



An Roinn Fiontar,
Trádála agus Fostaíochta
Department of Enterprise,
Trade and Employment

Quality Assurance Report for 2021

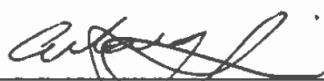
Submitted to the Department of Public Expenditure and
Reform in compliance with the Public Spending Code

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1. Certification

This Quality Assurance Report for 2021 reflects the Department of Enterprise, Trade and Employment's ("the Department") annual assessment of compliance with the Public Spending Code. It is based on the best financial, organisational and performance related information available across the various areas of responsibility.

Specifically, it confirms that Quality Assurance checks have been successfully carried out on expenditure incurred by Enterprise Ireland and IDA Ireland on capital and current projects supported by the Department during 2021 and also on expenditure incurred by the Department itself. Funding provided to Enterprise Ireland and IDA Ireland accounted for 67% of the Department's gross outturn in 2021.



Dr Orlaigh Quinn

Accounting Officer

Department of Enterprise, Trade and Employment

Date: 29th July 2022

2. Departmental Overview

Transfer of functions

Changes to the Department's structure came into force from the 1st of January 2021. The Department assumed responsibility for the Balance for Better Business Initiative from the Department of Children, Equality, Disability, Integration and Youth. Responsibility for the Trading Online Vouchers Scheme, which is delivered through the Local Enterprise Offices, was also transferred from the Department of the Environment, Climate and Communications.

A number of the Department's responsibilities were transferred to the Department of Further and Higher Education, Research, Innovation and Science, including certain responsibilities under :

- the Industrial Development (Science Foundation Ireland) Act 2003;
- the Industrial Development Act, 1993;
- responsibility for the Programme for Research in Third Level Institutions and
- responsibility in relation to membership of certain international organisations.

Department's remit

The Department of Enterprise, Trade and Employment leads in advising and implementing the Government's policies of stimulating the productive capacity of the economy and creating an environment which enables employment creation and sustainability. The Department is also charged with promoting fair competition in the marketplace, protecting consumers and safeguarding workers. Through its Offices and Agencies, the Department's remit covers a wide range of activity including:

- Leading on helping entrepreneurs and businesses create and sustain high quality employment across all regions of our country, by developing a strong indigenous enterprise base, attracting Foreign Direct Investment and increasing trade;
- Promoting quality employment, positive workplace relations, well-functioning dispute resolution mechanisms and a safe working environment;
- Creating a strong entrepreneurial culture;
- Assisting enterprise with their research and development needs to maintain and create new jobs and contribute to building a better society;
- Identifying the future skills needs of enterprise and working across Government to develop policies to meet these needs, including through upskilling;
- Leading a whole-of-Government approach to developing a competitive environment for investment, productivity and sustainable jobs;
- Ensuring our business regulation facilitates investment and development, competition in the marketplace, high standards of consumer protection and corporate governance, and provides Ireland with a competitive advantage in the global market;

- Working ambitiously across Government with our EU and international partners to achieve progress in EU and International fora, across a wide range of interests, including Brexit.

The Statement of Strategy 2021-2023 describes the Department's mission as follows:

We will lead on sustainable economic development and recovery through the creation and maintenance of high quality employment across all regions of our country:

- By championing enterprise
- Ensuring a competitive business base to incentivise work, enterprise, innovation and investment
- Strengthening global connections and promoting trade
- Promoting fair and competitive markets, best business practice
- Safe, flexible and decent workplaces through the regulatory and enforcement work of the Department, its Offices and its Agencies.

3. Overview of the Department's Spending Programme

The Department's net expenditure in 2021 (net of Appropriations-in-Aid) was **€0.958 billion**, split between capital supports (**€0.689 billion**) and current expenditure (**€0.269 billion**). Current expenditure is used to meet the day-to-day running costs of the Department and its agencies. The capital provision is provided through a range of grant funded programmes administered by the Department's agencies to assist in the development of Ireland's enterprise and innovation sectors.

The Department continued to support job creation through its agencies, with record numbers of jobs being created in client companies. IDA Ireland client companies had a net increase of 17,000 jobs during 2021. Enterprise Ireland client companies had a net increase of 11,911 jobs. The Local Enterprise Offices helped client companies to create 3,000 jobs in net terms.

The total capital expenditure incurred across the Department's Vote in 2021 was €0.689 billion. This expenditure spanned EI, IDA Ireland, Local Enterprise Development, the National Standards Authority of Ireland, InterTrade Ireland, Subscriptions to International Organisations, Disruptive Technologies, Temporary Partial Credit Guarantee Scheme, SBCI Loan Scheme, InterReg and the Humanitarian Flood Relief Scheme.

For the purposes of the 2021 Quality Assurance (QA) report the Department focused on the largest capital programme areas, namely:

1. Subhead A5 IDA Ireland
2. Subhead A7 Enterprise Ireland
3. Subhead B4 Enterprise Ireland (Science & Tech Dev Programme)

Table 1: 2021 Capital Expenditure

Subhead	Agency	€ million
A5	IDA Ireland	147
A7	Enterprise Ireland	245
B4	Enterprise Ireland (Science & Technology Development Programme)	147
	Subtotal	539
	Other capital subheads	150
	Total Capital Expenditure	689

Typically, the capital grants provided by EI and IDA Ireland are multi-annual in nature, often spanning a 3 to 5 year timeframe. The respective agency grants typically follow a competitive and rigorous review process at the outset of a programme call or an investment decision by the agency. When the awarded project is underway, progress is also periodically reviewed by the relevant agency, sometimes with external expertise. There is often cross-agency strategic assessment input on certain enterprise grant programmes.

4. Spotlight on 2021¹

Responding to Covid-19

The COVID-19 pandemic continued to disrupt business in 2021. Despite this, employment continued to grow towards the Economic Recovery Plan target of 2.5 million people in employment. The Department continued to play a key role in the wider Government response to the pandemic, through the provision of funding, regulatory and advisory schemes for businesses. Support to small and medium sized businesses included the Restart Grant, Covid-19 Online Retail Scheme and a range of national and international initiatives in 2021 – more details can be found in the Department’s Annual Report 2021.

Access to Finance

The Department plays an important role to ensure that SMEs, including microenterprises, can access appropriate and affordable finance suitable to their stage of development. A wide range of financial supports is now available for companies at all stages of their life-cycle – from start-ups and early-stage companies to those seeking to scale and grow.

Regional Development

The Programme for Government has a strong emphasis on achieving more balanced regional development. To achieve this policy goal in 2021, the Department oversaw the development of nine new Regional Enterprise Plans to 2024. These are bottom-up plans, developed by regional stakeholders including the enterprise agencies, local enterprise offices, local authorities, regional skills forum and education and training institutes to drive the delivery of balanced enterprise development.

¹ DETE Annual Report 2021: <https://enterprise.gov.ie/en/Publications/Department-Annual-Report.html>

Job Creation

2021 saw strong growth in employment driven mainly by our exporting sectors. By the end of the year employment figures were well above pre-pandemic levels. The Department continued to support job creation through its agencies.

IDA Ireland

IDA Ireland's main objective is to encourage investment into Ireland by foreign-owned companies as well as maintaining current levels of foreign direct investment and jobs in the country. IDA's new four-year strategy was launched in early January 2021. Entitled 'Driving Recovery and Growth 2021-2024', the Strategy is built on five interlinked pillars – growth, transformation, regions, sustainability and impact. IDA Ireland is targeting 800 investments and the creation of 50,000 jobs over the period 2021- 2024. The strategy is designed to deliver substantial job creation and to drive economic activity, targeting a 20% increase in client expenditure to maximise the impact of foreign direct investment.

IDA Ireland performed strongly in 2021 with client companies creating 29,057 gross new jobs, a net increase of almost 17,000 jobs year on year. Total Foreign Direct Investment employment in Ireland at the end of 2021 stood at 275,384, the highest ever number employed in the multinational sector. The job gains and net employment figures were both the highest on record. Losses were higher than in recent years in absolute terms but represented a historically low share of the overall base. Employment increased in every region of the country taking IDA Ireland client employment outside Dublin to 151,676 – 55% of total employment in the portfolio.

Enterprise Ireland

Enterprise Ireland's mission is to accelerate the development of world-class Irish companies to achieve leading positions in global markets. As Irish enterprise continues to navigate the impact of COVID-19 and Ireland's new trading relationship with the UK, Enterprise Ireland's focus in 2021 was on building a resilient enterprise base in order to sustain jobs and exports. To deliver on this, Enterprise Ireland's 2021 strategic priorities were to strengthen Irish enterprise, drive transformational change and build scale.

Over €220 million in funding under various schemes was made available to companies in 2021 to help strengthen enterprise. Reflecting the rebound in economic growth from the pandemic, Enterprise Ireland client companies reported strong jobs growth with 207,894 people employed in Enterprise Ireland supported companies and a net jobs gain of 11,911, the highest single year reported. The positive jobs figures saw increases in employment across all regions in Ireland, with, 68% of new jobs created outside of Dublin.

Local Enterprise Offices

The 31 Local Enterprise Offices (LEOs) are the 'first-stop-shop' for providing advice and guidance, financial assistance, and other supports to those wishing to start or grow their own business. In 2021 the LEOs delivered a net increase of 3,000 jobs through the provision of grant assistance to microenterprises, representing their eighth consecutive year of growth. The LEO portfolio now has 7,158 client companies, supporting 35,729 associated jobs, 85% of which are based outside of Dublin.

5. Department and Agency Programme Evaluations

It is important to appreciate that enterprise agencies continually undertake regular assessment, ongoing reviews and formal evaluations of their programme portfolio to ensure that the programme offerings are:

- in line with Government policy - on foot of Government spending reviews
- meeting a national strategic need
- represent best use of resources available to the agency
- effective, and can be delivered to ensure best value for money for the Exchequer.

Department of Public Expenditure and Reform (DPER) Spending Review 2021: The Impact of Covid-19 on State Supported Lending (August 2021)

This Spending Review paper published by DPER reviews activity under a number of state supported loan schemes including four credit guarantee schemes and one direct state lending scheme.² The paper utilises data provided by the Strategic Banking Corporation of Ireland and Micro Finance Ireland to track developments in scheme uptake and design and the sectoral targeting of the scheme.

The paper also examines how state supported lending has evolved over the years, particularly in the context of the Covid-19 pandemic and Brexit which saw adaptations and expansions of schemes to address access to finance for SMEs and Microenterprises. The key findings arising from this review can be found on page 2 of the report.

Department of Enterprise Trade and Employment (DETE) Evaluation of Climate Appraisal of Enterprise Funding (August 2021)

Under action 151 of the Climate Action Plan 2021, DETE is required to incorporate measurement of climate-related impacts into capital grant decisions by the enterprise agencies. This paper represents the first step necessary for the delivery of this target. The paper assesses the feasibility of integrating the climate consequences of enterprise funding into the current Economic Appraisal Model at a project level, to establish how GHG emissions can be considered in enterprise funding decisions. The paper examines current international guidance on climate and enterprise emissions appraisal and assesses the efficacy of implementing a similar framework in an Irish context. The paper makes recommendations towards a model of climate appraisal based on international guidance, Irish policy, and the workability of integrating this model in Ireland.

