account and funds are reimbursed accordingly at the end of each month.
- 6.2. The opening of the bank accounts will be approved by the Management Committee.
- 6.3. A record is kept of all bank account transactions relating to the Project. A record is kept which lists all the cheque payments (date, the cheque number, the payee and amount) and direct debits (date, payee and amount). A record is kept of all lodgements showing the date, the amount and source of the monies. This information is available to the Management Committee and to the funders as required and must be reflected in the audit.
- 6.4. SHEP bank accounts operate without overdrafts.
- 6.5. All cheques will have at least three signatures. Signatories are agreed by the Management Committee and recorded in the minutes. There will be at least three authorised signatories and the bank must hold specimen signatures. Authorised cheque signatories normally include three/four designated Management Committee members. The Director may be a cheque signatories, but all cheques must be signed by at least one board member signatory.
- 6.6. There is no pre-signing of blank cheques.
- 6.7. Cash/cheques are kept in a secure cash box and in a safe wherever possible. Any money received is receipted on the day of receipt – and lodged at the first opportunity (up to a maximum of three weeks or as soon as €1000 is reached). A receipt is issued for the amount received by the Project. SHEP's insurance provides cover for up to €1,000 in cash held.

7. EXPENDITURE, ORDERS, INVOICES AND PAYMENTS

SHEP understands that having a clear and appropriate policy on authorising payments is an important aspect of good governance. The following amounts were approved by the Board of Directors/Management Committee at their meeting on 10th September 2009:

- 7.1 Expenditure up to a maximum of **€2,000** on any individual item can be authorised by the Chairperson, Director, or designate cheque signatory, subject to budgetary provision.
- 7.2 Amounts in excess of €2,000 but less than **€5,000** may be authorised by any two of the Chairperson, the Director, and a designated cheque signatory, subject to budgetary provision.
- 7.3 Salaries and rent for each year are approved by the Management Committee (normally annually). Monthly salaries and collector general fees are paid on-line. Rent may be paid by cheque or standing order.
- 7.4 Other individual items **exceeding €5,000** in value require the approval of the Management Committee and must be minuted at meetings of the Board.
- 7.5 Transfer of Funds under the International Partnership Programme to Sahakarmi Samaj, up to a maximum €80,000 per month, may be authorized by any three designated cheque signatories - subject to budgetary provision.
- 7.6 In addition, electronic transfers of funds from one SHEP account to another SHEP account up to a maximum of €80,000 per day may be authorized by any three of the following: the Director, the Financial Administrator, and a designated cheque signatory - subject to budgetary provision. A print out of these transactions is given to the Treasurer and Chairperson at the end of each month.
- 7.7 Where expenditure on goods or services exceeds **€6,350**, SHEP will source three quotes in writing and the most competitive quote must be accepted, bearing in mind the particular needs of the Project. However, payments to trainers providing SHEP training (even where the total payment in any twelve month period exceeds €6,350) do not require approval by the Management Committee because the trainers are all available to work at standard rates set by the SHEP management committee and reviewed regularly.
- 7.8 When a contract (including contracts for lease of property) is €10,000 or more in any 12 months period a tax clearance certificate should be produced by the contractor.
- 7.9 Payments (apart from minor expenses) are made only by cheque or credit transfer system or visa credit card. Minor expenses are paid for out of petty cash.
- 7.10 Invoices are date stamped upon receipt, and the appropriate expense heading written onto the invoice, e.g. "Telephone". The Project will verify that goods ordered or services provided were received and check for arithmetical accuracy.