Department of Enterprise Trade and Employment (DETE) Spending Review 2021: Evaluating the State Supported Loan Schemes: a Framework (November 2021)

This paper proposes to formalise how State-supported loan schemes are appraised and evaluated by setting out proposals on a framework for the evaluation of state supported loan schemes.³ The paper examines literature from other countries on the evaluation of credit guarantee schemes, setting out the main objectives, data, and methodologies common to such

² <https://assets.gov.ie/195073/86bf878c-ab89-4518-8515-bcb693c8545d.pdf>

³ <https://assets.gov.ie/205029/3fbb5d2d-629c-4405-b28e-c54780809e32.pdf>

evaluations. The review focuses on three core areas as identified by international literature: financial additionality, economic additionality, and financial sustainability.

The paper draws on the literature discussed to make recommendations on a framework for evaluating state supported loan schemes in Ireland. These recommendations include key considerations such as the objectives of the scheme; the appropriateness, efficiency, and effectiveness of the scheme; identifying the logic model; and the timing of the evaluation.

The Future Growth Loan Scheme: An Independent Review conducted by SQW (independent provider of research, analysis and advice) (July 2022)

This paper provides a review of the Future Growth Loan Scheme (FGLS) to date. The review relies on online surveys of businesses that have secured access to the loan as well as those who confirmed their eligibility but have not secured a loan. It also utilised qualitative interviews, and consultations with approved lenders, industry, and policy stakeholders to get insight into the efficacy of the scheme. The paper examines the types of investment activities undertaken using FGLS finance, the alignment with the schemes objectives and the wider policy context, and business preference for the scheme. The paper also explores the outcomes of the scheme to date and the additionality associated with FGLS lending.

Spending Review 2022: Review of the IDA Regional Property Programme (DPER and DETE, July 2022)

This paper carries out a high-level descriptive analysis of IDA's Regional Property Programme (RPP). The RPP was developed to address a private sector market failure and the need for IDA Ireland to have property solutions available across the country to attract and drive FDI throughout the regions. Subject to data availability, this paper will explore trends in expenditure within the programme, costs and income associated with the portfolio, as well as the utilisation of the RPP portfolio over time.

Spending Review 2022: Review of the Covid-19 Online Retail Scheme (October 2022)

The Covid-19 Retail Scheme targets retail firms with a pre-existing online presence to respond to both the domestic and international consumer demand for a competitive online offering. This is the first time the Department of Enterprise, Trade and Employment has targeted a scheme of this scale at firms specifically in the retail sector and represents a historical shift in the sectors supported by the Department.

This paper will examine the rationale for the scheme and assess how the scheme aligns with national policy as well as other existing digital supports. Using data on the beneficiaries of the scheme the paper will outline the profile of the firms supported. The paper will also seek to establish the degree to which the scheme is achieving its objectives and the additionality associated with its operation.

6. Quality Assurance Procedure

The Quality Assurance procedure is made up of five steps, which are set out in Section 1.1 of the 'Public Spending Code (PSC) Quality Assurance Process'⁴

1. Draw up inventories of projects/programmes at different stages of the project lifecycle.
2. Publish summary information on the website of all procurements in excess of €10m, related to projects in progress or completed in the year under review.
3. Complete a set of checklists, contained within the PSC guidance document, which cover both capital and current expenditure with annual expenditure of €0.5m or more.
4. Carry out a more in-depth check on a small number of selected projects/programmes.
5. Based on the above steps, complete a short summary report including a quality assurance assessment.

In accordance with the requirements of the PSC, a Quality Assurance Review of the appraisal of projects approved for grant aid has been carried out at the direction of the Department by the following evaluation teams:

- **Enterprise Ireland** - by the EI Internal Audit function.
- **IDA Ireland** - by the IDA Ireland Internal Audit function.
- **Department Expenditure** – by DETE Internal Audit Unit

These evaluations incorporate an in-depth check on a small number of programmes to comply with the fourth step of the PSC procedure, which are included in this report. This report, which assesses the Department's compliance with the PSC for expenditure in 2021, fulfils the fifth step of the Quality Assurance process.

⁴ The Public Spending Code Quality Assurance Process, Department of Public Expenditure and Reform
<https://www.gov.ie/en/publication/public-spending-code>

7. Public Spending Code - Inventory of Projects for 2021

The first step in the process is to draw up an inventory of areas of expenditure in excess of €500,000 being considered, incurred, and recently completed. This should include expenditure relating to capital projects, grant schemes for capital purposes and new current expenditure programmes or significant extensions to existing programmes.

Enterprise Ireland publishes general information on grant aid schemes (application process etc.) on its website.⁵ See **Appendix 1** of this report for an inventory of the EI grant recipients and details of its in-depth review for Step 4 of the process.

IDA Ireland does not publish details of the recipients of grant aid due to commercial sensitivity concerns. The Agency has, however, provided a full inventory of the grants appraised and approved, by type, for the three years 2019 – 2021 to the Department’s Internal Audit Unit.

Article 11 of the General Block Exemption Regulation (GBER) 651/2014 requires that summary information of all awards of state aid in excess of €500k, to an undertaking offered under the GBER, be published on a publicly searchable website developed and hosted by the European Commission : Transparency Award Module (TAM) ⁶. All grants awarded under the GBER are subject to this requirement. IDA’s awards are subject to this regulation and typical grant programmes included are (a) regional aid (employment and capital grants) (b) research and development grants including feasibility grants and (c) training grants. Publishing must occur within 6 months from the date of the award of the aid/date of the contract. This satisfies Step 1 of the process.

IDA Ireland also provided to the Internal Audit Unit details of the monetary value of the grant expenditure sample which was selected for the in-depth review for Step 4 of the process.

Information on the in-depth review conducted by IDA Ireland’s internal auditors is set out in **Appendix 2** of this report. However, in some cases commercial sensitivity prevented such publication. This is expanded upon below. IDA Ireland publishes details of its leading investments in its Annual Reports which are available on its website.⁷

The Department’s inventory of Capital projects and details on the in-depth review conducted by the Department’s Internal Audit Unit is set out in **Appendix 3** of this report.

⁵ <https://www.enterprise-ireland.com>

⁶ <https://webgate.ec.europa.eu/competition/transparency/public/search/home?lang=en>

⁷ <https://www.idaireland.com>

8. Public Spending Code - Procurements over €10 million

Step 2 of the QA Procedure includes a requirement to “Publish summary information on the website of all procurements in excess of €10m, related to projects in progress or completed in the year under review.” It is also a requirement that the Department should publish details of the website references where its agencies have placed information on procurements over €10 million.

Neither **the Department** or **Enterprise Ireland** had procurements in excess of €10m relating to 2021.

IDA Ireland had two procurements greater than €10m that involve projects spanning 2021. Details of both are published on the IDA Ireland Website under the title “Public Spending Code A.04 Publication of Projects”.⁸

9. Public Spending Code - Completion of Checklists

The Quality Assurance process involves the completion of self-assessment checklists by the Department and its agencies. These checklists cover all expenditures, to include both capital and current expenditure projects. No significant issues were identified in relation to compliance with the Public Spending Code in any of the completed checklist forms submitted by the Department, Enterprise Ireland and IDA Ireland. Copies of the completed checklists by the Department and the agencies sampled are provided at **Appendix 6**.

10. Public Spending Code - Training

One of the general obligations listed in Checklist 1 refers to the provision of training on the Public Spending Code to all relevant staff.

The Department has liaised with DPER in relation to the provision of training. DPER has advised that information is available through documentation on its website.⁹ No formal specific training on the Quality Assurance procedure element of the Code is currently available but if Departments/Agencies have a particular query in relation to this area and how it should be applied, Government Accounting Unit in DPER has stated that it can provide assistance.

⁸ <https://www.idaireland.com/corporate-governance>

⁹ <https://www.gov.ie/en/publication/public-spending-code/>.

11. Public Spending Code - Main findings

Various Quality Assurance checks on 2021 expenditure projects have been undertaken by Internal Auditors in both Enterprise Ireland and IDA Ireland and by the Internal Audit Unit of the Department.

Whilst minor issues were identified and discussed with the relevant parties during the review, there were no significant issues of concern arising from the Quality Assurance checks undertaken in the agencies or in the Department.

The Department is reasonably assured that the key obligations and provisions set out in the Public Spending Code are being satisfactorily met for grant funding to Enterprise Ireland and IDA Ireland, and for project spend in the Department, based on the sample testing and evaluation carried out by the Internal Auditors engaged by both agencies and by the Internal Audit Unit in the Department.

More specific findings at agency/programme level are set out in the remainder of this report.

12. Public Spending Code – Agency and Department level detailed findings

Enterprise Ireland

Enterprise Ireland's Internal Auditors obtained the 2021 Inventory listing of current and capital expenditure and randomly selected a sample of projects for in-depth checking in accordance with the recommended sampling sizes in the Public Spending Code. Only grant approvals in excess of €500,000 were included in the population from which the sample was selected for in-depth checking. Please see **Appendix 1** for details on the in-depth check and the inventory of grant approvals.

The Board of EI has established a robust committee structure for the appraisal and approval of capital grants. The Department is also represented on these investment committees.

Details of the grant expenditure thresholds and grant approval procedures are outlined at **Appendix 4**.

EI has completed self-assessment checklists covering capital and current expenditure (**see Appendix 6**).

The Quality Assurance review in respect of EI funding in 2021 concluded that *“The controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.”*

IDA Ireland

IDA Ireland's processes and expenditures are subject to a number of controls and assurances each year. These include an internal control statement by the Chairman, internal audit reports, and an annual statutory audit by the Comptroller & Auditor General. A quality assurance review in respect of IDA Ireland was carried out by its Internal Auditors. The scope of the review included a review of grant aid approval procedures in 2021.

The review consisted of an examination of 14 projects (4 approved in 2019, 5 in 2020, and 5 in 2021). The monetary value of these samples was considered commercially sensitive and was not published. However, full details were provided to the Department's Internal Audit Unit. The monetary value of the sample approved for grant aid, represented 8% of the total grant-aided projects approved by IDA Ireland during the 3-year period 2019 to 2021. Please see **Appendix 2** for details on the in-depth check and the inventory of grant approvals.

The review also consisted of an examination of current expenditure projects. The population for review included IDA Ireland Contracts Register showing all current expenditure projects exceeding €500,000 in value in order to select a sample of at least 1% of the total current expenditure projects for the year under review. IDA's Internal Auditors selected sample provided an overall coverage of 2% of the total current expenditure projects exceeding €500,000 in 2021.

Details of thresholds and approval limits are set out in **Appendix 5**. IDA Ireland has completed self-assessment checklists covering capital and current expenditure (**see Appendix 6**).

The Quality Assurance review in respect of IDA Ireland's funding in 2021 concluded that *“Generally, the controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met”*.

DETE Findings

The Department has strong Governance and Compliance Frameworks in place, developed in line with the Corporate Governance Standard for the Civil Service as part of the Civil Service Renewal Plan, 2014.¹⁰ The review was carried out by the Department's Internal Audit Unit (IAU) and consisted of an examination of the capital projects that were planned or ongoing during 2021 as per the inventory at **Appendix 3**.

The Labour Court Case Management System was selected for in-depth review. The IAU met with key officials involved in the project from the ICT Unit and the Labour Court. Key documents were examined relating to the appraisal, planning, approval, governance, monitoring and expenditure of the project. The Department has completed self-assessment checklists covering capital expenditure (**see Appendix 6**).

The review concluded that *“The controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met”*.

¹⁰ <https://enterprise.gov.ie/en/Who-We-Are/Corporate-Information/Governance-Framework/>

APPENDIX 1 EI In-Depth Check and Expenditure Inventory

The 2021 Quality Assurance Review by EI's Internal Auditors involved in-depth checks on a small number of selected projects/programmes. Both Capital and Current Expenditure were reviewed as follows:

Capital:

Sample Selection of Capital Projects: €34,096,848.

Total Value of Capital Project Inventory: €253,442,307.

% of Capital Projects selected: 13.45%

Current:

Sample selection for Current Projects: €6,281,753

Total Value of Current Project Inventory: €54,278,028

% of Current Projects Selected: 11.57%

Based on the documentation reviewed, the controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.

The expenditure inventory listed on pages 18 to 38 of this report includes details of grant recipients with approval amounts in excess of €500k (over project life cycle) that incurred expenditure in 2021. The inventory of capital and current projects (including grants) is broken down by:

- Expenditure being considered
- Expenditure being incurred
- Expenditure that has recently ended.

Expenditure being considered

New Capital Projects

Grant Type	Project No	Project First Approved Date	Approval Amount €
R&D Revenue	175154	24/03/2021	1,507,956
Capital Environmental	174729	28/05/2021	2,112,248
R&D Facility	175564	24/03/2021	525,000
R&D Revenue	174208	16/06/2021	524,708
R&D Revenue	175870	24/03/2021	892,825
Ordinary Shares	173562	19/03/2021	500,000
R&D Revenue	175590	24/03/2021	2,141,084
Capital	175855	04/10/2021	5,000,000
R&D Revenue	175619	24/03/2021	620,115
R&D Revenue	175314	17/09/2021	624,627
R&D Revenue	175967	03/12/2021	591,857
R&D Revenue	175968	03/12/2021	526,100
R&D Revenue	174147	24/03/2021	1,528,058
Employment	175304	03/09/2021	540,000
R&D Revenue	174793	24/03/2021	514,775
Capital	175900	04/10/2021	1,483,605
Capital	175869	04/10/2021	738,000
Capital	173980	30/04/2021	829,813
Capital	175853	04/10/2021	1,758,600
Capital	175892	04/10/2021	2,548,200
Capital	175854	04/10/2021	2,607,895
Capital	175863	04/10/2021	863,700
Capital	175852	04/10/2021	2,422,690
Seed & Venture	175929	26/11/2021	1,310,860
R&D Revenue	176207	07/07/2021	5,000,000
Employment	175210	24/03/2021	578,902
R&D Revenue	175307	17/09/2021	631,200
Capital	174805	24/03/2021	847,532
Capital	175840	04/10/2021	1,404,250
R&D Revenue	176016	04/10/2021	2,700,000
Capital	174979	06/08/2021	743,930
Capital	175932	17/12/2021	666,000

Capital	175907	04/10/2021	916,919
Capital	176007	04/10/2021	3,119,188
Capital	176020	04/10/2021	1,967,929
Capital Environmental	176019	04/10/2021	4,972,208
Capital	173844	16/04/2021	877,545
R&D Revenue	175872	04/10/2021	4,980,000
R&D Revenue	175634	24/03/2021	689,237
Capital	174138	24/03/2021	672,360
R&D Revenue	175897	04/10/2021	3,995,964
R&D Revenue	175121	24/03/2021	605,848
Capital	175905	24/03/2021	592,572
R&D Revenue	175891	04/10/2021	749,416
R&D Revenue	174830	24/03/2021	508,463
R&D Revenue	175151	24/03/2021	543,344
R&D Revenue	174155	24/03/2021	2,157,744
R&D Revenue	175411	24/03/2021	712,407
R&D Revenue	174103	14/05/2021	750,939
Lean Transform	175525	24/03/2021	1,620,990
Lean Transform	175904	10/12/2021	530,473
Employment	173317	19/02/2021	636,533
R&D Revenue	175927	10/12/2021	1,012,000
Pref Shares	175512	29/10/2021	754,414
Pref Shares	179943	12/11/2021	700,000
Capital	176025	04/10/2021	5,000,000
Capital	175839	04/10/2021	1,988,519
R&D Revenue	175117	24/03/2021	1,156,760
Capital	176018	04/10/2021	5,000,000
Capital	175475	29/10/2021	514,420
Capital	175917	10/12/2021	700,443
R&D Revenue	175632	24/03/2021	501,750
Capital	175850	04/10/2021	596,377
Capital	175948	17/12/2021	928,000
Lean Transform	174735	25/06/2021	693,260
R&D Revenue	175915	12/11/2021	702,891
Capital	174144	28/05/2021	545,800
Lean Transform	175861	29/10/2021	538,644

New Current Expenditure:

Reference	Type	Value €
2017/GOV/01/03	Extension of, or request for an increase in value to an existing contract	4,920,000
2020/024/00/00	The Awarding of a Multi Party Framework Agreement	3,444,000
2015/024/02/00	Extension of, or request for an increase in value to an existing contract	2,623,931
2019/005/00/00	Extension of, or request for an increase in value to an existing contract	2,396,495
2020/025/00/00	The Awarding of a Multi Party Framework Agreement	2,000,000
2016/004/00/01	Extension of, or request for an increase in value to an existing contract	2,000,000
2018/GOV/07/01	Extension of, or request for an increase in value to an existing contract	1,845,000
2017/GOV/01/03	Extension of, or request for an increase in value to an existing contract	1,746,600
2016/004/00/02	The Awarding of a Contract for €70k or more from an existing Framework Agreement	1,734,660
2018/020/00/00	Extension of, or request for an increase in value to an existing contract	1,694,000
2020/18/00/02	The Awarding of a Contract for €70k or more from an existing Framework Agreement	984,000
2021/011/00/00	The Awarding of a Multi Party Framework Agreement	984,000
2021/GOV/03/01	The Awarding of a Contract from an OGP Framework	784,494
n/a	The Awarding of a Contract for €70k or more where a tender process was not used	703,607
2018/013/00/00	Extension of, or request for an increase in value to an existing contract	666,725
n/a	The Awarding of a Contract for €70k or more where a tender process was not used	587,717
2021/GOV/02/01	The Awarding of a Contract from an OGP Framework	526,277
2017/025/00/01	The Awarding of a Contract for €70k or more from an existing Framework Agreement	500,000

Expenditure being incurred

Capital Projects

Client Offer	Project No	Payment Amount €
Seed & Venture Capital Fund 2013 -2018	160665	417,856
Seed & Venture Capital Fund 2013 -2018	160665	67,499
Seed & Venture Capital Fund 2013 -2018	159463	539,337
Seed & Venture Capital Fund 2013 -2018	159463	628,869
Seed & Venture Capital Fund 2013 -2018	159463	323,602
Seed & Venture Capital Fund 2013 -2018	159463	466,533
Seed and Venture Capital Investment (2019-2024)	175226	993,004
Seed and Venture Capital Investment (2019-2024)	175224	139,979
R&D Fund	167683	34,203
Regional Enterprise Development Fund 2017 –2020	162149	41,600
Regional Enterprise Development Fund 2017 –2020	162149	5,200
Regional Enterprise Development Fund 2017 –2020	162149	62,400
Regional Enterprise Development Fund 2017 –2020	162149	38,880
Regional Enterprise Development Fund 2017 –2020	162149	53,950
Regional Enterprise Development Fund 2017 –2020	162152	3,722
Regional Enterprise Development Fund 2017 –2020	162152	225,732
Seed & Venture Capital (2007 -2012)	145607	20,634
Seed & Venture Capital (2007 -2012)	145607	19,502
Seed & Venture Capital (2007 -2012)	145607	8,845
Seed & Venture Capital (2007 -2012)	139729	38,689
Seed & Venture Capital (2007 -2012)	139729	41,236
Seed & Venture Capital (2007 -2012)	150031	26,818
Seed & Venture Capital (2007 -2012)	150031	33,636
R&D Fund	169987	104,200
Disruptive Technology Innovation Fund	164846	68,242
Disruptive Technology Innovation Fund	164846	546,918
Disruptive Technology Innovation Fund	164817	35,368
Company Development	159422	70,000
Company Development	165786	53,381
Company Development	165786	251,408
R&D Fund	165972	70,253
R&D Fund	165972	74,059
R&D Fund	165972	66,387

R&D Fund	165972	64,509
R&D Fund	164964	82,552
R&D Fund	166052	217,433
Company Development	162280	531,172
Seed & Venture Capital Fund 2013 –2018	156757	137,697
Seed & Venture Capital Fund 2013 –2018	156757	236,938
Seed & Venture Capital Fund 2013 –2018	156757	106,622
Seed & Venture Capital Fund 2013 –2018	156757	92,885
Seed & Venture Capital Fund 2013 –2018	156757	75,524
Seed & Venture Capital Fund 2013 –2018	156757	142,129
Seed & Venture Capital Fund 2013 –2018	156757	247,104
Seed and Venture Capital Investment (2019-2024)	166080	83,567
Seed and Venture Capital Investment (2019-2024)	166080	780,726
Seed and Venture Capital Investment (2019-2024)	166080	126,893
Seed and Venture Capital Investment (2019-2024)	166080	1,566,675
Seed and Venture Capital Investment (2019-2024)	166080	642,201
Seed and Venture Capital Investment (2019-2024)	166080	206,337
Seed and Venture Capital Investment (2019-2024)	166080	245,388
Seed and Venture Capital Investment (2019-2024)	166080	935,265
Company Expansions excluding R&D	155241	107,358
Disruptive Technology Innovation Fund	164689	3,869
Disruptive Technology Innovation Fund	164689	19,1860
Disruptive Technology Innovation Fund	164689	188,620
Seed & Venture Capital (2007 -2012)	145608	25,000
Seed & Venture Capital (2007 -2012)	145608	62,500
Regional Enterprise Development Fund 2017 –2020	162160	253,745
Regional Enterprise Development Fund 2017 –2020	162160	324,472
Regional Enterprise Development Fund 2017 –2020	164014	83,200
Regional Enterprise Development Fund 2017 –2020	164017	102,361
Regional Enterprise Development Fund 2017 –2020	164017	1,049,292
Company Development	163803	67,217
Company Development	161838	528,250
Company Development	165365	3,617,408
Development Capital Fund	155154	95,247
Development Capital Fund	155154	12,552
Development Capital Fund	155154	75,874
Development Capital Fund	155154	64,373