- 7.11 When an invoice is due for payment, the invoice is approved and signed by the Director for payment. Payment details are completed by the Financial Administrator to ensure appropriate authorisation for the expenditure and a cheque is raised by the Financial Administrator. The approved invoice and documentation is attached and given to the cheque signatories prior to cheque signing.
- 7.12 Cheques issued/credit transfers/on-line banking transfer will only be made on the strength of approved requisitions supported by duly certified documentation (invoices, payroll calculations or other documentation).
- 7.13 Once payment has been made the invoice will be stamped 'paid', cheque journal completed for all items of expenditure and all documentation filed.
- 7.14 Cheques will be written on a regular basis, e.g. twice a month.
- 8. PETTY CASH** since 2016 Petty Cash accounts at permanent tsb are no longer being operated for customers.
Updated 25th October 2017
- 8.1. A Petty Cash Income and Expenditure Record will be maintained to keep a record of all minor expenses.
- 8.2. A limit on the amount of the petty cash float will be agreed by the Management Committee (e.g. €300), and a limit on individual amounts set (€75). Items of expenditure exceeding this limit must be paid by cheque/credit card.
- 8.3. All minor expenses will be supported by receipts. A petty cash record book records moneys taken and returned to purchase small items. Petty cash payments must only be made against petty cash slips with attached receipts, and after approval by the Financial Administrator.
- 8.4. Any petty cash floats will be kept secure in a cash box or, if possible, in a safe. Petty cash must be reconciled and balanced on a monthly basis, recorded in the petty cash income and expenditure record, and approved by the Financial Administrator.
- 8.5. Petty cash will be kept on an imprest system i.e a fixed amount is set (the float) and a cash withdrawal from the credit card is lodged into the Petty Cash Account for that amount. Payments to petty cash must be recorded in petty cash on the date the transfer is made. As required, the expenses must be totalled, relevant receipts gathered to match the amount and a withdrawal from the credit card account drawn down to bring the float up to the original amount. Receipts and supporting documentation for the period must be kept in an envelope and marked with the period that they cover. This will be kept as supporting documentation for the credit card withdrawal. On a monthly basis the Petty Cash transactions are transferred to the SAGE 50 Accounts Petty Cash record where the amounts are reimbursed to the credit card account. The Financial

Compliance Officer will check petty cash regularly.

- 8.6. On occasion petty cash can be used to pay for items (such as tea/coffee/ clay etc) which can later be reimbursed from the training programme account (or other accounts as relevant).

9. POSTAGE

- 9.1. Postage stamps are generally purchased out of general funds and **not** petty cash. Postage stamps are stored in a secure cash box.
- 9.2. All letters and the value of stamps used will be recorded in the Post Book.
- 9.3. The Post Book will be balanced when stamps are purchased. The Financial Administrator will carry out periodic checks of the Post Book.

10. TRAVEL EXPENSES

- 10.1. The board members, staff and volunteers of the Project are entitled to reimbursement of any vouched travel expenses incurred in the course of essential travel undertaken carrying out their work on behalf of the Project. Where possible public transport should be used.
- 10.2. All travel outside the Project area must be approved by the Chairperson/Treasurer in the case of the Director or the Chairperson or Treasurer and Coordinator in the case of other staff prior to travel.

11. FIXED ASSETS

- 11.1. Limits on capital expenditure on fixed assets, which includes office equipment, furniture and fixtures, and computer equipment will be set out in the annual budget.
- 11.2. A Fixed Asset Register is maintained for all fixed assets by the Financial Compliance Officer. The register will detail how the asset was acquired (from the funders, purchased from the operating grant or obtained from another source), the date the asset was acquired, its cost, the amount it has depreciated to date, its serial number and where necessary a detailed description.
- 11.3. Depreciation: at the beginning of each year, the depreciation value will be entered into the SAGE accounts and will be released over twelve months.
- 11.4. All personnel must act responsibly in ensuring the security of all fixed assets.

- 11.5. The Management Committee will satisfy themselves that insurance cover is adequate at all times and must notify their insurance company of any capital investment
- 11.6. A regular physical check of fixed assets against the register will be carried out, at least every twelve months by the Director.

12. RECORD KEEPING

- 12.1. All documentation (invoices, receipts etc.) related to all items of income and expenditure will be kept for a minimum of six years (This is a requirement under company law). All financial information will be kept locked in a filing cabinet or under password.
- 12.2. The following will be held on file:
 - Budgets
 - Budget Monitoring Reports;
 - Financial Statements and Periodic returns including working papers;
 - Financial Reports to the Board/Management Committee;
 - Annual Returns to the CRO/Funders
 - Bank Statements;
 - Bank Reconciliation Statements;
 - Fixed Assets Register;
 - Tax Returns;
 - Payroll (including personnel tax details etc.);
 - Legal Documentation;
 - Leases/Contracts;
 - Insurance Details;
 - Financial Policies;
 - Audits;
 - Decisions and Correspondence Related to Financial Matters;
 - Minutes of Meetings of the Management Committee.
- 12.3. As accounts are computerised, safeguards must be put in place in respect of hardware and software. Access/usage of the systems must be regulated. Back up copies must be saved monthly and securely stored. Hard copies of accounts must be printed every month and kept securely.