R&D Fund	166369	301,837
Disruptive Technology Innovation Fund	164785	100,668
Disruptive Technology Innovation Fund	164785	136,554
Regional Enterprise Development Fund 2017 –2020	166483	344,160
Regional Enterprise Development Fund 2017 –2020	166589	83,200
Disruptive Technology Innovation Fund	166657	78,083
Disruptive Technology Innovation Fund	174315	225,572
Company Development	166604	124,069
Company Development	162481	108,535
Disruptive Technology Innovation Fund	164709	90,946
Disruptive Technology Innovation Fund	164761	76,500
Company Development	163567	372,819
Company Development	169324	684,417
Disruptive Technology Innovation Fund	164921	12,399
Disruptive Technology Innovation Fund	164921	377,988
Disruptive Technology Innovation Fund	164707	107,526
Disruptive Technology Innovation Fund	175055	259,606
Company Development	159805	102,239
Company Development	159805	1,173,120
Regional Enterprise Development Fund 2017 –2020	166545	52,159
Regional Enterprise Development Fund 2017 –2020	166545	12,9246
Regional Enterprise Development Fund 2017 –2020	166545	40,052
Regional Enterprise Development Fund 2017 –2020	162111	41,535
Regional Enterprise Development Fund 2017 –2020	162103	178,158
Sustaining Enterprise Fund 2	175712	500,000
Disruptive Technology Innovation Fund	174136	90,907
Disruptive Technology Innovation Fund	175239	488,710
Disruptive Technology Innovation Fund	166669	179,989
Company Development	164590	28,083
Seed & Venture Capital Fund 2013 –2018	158772	500,000
Seed & Venture Capital Fund 2013 –2018	158772	500,000
Seed & Venture Capital Fund 2013 –2018	158772	500,000
Disruptive Technology Innovation Fund	166660	19,800
Disruptive Technology Innovation Fund	166660	370,455
Disruptive Technology Innovation Fund	166660	2,144
Disruptive Technology Innovation Fund	166660	267,664
Seed & Venture Capital Fund 2013 -2018	163625	260,000

Seed & Venture Capital Fund 2013 -2018	163625	394,999
Seed & Venture Capital Fund 2013 -2018	163625	440,000
Regional Enterprise Development Fund 2017 –2020	166596	24,9600
Regional Enterprise Development Fund 2017 –2020	166596	140,280
Regional Enterprise Development Fund 2017 –2020	166596	65,851
R&D Fund	169096	100,118
R&D Fund	169096	113,234
R&D Fund	169096	226,518
Disruptive Technology Innovation Fund	166677	293,029
Disruptive Technology Innovation Fund	166677	265,811
Seed & Venture Capital Fund 2013 –2018	156603	247,059
Seed & Venture Capital Fund 2013 –2018	156603	159,862
Seed & Venture Capital Fund 2013 –2018	156603	944,637
Seed & Venture Capital Fund 2013 –2018	160218	1,002,173
Seed & Venture Capital Fund 2013 –2018	160218	210,984
Seed & Venture Capital Fund 2013 –2018	160218	474,714
Regional Enterprise Development Fund 2017-2020	166492	166,400
Regional Enterprise Development Fund 2017 –2020	166495	543,360
Regional Enterprise Development Fund 2017 –2020	166495	257,072
Regional Enterprise Development Fund 2017 –2020	166495	646,044
Regional Enterprise Development Fund 2017 –2020	166495	161,511
Regional Enterprise Development Fund 2017 –2020	166765	273,328
Regional Enterprise Development Fund 2017 –2020	166765	103,912
Regional Enterprise Development Fund 2017 –2020	164038	211,272
Regional Enterprise Development Fund 2017 –2020	164039	376,908
Regional Enterprise Development Fund 2017 –2020	166467	288,439
Regional Enterprise Development Fund 2017 –2020	166467	478,195
Incubation Centres	159515	90,447
Incubation Centres	159515	119,777
Incubation Centres	159515	430,967
Regional Enterprise Development Fund 2017 –2020	162185	257,142
Company Development	164466	273,368
Company Development	169608	147,450
Company Development	163118	87,900
Disruptive Technology Innovation Fund	164610	145,676
Disruptive Technology Innovation Fund	174806	379,547
Disruptive Technology Innovation Fund	164822	94,150

Disruptive Technology Innovation Fund	164822	93,652
Disruptive Technology Innovation Fund	166666	107,528
Regional Enterprise Development Fund 2017 –2020	164048	437,122
Regional Enterprise Development Fund 2017 –2020	164048	389,586
Regional Enterprise Development Fund 2017 –2020	162144	62,400
Regional Enterprise Development Fund 2017 –2020	162144	83,200
Regional Enterprise Development Fund 2017 –2020	162144	62,400
Regional Enterprise Development Fund 2017 –2020	162087	83,200
Regional Enterprise Development Fund 2017 –2020	162087	80,080
Regional Enterprise Development Fund 2017 –2020	162087	75,771
Regional Enterprise Development Fund 2017 –2020	162091	364,537
Company Development	157369	90,657
Company Development	157369	256,587
Company Development	157369	53,746
Company Development	157369	106,137
Company Development	157371	39,915
Company Development	157373	32,958
Company Development	157373	4,084
Company Development	157373	25,564
Company Development	158478	39,597
Company Development	158478	63,319
Company Development	158478	223,778
Company Development	158478	320,831
Company Development	160831	106,393
Company Development	160831	330,577
Company Development	160831	73,658
Company Development	160831	479,697
Company Development	172875	178,669
Company Development	163432	205,252
Innovation Fund Ireland	154635	550,721
Innovation Fund Ireland	154635	571,311
Border Enterprise Development Fund	169747	198,824
Border Enterprise Development Fund	169750	1,629,794
Border Enterprise Development Fund	169750	469,198
Regional Enterprise Development Fund 2017 –2020	164029	55,644
Regional Enterprise Development Fund 2017 –2020	164029	130,000
R&D Fund	168090	133,047

R&D Fund	168090	4,6319
R&D Fund	168090	167,763
Border Enterprise Development Fund	169814	249,600
Company Development	156338	253,210
Seed and Venture Capital Investment (2019-2024)	165808	476,399
Seed and Venture Capital Investment (2019-2024)	165808	62,329
Seed and Venture Capital Investment (2019-2024)	165808	741,790
Seed and Venture Capital Investment (2019-2024)	165808	788,134
Seed and Venture Capital Investment (2019-2024)	165808	231,911
Seed and Venture Capital Investment (2019-2024)	165808	433,268
Seed and Venture Capital Investment (2019-2024)	165808	543
Development Capital Fund	155383	137,931
Development Capital Fund	155383	1,426,310
Development Capital Fund	155383	37,000
R&D Fund	162044	116,311
R&D Fund	165880	30,932
R&D Fund	165880	258,195
Disruptive Technology Innovation Fund	164588	131,493
Disruptive Technology Innovation Fund	164588	58,685
Disruptive Technology Innovation Fund	166697	195,491
Disruptive Technology Innovation Fund	164576	5,570
Disruptive Technology Innovation Fund	175523	658,227
Disruptive Technology Innovation Fund	166667	193,879
Disruptive Technology Innovation Fund	166667	229,242
Regional Enterprise Development Fund 2017 –2020	162093	198,900
Regional Enterprise Development Fund 2017 –2020	162519	108,502
New Frontiers Programme	NF20160005	130,832
Disruptive Technology Innovation Fund	175316	718,873
Disruptive Technology Innovation Fund	166719	66,866
Covid 19 Products Scheme	172127	571,256
Covid 19 Products Scheme	172127	278,702
Seed & Venture Capital (2007 -2012)	143448	39,962
Seed & Venture Capital (2007 -2012)	143448	345,165
Seed & Venture Capital Fund 2013 –2018	160215	500,099
Seed & Venture Capital Fund 2013 –2018	160215	305,189
Seed & Venture Capital Fund 2013 –2018	160215	371,212
Seed & Venture Capital Fund 2013 –2018	160215	214,059

Seed & Venture Capital Fund 2013 –2018	160215	155,197
Seed & Venture Capital Fund 2013 –2018	160215	268,758
Disruptive Technology Innovation Fund	164718	6,753
Disruptive Technology Innovation Fund	166708	347,883
Border Enterprise Development Fund	169808	72,800
Disruptive Technology Innovation Fund	164806	12,279
Disruptive Technology Innovation Fund	164806	74,855
Disruptive Technology Innovation Fund	166679	306,552
Disruptive Technology Innovation Fund	166679	319,563
Regional Enterprise Development Fund 2017 –2020	162134	113,369
Regional Enterprise Development Fund 2017 –2020	162134	158,210
Regional Enterprise Development Fund 2017 –2020	162134	82,827
Regional Enterprise Development Fund 2017 –2020	162134	45,880
Regional Enterprise Development Fund 2017 –2020	162134	39,476
Regional Enterprise Development Fund 2017 –2020	162134	37,197
Regional Enterprise Development Fund 2017 –2020	162134	78,431
Seed & Venture Capital (2007 -2012)	155052	96,259
Seed & Venture Capital (2007 -2012)	155052	69,700
Seed & Venture Capital (2007 -2012)	155052	46,989
Seed & Venture Capital (2007 -2012)	155052	320,236
Seed & Venture Capital (2007 -2012)	155052	216,384
Seed & Venture Capital (2007 -2012)	155052	25,500
Regional Enterprise Development Fund 2017 –2020	164064	32,297
Regional Enterprise Development Fund 2017 –2020	164064	109,239
Covid 19 Products Scheme	172128	765,334
Covid 19 Products Scheme	172128	1,182,026
Covid 19 Products Scheme	172128	1,503,150
Covid 19 Products Scheme	172128	1,503,150
Covid 19 Products Scheme	172128	1,032,026
Covid 19 Products Scheme	172128	593,324
Seed & Venture Capital Fund 2013 -2018	160936	1,481,481
Seed & Venture Capital Fund 2013 -2018	160936	407,407
Seed & Venture Capital Fund 2013 -2018	160936	259,259
Disruptive Technology Innovation Fund	175286	357,947
R&D Fund	166170	257,012
Incubation Centres	159516	119,926
Incubation Centres	159516	69,669

Seed & Venture Capital (2007 -2012)	154891	138,947
Seed & Venture Capital (2007 -2012)	154891	113,684
Seed & Venture Capital (2007 -2012)	154891	263,158
Seed & Venture Capital Fund 2013 –2018	158382	326,316
Seed & Venture Capital Fund 2013 –2018	158382	155,790
Seed & Venture Capital Fund 2013 –2018	158382	126,316
Development Capital Fund	155775	120,286
Development Capital Fund	155775	90,348
Development Capital Fund	155775	67,399
Development Capital Fund	155775	55,726
Seed & Venture Capital (2007 -2012)	143255	27,188
Seed and Venture Capital Investment (2019-2024)	165767	1,125,207
Seed and Venture Capital Investment (2019-2024)	165767	1,468,751
Regional Enterprise Development Fund 2017 –2020	162101	44,413
Operational Excellence	166149	2,340
Disruptive Technology Innovation Fund	166711	143,481
Seed and Venture Capital Investment (2019-2024)	172175	116,507
Seed and Venture Capital Investment (2019-2024)	172175	271,657
Seed and Venture Capital Investment (2019-2024)	172175	100,872
Seed and Venture Capital Investment (2019-2024)	172175	1,085,272
Seed and Venture Capital Investment (2019-2024)	172175	603,876
Seed and Venture Capital Investment (2019-2024)	172175	775,194
Seed and Venture Capital Investment (2019-2024)	172175	105,752
Seed & Venture Capital Fund 2013 –2018	159932	226,297
Seed & Venture Capital Fund 2013 –2018	159932	163,580
Seed & Venture Capital Fund 2013 –2018	159932	311,180
Seed & Venture Capital Fund 2013 –2018	159932	259,259
Seed & Venture Capital Fund 2013 –2018	159932	61,728
Seed & Venture Capital Fund 2013 –2018	159932	154,815
Seed & Venture Capital Fund 2013 –2018	159932	39,496
Seed & Venture Capital Fund 2013 –2018	159932	64,198
Seed & Venture Capital Fund 2013 –2018	159932	125,869
Seed & Venture Capital Fund 2013 –2018	159932	324,800
Seed & Venture Capital Fund 2013 –2018	159932	607,407
R&D Fund	166301	136,439
Company Development	162894	267,713
R&D Fund	166751	90,023

R&D Fund	166751	22,506
R&D Fund	166751	159,423
R&D Fund	163884	243,164
Seed & Venture Capital Fund 2013 -2018	163871	139,103
Seed & Venture Capital Fund 2013 -2018	163871	884
Seed & Venture Capital Fund 2013 -2018	163871	425,346
R&D Fund	166380	179,639
R&D Fund	169417	218,573

Current Expenditure

Vendor Name	Billed Amount €
East Point Development (TWO) Ltd	3,749,999
Mindshare Media Ireland Ltd	2,667,623
Atomic Advertising Ltd	1,417,221
Department of Foreign Affairs and Trade	1,092,778
Beauchamp's Solicitors	964,326
Anoma Law Group LLP	670,000
Accent Facilities Solutions Ltd t/a Accent Solutions	613,307
FGPO Ireland General Partner 6 t/a Fine Grain Property Ireland Limited	529,570

Expenditure that has recently completed

Capital Projects

Project No.	Type	Project Last Payment Date	Payment Amount €
Between €0.5m - €5m			
Seed & Venture	150031	08/01/2021	26,818
Seed & Venture	150031	02/12/2021	33,636
Capital	172764	02/03/2021	197,243
Capital	172764	07/04/2021	71,393
Capital	172764	21/05/2021	117,203
Capital	172764	30/07/2021	167,575
Capital	172764	19/08/2021	10,267
Capital	172728	13/10/2021	1,139,606
Capital	172728	25/11/2021	1,599,179
Repayable Advance	174272	24/08/2021	300,000
Repayable Advance	174272	03/12/2021	300,000
R&D Revenue	162856	30/09/2021	27,620
R&D Revenue	166373	27/07/2021	242,250
R&D Revenue	166373	23/11/2021	59,862
Seed & Venture	145608	18/06/2021	25,000
Seed & Venture	145608	21/09/2021	62,500
R&D Revenue	163880	15/02/2021	37,952
R&D Revenue	163880	13/07/2021	161,933
R&D Revenue	161936	20/10/2021	161,724
R&D Revenue	161936	17/12/2021	114,586
Regional Enterprise Transition Grant	175359	18/11/2021	618,611
Regional Enterprise Transition Grant	175359	29/11/2021	524,298
Regional Enterprise Transition Grant	175359	16/12/2021	502,323
Repayable Advance	171818	04/05/2021	300,000
R&D Revenue	161838	12/11/2021	528,250
Capital	156453	05/03/2021	50,720
R&D Revenue	167874	19/05/2021	339,184
R&D Revenue	167874	27/10/2021	163,152
Repayable Advance	175797	22/12/2021	250,000

Capital	162131	26/01/2021	60,472
Capital	162131	30/08/2021	153,377
Regional Enterprise Transition Grant	175350	14/12/2021	573,080
Repayable Advance	172546	21/04/2021	600,000
R&D Revenue	164921	21/05/2021	12,399
R&D Revenue	164921	14/06/2021	377,988
Capital	162106	24/06/2021	208,142
Regional Enterprise Transition Grant	175355	15/12/2021	630,410
Pref Shares	175712	21/12/2021	500,000
Repayable Advance	171796	15/01/2021	600,000
Loan Note De Minimis	171907	14/06/2021	1,600,000
Regional Enterprise Transition Grant	175352	03/12/2021	823,606
Institute of Technology Research Equipment Grant	CE20190046	22/02/2021	485,768
Institute of Technology Research Equipment Grant	CE20190046	06/09/2021	88,870
Capital	162902	06/01/2021	462,715
Capital	162902	07/01/2021	755,821
Capital	162902	08/01/2021	1,090,428
Capital	162902	05/02/2021	500,682
Capital	162902	31/05/2021	38,892
Capital	167408	05/02/2021	368,118
Capital	167408	04/05/2021	1,059,210
Capital	167408	05/08/2021	929,098
Capital	167408	16/08/2021	43,574
Repayable Advance	172027	28/01/2021	600,000
Capital	164022	01/02/2021	207,228
Capital	164022	16/03/2021	146,424
Capital	164022	18/05/2021	51,327
Regional Enterprise Transition Grant	175363	06/12/2021	485,521
Regional Enterprise Transition Grant	175363	16/12/2021	58,624
R&D Revenue	163479	10/09/2021	201,147
Repayable Advance	171799	25/02/2021	600,000
R&D Revenue	154067	10/12/2021	122,235
R&D Revenue	154067	10/12/2021	248,306
R&D Revenue	154067	10/12/2021	70,608

R&D Revenue	154067	17/12/2021	62,063
R&D Revenue	157369	10/12/2021	90,657
R&D Revenue	157369	10/12/2021	256,587
R&D Revenue	157369	10/12/2021	53,746
R&D Revenue	157369	16/12/2021	106,137
R&D Revenue	157371	10/12/2021	39,915
R&D Revenue	157373	10/12/2021	32,958
R&D Revenue	157373	17/12/2021	4,084
R&D Revenue	157373	17/12/2021	25,564
Capital	156446	06/01/2021	70,483
Capital	156446	26/02/2021	114,815
Capital	156446	15/07/2021	107,652
R&D Revenue	163432	25/06/2021	205,252
Regional Enterprise Transition Grant	175357	16/12/2021	1,433,904
Regional Enterprise Transition Grant	175358	02/12/2021	816,840
Repayable Advance	171949	11/06/2021	400,000
R&D Revenue	162044	13/12/2021	116,311
R&D Revenue	172654	10/08/2021	242,900
Repayable Advance	172984	14/06/2021	600,000
Seed & Venture Management	175846	22/12/2021	3,000,000
Convertible Loan Note	171815	15/10/2021	600,000
R&D Revenue	164419	09/12/2021	127,892
Ordinary Shares	166017	15/10/2021	224,354
R&D Revenue	161490	16/12/2021	55,250
R&D Revenue	161493	16/12/2021	31,205
R&D Revenue	162284	13/01/2021	210,984
Capital	175457	20/12/2021	555,649
Capital	172127	01/10/2021	571,256
Capital	172127	05/11/2021	278,702
Seed & Venture	143448	25/05/2021	39,962
Seed & Venture	143448	11/06/2021	345,165
Capital	172126	20/10/2021	749,890
Capital	162134	08/02/2021	113,369
Capital	162134	08/02/2021	82,827

Capital	162134	08/02/2021	158,210
Capital	162134	07/09/2021	45,880
Capital	162134	07/09/2021	39,476
Capital	162134	07/09/2021	37,197
Capital	162134	11/11/2021	78,431
Capital	172128	28/04/2021	765,334
Capital	172128	11/06/2021	1,182,026
Capital	172128	23/06/2021	1,503,150
Capital	172128	16/07/2021	1,503,150
Capital	172128	03/09/2021	1,032,026
Capital	172128	13/12/2021	593,324
R&D Revenue	162240	25/06/2021	37,753
R&D Revenue	162242	25/06/2021	18,850
R&D Revenue	162286	12/05/2021	95,079
R&D Revenue	162286	02/11/2021	90,163
Capital	172130	27/09/2021	186,433
Capital	172130	10/12/2021	278,593
Capital	172130	10/12/2021	607,364
Ordinary Shares	169605	29/01/2021	250,000
R&D Revenue	163884	18/11/2021	243,164
> €5m			
Seed & Venture	175848	22/12/2021	30,000,000

Current Expenditure

Supplier Name	Ref No.	Amount Paid €
Between €0.5m - €5m		
Irish Management Institute	2013/046/00/00	1,414,992
Atomic Advertising Ltd	2015/006/00/00	1,676,695
Select Strategies Ltd	2015/010/00/00	1,769,130
Multi-party Framework (5 members)		
-Sigmar Recruitment		
-Computer Placement Ltd (t/a CPL Resources Ltd)"	2015/020/00/00	54,297
-HRM t/a Meadow Consultants Ltd		
-SRI Executive		
-Morgan McKinley		
Multi-party Framework (3 members)		
-Attentius Associates t/a Osborne Recruitment	2015/021/00/00	918,180
-Computer Placement Ltd (t/a CPL Resources Ltd)"		
-FRS Recruitment		
Multi-party Framework (4 members)		
-Universidad de Navarra t/a IESE Business School	2015/024/00/00	947,431
-Stanford Graduate School of Business		
-IMD		
-Columbia Business School		
Atomic Advertising Ltd	2016/017/01/01	1,359,444
Framework Agreement -17 LOTS	2016/022/00/00	
Greenville Procurement Partners Ltd (formerly Achilles Procurement Services Ltd (Oracle ID 1242))	2016/GOV/04/03	384,649
VHI Healthcare DAC	2017/025/00/00	TBC
Mindshare Media Ireland Ltd (previously Group M t/a Culverbridge Ltd)	2017/GOV/01/01	3,344,901
PHD Media (Ireland) Ltd	2017/GOV/01/02	561,978

APPENDIX 2 IDA Ireland In-Depth Check and Expenditure Inventory

IDA Internal Auditors sought details of all grant-aided projects approved for the period 2019 to 2021 in order to determine the population for the in-depth review. They were provided with a schedule showing all EU grant notifications for grants exceeding €500,000. The inventory prepared for grant aid approvals is considered to be commercially sensitive and is not published in this report. However, the information contained in the inventory was separately provided to the Internal Audit Unit in the Department for verification purposes.

Capital Grants

The sample for review was selected randomly in compliance with the most recent version of the Public Spending Code guidelines for a 5% spot check. The sample covered grant categories from each of the three years from 2019 to 2021 and provided overall coverage of approximately 8% of total grant funding over this period. Details of the monetary value of the samples selected were provided to the Internal Audit Unit in the Department for verification purposes. The sample of grants selected for this review had not been selected for review in prior years. The breakdown of the categories/years selected is as follows:

Grant Type	2019	2020	2021	Total
RD&I	2	3	2	7
Training	1	2	1	4
Capital	-	-	1	1
Employment	1	-	1	2
Total	4	5	5	14

Current Expenditure Projects

The selected sample for review provided an overall coverage of approximately 2% of the total current expenditure projects exceeding €500,000 in 2021. This is in excess of the 1% required under the Public Spending Code guidelines. Details of the monetary value of the samples selected were provided to the Internal Audit Unit in the Department for verification purposes.