13 RESERVES POLICY

- 13.1 Reserves are important in SHEP for three main reasons
 - To support contingency planning
 - To fulfilment of legal and moral commitments
 - To support the development of new functions

- 13.2 SHEP recognises that there are two ways to develop reserves.
- Asking for more – SHEP believes is quite legitimate to ask funders and supporters for more to establish reserves.
 - Plan for a surplus - plan over a period of years to make a small surplus and state clearly why.
- 13.3 SHEP is also committed to having a clear policy on reserves because it demonstrates:
- Transparency and accountability to supporters
 - Good financial management
 - Justification of the amount of reserves

The level of the Reserve

- 13.4 In determining the size of the reserve, SHEP has regard for
- Current and future incoming and outgoing resources
 - Planned activities and their associated costs
 - Potential future needs and opportunities, for example, expansion possibilities
- 13.5 The Management Committee agrees that the reserve should not be less than €50,000. €40,000 of the reserve will be maintained in specific deposit account (SHEP Reserve Account) which will normally be a high interest deposit account.

Accummulated Training Programme Surplus

- 13.6 SHEP aims to run its training programme to break even or generate a modest surplus each year.

Contingency/SHEP Own Funds

- 13.7 In addition to the SHEP reserve, the balance of SHEP's Own Funds will be treated as contingency funds and will be maintained for a number of agreed purposes. These funds will be maintain in a specific account (SHEP Own Funds).

Monies that can be lodged to the SHEP Own Funds accounts include

Donations to SHEP; fees earned by Staff working for outside organisations (including supervision fees, counselling hours provided by staff); bank interest; profits from training programme account; small surpluses from 'other projects account'; untraced lodgments (after three years or once attempts to identify them have been exhausted); and small surplus and shortages from course fee lodgments;

Monitoring and Review

- 13.8 This policy will be reviewed as appropriate and any changes presented to the Management Committee for approval.

14 ELECTRONIC BANKING POLICY

Decision to implement an Electronic Banking System

- 14.1 The decision to implement an Electronic Banking System with Permanent TSB, SHEP's regular bank, was ratified by the Board of Directors on September 12th, 2009.

Use of Electronic Banking

- 14.2 SHEP will use Electronic Banking for i) payments, ii) inter-account transfers and iii) setting up/adjusting standing orders.

Authorised users

- 14.3 The Management Committee decides who is mandated to make payments using electronic banking. This is reviewed as appropriate.
- 14.4 Any one user may view bank statements.
- 14.5 All payments are authorised by **three** designated signatories.

Payment of salaries is done each month by the Financial Administrator and Director and one other designated signatory, based on the approved salaries for each year – with the details included in the monthly accounts which are reviewed by the Treasurer and Chairperson

A list of all proposed electronic payments (including charge backs & salaries) is prepared by the Financial Administrator and then circulated by email to the Director and Treasurer (and the designated signatory who will approve the payments) prior to the payments being made.

- 14.6 A user cannot exclusively authorise a payment to themselves. The monthly salary for the Director and all other staff will be approved by the Chairperson at the beginning of each financial year.
- 14.7 The Financial Administrator will prepare a monthly record of inter-account payments for review and signing by the Treasurer.

Changes to Authorised Users and Accounts

- 14.8 The inclusion of individuals with newly granted access to the system (i.e. Management Committee members, directors, staff) and the deletion of individuals who no longer have access to the system will be authorised by the board.
- 14.9 The inclusion of new bank accounts onto the system and the deletion of old accounts from the system will also be approved in a similar manner

Thresholds/Financial Limits

- 14.10 The financial limits set out for payments using electronic banking is the same as that which applies to all SHEP payments. These limits are agreed by the board and reviewed as appropriate.
- 14.11 The maximum amount to be transferred from one account in any one day will not exceed €80,000. This amount has been sanctioned by the Bank.

Security Issues

- 14.12 The security of the Electronic Banking System is vital. The Board will ensure that all necessary procedures are in place to protect the system from misuse.
- 14.13 Passwords / user names / codes will not be stored within the office environment. This will prevent unauthorised individuals from accessing them. Passwords may be memorised and destroyed rather than stored where they could be accessed.

Monitoring of use of Electronic Banking System

- 14.14 The Board will ensure that the use of the Electronic Banking System is adequately monitored.

Such monitoring will ensure that all transactions are legitimate business transactions and have been conducted appropriately, in line with agreed approval procedures.

- 14.15 Monitoring of transactions will include, but not be limited to, the following:

- Payments and transfers (including internal transfers)
- Setting up standing orders
- Setting up of new accounts
- Deletion of accounts

Review of Electronic Banking Internal Procedures Document

- 14.16 SHEP's Electronic Banking Internal Procedures Internal Procedures will be reviewed as appropriate. The results of this review will be approved and minuted by the Board.