Summary

Based on their review, the auditors identified two minor areas for improvement: (i) evidencing of contract performance against KPIs in one project sampled and (ii) non-compliance with a requirement of the IDA Investment Proposal Guidelines for RD&I proposals in one other project sampled. Generally, however, the controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.

APPENDIX 3 Department In-Depth Check and Expenditure Inventory

To identify **the Department's** inventory, the Internal Audit Unit consulted with the Head of ICT and with Finance Unit. The Subhead A7 Consultancy Budget project list for 2021 and the Appropriation Account for 2021 were examined, including high value expenditure identified under the annual Circular 40/02 process.

IAU examined the inventory of all capital projects (value > €500k) that were planned or ongoing during 2021. The total value of the projects amounted to €4 million.

Capital Projects

The Inventory of the Department's Capital projects spanning 2021 included the following:

No.	Project Title
1.	Oracle E-Business Suite Upgrade to R12
2.	Employment Permits Processing system and application
3.	ODCE Case Management
4.	ODCE in house Digital Forensics
5.	Online Export/Import licensing system
6.	Labour Court Case Management System

The Labour Court Case Management System, which was selected for in depth review, amounts to 20% of the total value of the projects and thus meets the minimum of 5% of the total value of all projects in the inventory for selection for in depth review, as set out in the PSC. The project fits principally into the 'approved for funding' category as it was at tender examination stage and the bulk of the work was yet to commence at the time of our review. There was expenditure to-date of €32,816 on a Business Process Review.

Current Expenditure Projects

There were no Current Expenditure Projects exceeding €0.5m relating to the year 2021.

Summary

There are robust project management structures in place for the Labour Court Case Management System. The controls evaluated are deemed to be adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.

APPENDIX 4 EI Grant expenditure thresholds / approval limits

It should be noted that Enterprise Ireland functions, including certain funding thresholds and related requirements, are underpinned by the Industrial Development (Enterprise Ireland) Act 1998 and the Science and Technology Act 1997.

1. The composition of the Board of EI is provided for in legislation.
2. All administrative decisions of EI are made by either the Board of EI, or by a committee to which powers have been delegated by the Board or, for approvals of smaller amounts, by managers exercising express delegated powers (which provide for such approvals to be counter-signed by a senior manager - see Note 1).
3. All decisions by the EI Board are minuted formally. All delegated committees of the Board operate within approved written terms of reference, and all decisions are minuted. All management approvals are counter-signed by Department managers or above.
4. The Audit Committee has approved a 3-year audit plan which is implemented by the Internal Audit department. The IA department completes between 15 and 20 internal audits across the organisation annually, assisted by independent internal auditors.
5. The EI Board sign off on the Statement on Internal Control annually.
6. The C&AG audits the accounts of Enterprise Ireland annually.
7. EI produces an annual report which is laid before the Houses of the Oireachtas through the Minister for the Department of Enterprise, Trade and Employment, in line with its legislation and with public financial management guidelines and protocol.
8. Strong corporate governance practices and policies are in place and EI has been awarded the SWIFT 3000 standard for Corporate Governance since 2011.
9. EI Board and senior managers are generally aware of the statutory parameters within which their powers are exercised and may seek advice from EI's in-house solicitor if there are any queries or concerns in this regard.
10. Letters of offer for financial approvals or shareholders purchase agreements will not be issued by the relevant contracts unit (which is separate from the unit which sought approval for the proposal) until signed minutes are in place.
11. There is also a separation between approval and payment functions.
12. All payments (whether grant or equity) are subject to an inspection process and only eligible expenditure is used for determining either the payment of grants or the successful validation of equity investments.
13. EI has the practice of evaluating its major funding schemes either using internal or external evaluators. A number of these evaluations have been published in recent years.

Note 1: Enterprise Ireland Committees & approvals

- i. **Investment Committee** - Total funding packages of up to €3 million, subject to previous accumulated funding approvals for one undertaking being €5 million within the previous 2 years.
- ii. **The Management Approvals Committee (MAC)** - The MAC is a sub-committee of the Investment Committee.
- iii. Funding for the Job Expansion Programme is in the form of an employment grant. The maximum grant available under the Job Expansion Fund is €150,000, with a maximum grant of €15,000 per job.
- iv. Funding for the Capital Investment Initiative is in the form of a capital grant. The minimum grant available is €20,000 and the maximum grant is €250,000.
- v. **Industrial Research and Commercialisation Committee (IRCC)** - Range: Up to €3 million, subject to previous accumulated funding approvals for one undertaking being €5 million within the previous 2 years.

Line Management Approval Powers

The Board delegates to the Chief Executive, who may in turn delegate to; a Director, Divisional Manager or Department Manager (as appropriate) with line responsibility for the company/client on the recommendation of the Development Advisor for the company (or his/her line manager) and the approval being ratified by any one of the following; the Section Manager, Grant Applications or the Manager of the Grants Administration Department or in their absence, the Secretary, the Head of Corporate Services or a Director. There are various threshold approval amount limits set per senior grade.

Enterprise Ireland Board

Funding recommendations higher than the thresholds permitted at Committee level must be approved by the EI Board. In general, all cases where a proposed EI investment package exceeds €7.5 million (in cumulative funding) must be recommended to Government by the EI Board. This is applicable to funding packages covering the areas of Employment grants, Training Grants, R&D grants and purchase of shares. There are some exceptions where lower thresholds (> €0.5m and > €1m) apply whereby grant approvals in relation to certain forms of Technology Acquisition Grants must be brought to the attention of Government.

APPENDIX 5 IDA Ireland Grant expenditure thresholds / approval limits

Controls Environment

The Board of IDA Ireland has taken steps to ensure an appropriate control environment is in place by:

- establishing formal procedures through various committee functions to monitor the activities and safeguard the assets of the organisation
- clearly defining and documenting management responsibilities and powers
- developing a strong culture of accountability across all levels of the organisation.

The Board has also established processes to identify and evaluate business risks. This is achieved in a number of ways including:

- working closely with Government and various agencies and institutions to ensure that there is a clear understanding of IDA Ireland's goals and support for the Agency's strategies to achieve those goals
- carrying out regular reviews of strategic plans both short and long term and evaluating the risk to bringing those plans to fruition
- setting annual and longer-term targets for each area of our business followed by regular reporting on the results achieved
- establishing and enforcing extensive standard procedures and provisions under which financial assistance may be made available to projects, including provisions requiring repayment if the project does not fulfil commitments made by the promoter
- A Risk Management Policy and an organisational Risk Register have been developed in line with IDA Ireland Strategy 2021-24 'Driving Recovery and Sustainable Growth'.

The system of internal financial control is based on a framework of regular management information, administrative procedures, including segregation of duties and a system of delegation and accountability. In particular, it includes:

- a comprehensive budgeting system with an annual budget which is reviewed and agreed by the Board
- regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts
- setting targets to measure financial and other performances
- clearly defined capital investment control guidelines
- formal project management disciplines.

IDA Ireland has outsourced the Internal Audit function, which reports directly to the Audit, Finance & Risk Committee of the Board. This committee meets on at least a quarterly basis to review reports prepared by Internal Audit and other departments. The Audit, Finance & Risk Committee in turn keeps the Board informed of the matters that it has considered.

The Internal Audit function operates in accordance with the principles set out in the revised Code of Practice on the Governance of State Bodies. A rolling three-year Internal Audit work plan is determined by the Audit, Finance & Risk Committee and revised annually where required. The current work plan takes account of areas of potential risk identified in a risk assessment exercise carried out by management and reviewed by the Audit, Finance & Risk Committee and the Board. The Internal Audit function provides the Committee with quarterly reports on assignments carried out. These reports highlight deficiencies or weaknesses, if any, in the system of internal financial control and the recommended corrective measures to be taken where necessary.

The Board conduct an annual review of the System of Internal Controls (SIC) including Corporate Risks. The monitoring and review of the effectiveness of the SIC by the Board is informed by the work of the Internal Audit function, the Audit, Finance & Risk Committee, which oversees the work of the Internal Audit function, and the executive managers within IDA Ireland who have responsibility for the development and maintenance of the financial control framework.

IDA Ireland Grant Approval Limits

IDA Ireland Board can approve grants over €900,000 up to €7.5 million. The grant amount of €7.5 million is defined as the aggregate of all previous grants approved for an undertaking within each grant type - not the aggregate of all grants approved for the undertaking. For example, the Board can approve aggregate grants for RD&I up to €7.5 million before Government approval is needed. If there is a previous Government approval for aggregate RD&I grants greater than €7.5 million, then the previous approval turns the clock back to zero and additional RD&I grants can be approved up to another €7.5 million before Government approval is again needed.

In addition to the above limits, the total amount of monies to be paid to a single undertaking in respect of the following; Capital grants; Grants for fixed assets leased; Employment grants and Shares cannot exceed €15 million in aggregate without obtaining Government approval.

To further strengthen its procedures, the Board established a Management Investment Committee, chaired by the Chief Executive Officer of IDA Ireland. This Committee reviews all proposals for grant assistance before making recommendations to the Board. Under powers delegated by the Board, this Committee also approves grants up to a maximum of €900,000.

APPENDIX 6 Checklists – Department and Agencies

Name of Body	Which checklists provided
Department of Enterprise, Trade and Employment	Checklists 1 & 2
Enterprise Ireland	Checklists 1 to 7
IDA Ireland	Checklists 1 to 7

Scoring Mechanism for checklists

	Self-Assessment Ratings	
	Scoring Mechanism	
A compliance rating of 1–3 is used	1	Scope for significant improvements
	2	Compliant but with some improvement necessary
	3	Broadly compliant

Department of Enterprise, Trade and Employment – Checklist 1

To be completed in respect of general obligations not specific to individual projects / programmes.

	General Obligations not specific to individual projects/programmes	Self-Assessed Compliance Rating 1 - 3	Discussion/Action Required
Q 1.1	Does the Department ensure, on an ongoing basis, that appropriate people within the Department, and in its agencies, are aware of their requirements of the Public Spending Code (incl. through training)?	2	No formal specific training on the Quality Assurance procedures element of the Code is currently available but Departments/ Agencies may refer to the DPER website for information. ¹¹ The annual SIFC questionnaire issued by IAU also captures staff understanding of the PSC.
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	2	No. As set out above.
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your Department is responsible for, i.e., have adapted sectoral guidelines been developed?	N/A	
Q 1.4	Has the Department in its role as Sanctioning Authority satisfied itself that the agencies that it funds comply with the Public Spending Code?	3	Yes. This Quality Assurance Report is evidence of this work. Internal Audit in Department conducts an audit of the oversight of each Agency under its aegis every 3 years – this includes a check on compliance with the Code of Practice for State Bodies.
Q 1.5	Have recommendations from previous Quality Assurance exercises (incl. old Spot-Checks) been disseminated, where appropriate, within the Department and to agencies?	N/A	No recommendations received in past three years from DPER.
Q 1.6	Have recommendations from previous Quality Assurance exercises been acted upon?	N/A	No recommendations received in past three years from DPER.

¹¹ <https://www.gov.ie/en/publication/public-spending-code/>

Q 1.7	Has an annual Public Spending Code Quality Assurance Report been submitted to and certified by the Department's Accounting Officer and published on the Department's website?	3	Yes, Quality Assurance Reports for the years 2013 – 2020 have been certified by DETE's Accounting Officer and published on DETE's website. This is the ninth such report.
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per Step 4 of the QA process?	3	Yes, as outlined in the Quality Assurance Report and in the reports from the Agencies.
Q 1.9	Is there a process in place to plan for ex post evaluations?	3	Yes. See Section 5 of this report for Agency Programme Evaluations.
Q 1.10	How many formal evaluations have been completed in the year under review? Have they been published in a timely manner?	3	Six evaluations noted relating to year under review which were published, or due to be published, in 2021/22.

Department of Enterprise, Trade and Employment – Checklist 2

To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the year under review.

	Capital Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating 1 – 3	Comment/Action Required
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	N/A	N/A
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date? Have steps been put in place to gather performance indicator data?	N/A	Performance Indicators will form part of the contract with the successful bidder.
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	3	'Request for Specific Approval of a Proposal' was completed in accordance with 'Circular 02/2016: Arrangement for Digital and ICT-related Expenditure in the Civil and Public Sector'
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	Proposal was set out in accordance with DPER 'Circular 02/16 Arrangements for Digital and ICT related Expenditure in the Civil and Public Service'
Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	3	Project Board using Prince 2 principles. Project proposal approved by the Department's ICT Advisory and Oversight Committee Steering Committee; the Department's Management Board; OGCIO.
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	A Business Process Review was completed.
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	The Business Process Review was conducted in Nov 2019. The RFT for

			services was issued in March 2022.
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	The Business Process Review informed the Department of the required business needs.
Q 2.9	Was the evidence base for the estimated cost set out in each business case? Was an appropriate methodology used to estimate the cost? Were appropriate budget contingencies put in place?	3	Costings breakdown set out in Request for Approval document. Management Board approval allows for a 10% budget creep. Any further increase in estimated budget will require MB approval.
Q 2.10	Was risk considered and a risk mitigation strategy commenced? Was appropriate consideration given to governance and deliverability?	3	All primary project risks and high level remediation measures completed in the Request for Approval document.
Q 2.11	Were the Strategic Assessment Report, Preliminary and Final Business Case submitted to DPER for technical review for projects estimated to cost over €100m?	N/A	N/A
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	3	BPR exercise completed. Proposed Procurement Approach set out in Request for Approval document.
Q 2.13	Were procurement rules (both National and EU) complied with?	3	eTenders used. Tender Evaluation Team set up. Project Board overseeing.
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	N/A	N/A
Q 2.15	Were State Aid rules checked for all support?	N/A	N/A

Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	<p>Project Proposal was presented to the Department's ICT Advisory and Oversight Committee;</p> <p>Project Proposal was brought to the Management Board for approval;</p> <p>Project Proposal was brought to the Digital Government Oversight Unit of the Office of the Government Chief Information Officer (OGCIO) for approval.</p>
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	3	Completed at project proposal stage and proposal brought to the Digital Government Oversight Unit of the Office of the Government Chief Information Officer (OGCIO) for approval.
Q 2.18	Was approval sought from Government through a Memorandum for Government at the appropriate decision gates for projects estimated to cost over €100m?	N/A	N/A

Enterprise Ireland – Checklist 1

Checklist 1 – To be completed in respect of general obligations not specific to individual projects/programmes.

	General Obligations not specific to individual projects/programmes.	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 1.1	Does the organisation ensure, on an ongoing basis, that appropriate people within the organisation and its agencies are aware of their requirements under the Public Spending Code (incl. through training)?	3	All relevant staff are aware of the requirements of the Public Spending Code. The key managers are involved in the annual audit and brief their staff members.
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	3	Completed as required when roles changes
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your organisation is responsible for, i.e., have adapted sectoral guidelines been developed?	3	All EI processes comply with the code
Q 1.4	Has the organisation in its role as Approving Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	N/A	DETE responsibility.
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	3	Yes, all findings are reported to and monitored by the AFRC.
Q 1.6	Have recommendations from previous QA reports been acted upon?	3	Yes, as part of our Issue tracking process which is overseen by the Audit and Risk Committee.
Q 1.7	Has an annual Public Spending Code QA report been submitted to and certified by the Approving Authorities Accounting Officer and published on the Approving Authorities website?	N/A	DETE responsibility.
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes

Q 1.9	Is there a process in place to plan for ex post evaluations?	3	On a cyclical basis all EI offers are evaluated ex-post. Ex post evaluations are undertaken by EI / DETE and DPER.
Q 1.10	How many formal evaluations were completed in the year under review? Have they been published in a timely manner?	3	Two evaluations presented to the Strategy Policy and Management Committee. None published.
Q 1.11	Is there a process in place to follow up on the recommendations of previous evaluations?	3	Final reports are presented to the Senior Leadership Team of Enterprise Ireland. Actions are taken arising from these presentations
Q 1.12	How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?	3	The decision makers are aware of all significant risks through the Corporate Risk Register.

Enterprise Ireland – Checklist 2

Checklist 2 – To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the year under review.

	Capital Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	3	Yes – all large capital projects are assessed, and detailed proposals submitted to the Investment Committee, Board and Government as required.
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date? Have steps been put in place to gather performance indicator data?	3	Yes
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	3	Yes
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	Yes
Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	3	Yes
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	Yes
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	Yes
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	Yes
Q 2.9	Was the evidence base for the estimated cost set out in each business case? Was an appropriate methodology used to estimate the cost? Were appropriate budget contingencies put in place?	3	Yes
Q 2.10	Was risk considered and a risk mitigation strategy commenced? Was appropriate consideration given to governance and deliverability?	3	Yes, captured in the Corporate Risk Register.

Q 2.11	Were the Strategic Assessment Report, Preliminary and Final Business Case submitted to DPER for technical review for projects estimated to cost over €100m?	N/A	No such projects.
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	3	Yes
Q 2.13	Were procurement rules (both National and EU) complied with?	3	Yes
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	N/A	No such projects.
Q 2.15	Were State Aid rules checked for all support?	3	Yes
Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	Yes – with agreed delegated powers limits.
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	3	Yes
Q 2.18	Was approval sought from Government through a Memorandum for Government at the appropriate decision gates for projects estimated to cost over €100m?	N/A	No such projects – Covid schemes were approved by Government.

Enterprise Ireland – Checklist 3

Checklist 3 - To be completed in respect of new current expenditure proposals under consideration in the year under review.

	Current Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 3.1	Were objectives clearly set out?	3	Yes
Q 3.2	Are objectives measurable in quantitative terms?	3	Yes
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	Yes
Q 3.4	Was an appropriate appraisal method used?	3	Yes
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	3	Yes
Q 3.6	Did the business case include a section on piloting?	3	Yes
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	2	COVID emergency response did not allow for the pilot of COVID response schemes.
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	No such pilots.
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	N/A	No such pilots.
Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	3	Yes, additional funds are considered based on demand and need.
Q 3.11	Was the required approval granted?	3	Yes
Q 3.12	Has a sunset clause been set?	3	Yes, a finite date is applied.
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	3	Yes
Q 3.14	Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	3	Yes
Q 3.15	Have steps been put in place to gather performance indicator data?	3	Yes

Enterprise Ireland – Checklist 4

Checklist 4 – To be completed in respect of capital projects/programmes & capital grants schemes incurring expenditure in the year under review.

	Incurring Capital Expenditure	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	Yes – a signed Letter of Offer is required for all capital projects.
Q 4.2	Did management boards/steering committees meet regularly as agreed?	3	Yes
Q 4.3	Were programme co-ordinators appointed to co-ordinate implementation?	3	Yes – a Development Advisor or dedicated program manager co-ordinates implementation.
Q 4.4	Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	Yes
Q 4.5	Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	Yes
Q 4.6	Did projects/programmes/grant schemes keep within their financial budget and time schedule?	3	Yes – time extensions are considered by committee and may be granted in exceptional circumstances.
Q 4.7	Did budgets have to be adjusted?	3	A twice annual reallocation process is standard practice. There was significant additional budget in 2021 for SEF and other offers associated with the emergency response.
Q 4.8	Were decisions on changes to budgets / time schedules made promptly?	3	Yes
Q 4.9	Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)?	3	No
Q 4.10	If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	N/A	N/A
Q 4.11	If costs increased or there were other significant changes to the project was approval received from the Approving Authority?	3	There was significant extra demand for Covid emergency funding and approval was sought from DETE and DPER for extra

			funding to respond to this demand.
Q 4.12	Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	3	No.

Enterprise Ireland – Checklist 5

Checklist 5 - To be completed in respect of current expenditure programmes incurring expenditure in the year under review.

	Incurring Current Expenditure	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	Yes
Q 5.2	Are outputs well defined?	3	Yes
Q 5.3	Are outputs quantified on a regular basis?	3	Yes
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	3	Yes
Q 5.5	Are outcomes well defined?	3	Yes
Q 5.6	Are outcomes quantified on a regular basis?	3	Yes, through regular meetings with project manager.
Q 5.7	Are unit costings compiled for performance monitoring?	3	Yes, where relevant.
Q 5.8	Are other data compiled to monitor performance?	3	Yes, where relevant.
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	3	Yes, through formal scheduled reviews.
Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	3	Ongoing discussions with DETE and our policy team on schedules of evaluations and methodologies to be used.

Enterprise Ireland – Checklist 6

Checklist 6 - To be completed in respect of capital projects/programmes that completed during the year & capital grant schemes discontinued in the year under review.

	Capital Expenditure Recently Completed	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 6.1	How many Project Completion Reports were completed in the year under review?	3	The capital projects are all grant or Seed and Venture Capital related. Grant Projects are reviewed as standard before payment. S&VC reviews are presented to the Board of EI.
Q 6.2	Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	3	Any new funding proposal going to committee for an existing client includes an update on previous projects. S&VC reviews include outcomes and recommendations where relevant.
Q 6.3	How many Project Completion Reports were published in the year under review?	3	One for each grant that ended.
Q 6.4	How many Ex-Post Evaluations were completed in the year under review?	3	This would only be relevant for programs that ended. There were none.
Q 6.5	How many Ex-Post Evaluations were published in the year under review?	3	One.
Q 6.6	Were lessons learned from Ex-Post Evaluation reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	3	Final reports, with lessons learnt, are presented to the Senior Leadership Team of Enterprise Ireland. Actions are taken arising from these presentations.
Q 6.7	Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?	3	Yes
Q 6.8	Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?	3	No such projects.

Enterprise Ireland – Checklist 7

Checklist 7 - To be completed in respect of current expenditure programmes that reached the end of their planned timeframe during the year or were discontinued.

	Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating 1 - 3	Comment/Action Required
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	2	It is standard for the contract manager to review the effectiveness of their contract when it is complete. These reviews are not always documented.
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?	3	Yes
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?	3	Yes
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?	3	Yes
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?	N/A	No – there is a continuing need for the services provided.
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?	2	No – this would be standard for some contracts but not all e.g. Internal Audit outsourcing would be reviewed by the CFO with the programme manager.
Q 7.7	Were changes made to the organisation’s practices in light of lessons learned from reviews?	3	No – there were no recommended changes.