15 USE OF CREDIT CARD

Updated 25/10/2017

- 15.1 SHEP has one credit card account with Permanent TSB and use a single (VISA) credit card to facilitate the payment of certain project expenses for which there is an agreed budget.
- 15.2 There is a €2000 limit on purchases.
- 15.3 The credit card bill is paid in full every month by direct debit.
- 15.4 All credit card payments are included in the following months central account which are prepared by the Financial Administrator and approved by approval of the Director.
- 15.5 The credit card is kept in a secure place by the Financial Administrator. When the card is needed by a staff member to make a payment, the card is signed out to the staff member by the Financial Administrator.
- 15.6 It is the responsibility of those making a payment by credit card to secure a receipt, complete the SHEP VISA Card Payment Form and to present these to the Financial Administrator.
- 15.7 Payments in excess of €250 require the prior approval of the Director.
- 15.8 Because SHEP's bank, permanent tsb no longer operates Petty Cash accounts for customers SHEP's credit card is used to withdraw cash (maximum €300 in any one transaction) for Petty Cash purchases.

16 SHEP POLICY ON PROCUREMENT OF GOODS & SERVICES

(This section drafted and included here in January 2017 – needs review and approval)

Principles

- SHEP will be cost effective and efficient in the use of all funds including public funds.
- SHEP will ensure the purchased of goods, services or works is carried out in a manner that ensures best value for money.
- With regard to grant funding – SHEP will ensure that the purchase of goods, services or works is carried out in line with agreed donor budgets and eligibility requirement.
- SHEP's purchasing procedures are subject to audit and verification inspections.
- SHEP accepts that in general a competitive process can achieve best value for money.
- SHEP will ensure there are appropriate procedures in place to deal with conflicts of interests.
- SHEP will always document decisions and the rationale for the decision and keep relevant paperwork i.e. quotes, tender evaluation etc.
- Suppliers (to SHEP) of goods and services funded through public funds must be tax compliant.

Summary

- For the purchase of goods of service under €5000 SHEP will source one quote.
- For the purchase of goods and services between €5,001 and €10,000 at least three quotes will be sourced for the same individual items/ works or services required.
- For the purchase of goods and service between €10,001 and €50,000 **at least three quotes** should be sourced for the same individuals items/works or services required or a formal tendering process should be carried out, at least 5 firms should be invited to tender.
- For the purchase of goods, services or work in excess of €50,001 a **formal tendering** process will be carried out, at least 5 firms should be invited to tender.

Note – this is not the same as the following!

Less than €5,000 obtain verbal quotes from at least 3 competitive suppliers. Select lowest price/most suitable.

€5,000.01 to €25,000.00 A minimum of 3 written quotations sought from competent suppliers who ordinarily supply the relevant service.

€25,000.01 to € EU threshold Full Tender Action

PROCUREMENT OF GOODS AND SERVICES TO A VALUE OF LESS THAN €5,000

Supplies or services (includes professional services) for amounts less than €5000 (excluding VAT as applicable) in value should be purchased on the basis of verbal quotes from one or more competitive suppliers. The final invoices will act as evidence the groups have requested a quote. SHEP will always be mindful of obtaining value for money in all financial transactions and therefore where groups wish to take a more prudent approach or have concerns for value for money on one written quote only- they are encouraged to seek additional quotes from alternatives suppliers. Copies of all quotes obtained, will be retained for future reference. In the case of verbal quotes a brief note on the purchasing file should be maintained stating the ;

- I. Name of the supplier contacted.
- II. The date contacted.
- III. Quote supplied- price and goods/services.
- IV. Condition of supply
- V. Brief comment on the suitability or otherwise of this supplier.

PROCUREMENT OF GOODS AND SERVICES TO A VALUE OF €5001-€10,000.

Supplies or services contracts between €5001 and €10,000 (including VAT as applicable) in value can be awarded on the basis of responses to requirement/ specifications sent in writing or by fax or email to at least three suppliers or services providers. Details of the quotes received must be retained by the group and may include written, faxed or emailed quotes. Quotes should be for the same individual items to allow for open and transparent comparisons.

SHEP accepts that, in addition to price, other non-financial factors such as quality of work, the ability to deliver on time, etc. are also relevant to the decision to select a particular supplier in favour of others. SHEP can and will take these non-financial factors in to account. However, groups must be able to demonstrate that they have sought alternative quotations and that this was one of the deciding factors in awarding the contract. Where a contract is not awarded to the supplier of the lowest quotation, SHEP will document the rationale on which the contract was awarded.