IDA Ireland – Checklist 1

To be completed in respect of general obligations not specific to individual projects/programmes.

	General Obligations not specific to individual projects/programmes	Self-Assessed Compliance Rating: 1–3	Comment/Action Required
Q 1.1	Does the organisation ensure, on an ongoing basis, that appropriate people within the organisation and its agencies are aware of their requirements under the Public Spending Code (incl. through training)?	2	All appropriate people are aware – The CFO, Compliance Manager, Head of Property and the Secretary to the Board.
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	2	An updated Procurement Training Programme, including Public Spending Code requirements, will be made available to all relevant staff during 2022/23.
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your organisation is responsible for, i.e., have adapted sectoral guidelines been developed?	3	Yes – as it applies to relevant capital grant awards and relevant contracts.
Q 1.4	Has the organisation in its role as Approving Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	N/A	IDA Ireland is not an Approving Authority.
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	3	Yes
Q 1.6	Have recommendations from previous QA reports been acted upon?	3	Yes
Q 1.7	Has an annual Public Spending Code QA report been submitted to and certified by the Approving Authorities Accounting Officer and published on the Approving Authorities website?	N/A	IDA Ireland is not an Approving Authority.
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes – a sample of at least 5% of grants approved and a sample of at least 1% of current expenditure projects was subjected to in-depth review.
Q 1.9	Is there a process in place to plan for ex post evaluations?	N/A	All projects are reviewed upon completion, but a formal ex post evaluation may not be carried out.

Q 1.10	How many formal evaluations were completed in the year under review? Have they been published in a timely manner?	N/A	
Q 1.11	Is there a process in place to follow up on the recommendations of previous evaluations?	N/A	
Q 1.12	How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?	N/A	

IDA Ireland – Checklist 2

To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the year under review.

	Capital Expenditure being considered - Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	2	A formal SAR was not completed. However, planned expenditures are included in the IDA Property Strategy & the IDA Property Budget planning cycle.
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date? Have steps been put in place to gather performance indicator data?	2	Yes. The take-up (commercial outcome) of land and buildings within IDA's portfolio is monitored on a regular basis. An economic cost benefit analysis on the building programme was undertaken during the period of the last strategy. A similar economic assessment will be undertaken at the end of this strategy.
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	2	Yes. Business Cases are developed as part of the strategy development process, thus approved by Government & again through the annual budget planning cycle. The case for development of buildings remains under constant review up to the point of construction contract commitment. Each project is assessed through the internal approval process at the appropriate approval level.
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	Yes. The IDA Strategy, the IDA Property Strategy and all property investments are aligned to the NPF and national and Organisational, Regional & sustainability objectives, as set down in the IDA Strategy.

Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	2	Yes. Business cases are developed as part of the strategy development process, thus approved by Government & again through the annual budget planning cycle. The case for development of buildings remains under constant review up to the point of construction contract commitment.
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	Yes. Business cases are developed as part of the strategy development process, thus approved by Government & again through the annual budget planning cycle. The case for development of buildings remains under constant review up to the point of construction contract commitment. IDA Property develop buildings due to market failure. We are a developer of last resort and deliver quality sustainable solutions in regional locations. Commercial attractiveness is always considered as part of the strategy development process.
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	Yes. Business cases are developed as part of the strategy development process and implementation plans.
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	Yes. Options are considered based on client demand, opportunities, commercial property supply, Brexit impact, existing IDA client clusters, the NPF, location of education institutions, areas of economic need, market failure in regional locations, budget among other considerations.

	Was the evidence base for the estimated cost set out in each business case?	3	Yes. The cost of all property developments is considered in the context of the quality, scale and sustainability standards of proposed developments. All developments are independently reviewed in advance of entering a construction contract.
Q 2.9	Was an appropriate methodology used to estimate the cost?	3	Yes - External subject matter experts are engaged on all projects to advise on cost through each stage of delivery. Recently completed projects of a similar scale and quality are generally benchmarked when developing budget plans. Same are benchmarked to tender price inflation, property market inflation, among others.
	Were appropriate budget contingencies put in place?	3	Appropriate contingencies are proposed & approved depending on the scale & nature of the project.
Q 2.10	Was risk considered and a risk mitigation strategy commenced?	3	Yes
	Was appropriate consideration given to governance and deliverability?	3	Yes
Q 2.11	Were the Strategic Assessment Report, Preliminary and Final Business Case submitted to DPER for technical review for projects estimated to cost over €100m?	N/A	There were no projects estimated to cost over €100 million.
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	3	Yes
Q 2.13	Were procurement rules (both National and EU) complied with?	3	Yes
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	3	Yes
Q 2.15	Were State Aid rules checked for all support?	3	Yes

Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	Yes. DETE approves an annual budget allocation to IDA Ireland. The budget allocation across Departments and projects is then approved at Executive Committee and Board Level. Any changes to the initial budget figures is approved at the appropriate Committee/Board. The Industrial Development Acts require IDA to obtain the permission of Government to offer grants to companies over certain cumulative amounts.
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	3	Yes. All approvals are based on recommendations of external professional advisors. Projects and programmes are reviewed at each decision stage.
Q 2.18	Was approval sought from Government through a Memorandum for Government at the appropriate decision gates for projects estimated to cost over €100m?	N/A	There were no projects estimated to cost over €100 million.

IDA Ireland – Checklist 3

To be completed in respect of new current expenditure under consideration in the year of review.

	Current Expenditure being considered - Appraisal and Approval	Self-Assessed Compliance Rating: 1 -3	Comment/Action Required
Q 3.1	Were objectives clearly set out?	3	Yes. The objectives are set out in all proposal documents submitted to the relevant approving Committee/Board.
Q 3.2	Are objectives measurable in quantitative terms?	3	Yes
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	Yes. An appropriate business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals is set out in all proposal documents submitted to the relevant approving Committee/Board.
Q 3.4	Was an appropriate appraisal method used?	3	Yes.
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	3	Yes.
Q 3.6	Did the business case include a section on piloting?	N/A	There are no new current expenditure projects/programmes exceeding €20m or with an annual spend of €5m over 4 years.
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	N/A	There are no new current expenditure projects/programmes exceeding €20m or with an annual spend of €5m over 4 years.
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	There are no new current expenditure projects/programmes exceeding €20m or with an annual spend of €5m over 4 years.
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	N/A	N/A

Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	N/A	N/A
Q 3.11	Was the required approval granted?	3	Yes – approved at appropriate IDA Committee/Board.
Q 3.12	Has a sunset clause been set?	2	All contracts for property, goods and services are for a specified period. All grant agreements refer to the period in which the grant aided activity is to occur.
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	3	Yes
Q 3.14	Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	3	Yes – set out in signed contract.
Q 3.15	Have steps been put in place to gather performance indicator data?	3	Yes, including performance reviews clauses detailed in the contract, where appropriate.

IDA Ireland - Checklist 4

To be completed in respect of capital projects/programmes & capital grants schemes incurring expenditure in the year under review.

	Incurring Capital Expenditure	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	Yes. Contracts are put in place in all such cases in line with the relevant approval.
Q 4.2	Did management boards/steering committees meet regularly as agreed?	3	Yes
Q 4.3	Were programme co-ordinators appointed to co-ordinate implementation?	3	Yes
Q 4.4	Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	Yes
Q 4.5	Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	Yes
Q 4.6	Did projects/programmes/grant schemes keep within their financial budget and time schedule?	3	In some cases, Covid delayed construction & this had an impact on time & cost.
Q 4.7	Did budgets have to be adjusted?	N/A	In some cases, Covid delayed construction & this had an impact on time & cost adjustment decisions included reviews and advice from technical teams to determine the validity of the amendments.
Q 4.8	Were decisions on changes to budgets / time schedules made promptly?	3	Yes
Q 4.9	Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)?	N/A	No
Q 4.10	If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	N/A	

Q 4.11	If costs increased or there were other significant changes to the project was approval received from the Approving Authority?	3	Yes. Any changes are approved by the appropriate IDA Ireland Board or Committee, where required.
Q 4.12	Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	N/A	No

IDA Ireland – Checklist 5

To be completed in respect of current expenditure (over €500k) programmes incurring expenditure in the year under review.

	Incurring Current Expenditure	Self-Assessed Compliance Rating: 1 -3	Comment/Action Required
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	Yes. All expenditure >€500k is approved at the appropriate IDA Committee. The Committee document sets out clear objectives. These are then incorporated in the relevant contract. In advance of this the budget is approved at the appropriate level. In addition, all property related expenditure is agreed through the Property Strategy, Tender & the Budget planning process.
Q 5.2	Are outputs well defined?	3	Yes
Q 5.3	Are outputs quantified on a regular basis?	3	Yes, through Contract Management measures.
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	3	Yes, including performance reviews and Contract Management measures where appropriate.
Q 5.5	Are outcomes well defined?	3	Yes, in the contract.
Q 5.6	Are outcomes quantified on a regular basis?	3	Yes, through Contract Management measures.
Q 5.7	Are unit costings compiled for performance monitoring?	3	Yes, where appropriate.
Q 5.8	Are other data compiled to monitor performance?	3	Yes, where appropriate.
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	3	Yes, through Contract Management & monitoring measures.
Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	3	Yes – marketing of all property is monitored on a regular basis to ensure projects are addressing market gaps and meeting client demands.

IDA Ireland - Checklist 6

To be completed in respect of capital projects/programmes that completed during the year & capital grant schemes discontinued in the year under review.

	Capital Expenditure Completed	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 6.1	How many Project Completion Reports were completed in the year under review?	2	All projects are reviewed upon completion. However, formal project completion reports were not prepared.
Q 6.2	Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	N/A	N/A
Q 6.3	How many Project Completion Reports were published in the year under review?	N/A	N/A
Q 6.4	How many Ex-Post Evaluations were completed in the year under review?	N/A	All projects are reviewed upon completion however formal Ex-Post Evaluations were not prepared.
Q 6.5	How many Ex-Post Evaluations were published in the year under review?	N/A	N/A
Q 6.6	Were lessons learned from Ex-Post Evaluation reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	N/A	N/A
Q 6.7	Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?	N/A	N/A
Q 6.8	Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?	N/A	N/A. There were no projects with a value in excess of €50 million.

IDA Ireland - Checklist 7

To be completed in respect of current expenditure programmes that reached the end of their planned timeframe during the year or were discontinued.

	Current Expenditure that (i) reached the end of its planned timeframe or (ii) Was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	2	Current expenditure programmes that matured in 2021 were reviewed regularly during the contract period. New replacement contracts for the relevant services were put in place following a compliant procurement process. The technical team provides a review on the final account for each property project. Where additional cost is incurred, this is communicated to the relevant approving IDA Committee.
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?	N/A	N/A
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?	N/A	N/A
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?	3	Yes, Learnings are reflected in future spend programmes, where applicable.
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?	N/A	No
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?	1	Reviews are brought by Property Managers to the appropriate IDA Committees, where applicable.
Q 7.7	Were changes made to the organisation's practices in light of lessons learned from reviews?	3	Yes, Learnings where applicable are reflected in future spend programmes.