SHEP will normally obtain three quotes. However, in exceptional circumstances, where SHEP is unable to obtain three quotes, a note to this effect must be maintained on the quotation/tendering file, including details of suppliers requested to quote and the reasons why three quotes were not obtained. SHEP may need to expand the trawl of suppliers, due to an insufficient response from initial request, to ensure the overriding principle of best value for public money is achieved.

PROCUREMENT OF GOODS AND SERVICES TO A VALUE OF €10,001-€50,000

Supplies or services contracts between €10,001 and €50,000(including VAT as applicable) in value can be awarded on the basis of responses to requirement/ specification sent in writing or by fax or email to at least three suppliers or service providers or should normally be advertised as part of a formal tendering process.

LARGER CONTRACT- PROCUREMENT OF GOODS AND SERVICES WITH A VALUE ABOVE €50,001.

Contracts above €50,001 should normally be advertised as part of a formal tendering process. Publication on the www.e-tenders.gov.ie website generally meets national advertising and publicity requirements and significant reduces the need for expenditure on advertising.

Depending on the nature of the requirement, it may be appropriate to supplement national websites advertising in other media, in trade publication and / or on other websites. An abbreviated notice indicating the publication of tenders details on the e-tenders.gov.ie website should be considered in such cases.

Alternatively, a process of direct invitation to tender may be used. This may involve:

- Invitation to firms deemed appropriately qualified for a particular project (this may be appropriate for specialised requirement in markets where there is a limited number of suppliers or services providers.)
- Invitation to tender to firm on a list established on an open and objective basis (normally used by groups which have a frequent or recurring requirement for supplies or services or those wishing to maintain a well organised on going procurement system).

Annex 1

Eligible Expenditure

As a general rule all expenditure must be vouched

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| Training & Development: | This category provides for the training costs of the Board and members of staff. Items eligible under this heading include conference costs, seminars, non-residential team training days, computer and software training, personal training and supervision. In general all T&D are sourced from accredited sources and offer progression route to those undertaking it. |
| Mileage Claims: | Board and staff members should have their direct expenses refunded where proof is provided. All claims must be vouched to ensure compliance with the Revenue Commissioners rules on such matters. As a matter of good practice, where essential travel is involved, the Project recommends that public transport is to be used as far as possible. |
| Rent: | The project ensures value for money in negotiating rental and leasing agreements. |
| Office Stationery: | Expenditure under this category is general office stationery. |
| Postage: | Expenditure under this category are general postage stamps, TV Licence and charge for holding of post by An Post while office is closed. |
| Telephone & Fax: | Expenditure under this category includes telephone and mobile charges, internet charges. Project ensures value for money when negotiating between different suppliers. |
| Premises Insurance: | This includes all necessary insurance costs associated with the Project, including building and contents insurance, employee insurance and public liability insurance. |
| Venue Hire: | Expenditure under this category is the hire for rooms for core course training. |
| Venue Hire Costs: | This includes any teas/coffees supplied during the course training. |
| Program Supplies: | Expenditure under this category is the cost of manuals for specific course materials. |
| Computers and Software: | This for any computers and any software purchased. |

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| Capital Items: | Includes all fixture and fittings purchased that would be classified as asset to the project. |
| Office Machine Maint. | Expenditure under this category is the maintenance of photocopiers, printers, computers, telephone and on-going IT support and web-site maintenance. |
| Bank Charges: | This includes general bank charges, however, as a general rule no bank interest and overdraft charges are incurred. |
| Premises Expenses: | Expenditure under this category include cleaning contracts, maintenance works such as painting, plumbing, tiling, carpets, refuse charges, cleaning supplies, toiletries, first aid kits, H&S signage, kitchen equipment, security alarms, alarms monitoring, security fitting, maintenance of fire extinguishers. |
| Legal Fees: | Incurred only when legal professional advice is required. |
| Audit Fees: | Incurred once a year for Audited Accounts and return of same to CRO. |
| Petty Cash: | All expenditure under this category must be vouched. Expenditure in this should be kept to a minimum and there should be no more than €300 in petty cash at any time. |
| Org Development: | Expenditure under this category include Gifts, Annual Dinner, Association of Friends & Forums. |
| Electricity: | Projects ensure value for money when negotiating between different suppliers. |