

Irish Development Education
Association (IDEA) C.L.G.

Annual Report and Audited Financial Statements 2025



IDEA
IRISH DEVELOPMENT
EDUCATION ASSOCIATION



Irish Aid
An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade

Trocaire
TOGETHER FOR A JUST WORLD

CONCERN
worldwide

The ideas, opinions and comments expressed in this report are those of IDEA and are presented in line with our educational mandate and charitable objectives. They do not necessarily reflect the views of Irish Aid, the Department of Foreign Affairs and Trade, or any of our other funders, members or partners, recognising that a diversity of perspectives exists across our network.

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ORGANISATION INFORMATION

Trustees:

- Martina Ryan-Doyle (Treasurer)
- Claire Glavey
- Ponke Danker
- Mary Coogan
- Jennifer Gannon
- Fiona Duignan
- Daniel Meister
- Aoife Neasy (Appointed 29 April 2025)
- Cara Ryan (Resigned 15 January 2025)

Chairperson: Bobby McCormack

Company Secretary: Pierre Yimbog

Charity Number: 16504

Charities Regulatory Authority Number:
20144517

Company Registration Number: 435218

Registered Office and Principal Address:
6 Gardiner Row, Dublin 1

Registered Business Name: Irish
Development Education Association (IDEA)
Company Limited by Guarantee

Auditors: Whelan Dowling & Associates,
Chartered Certified Accountants and
Statutory Audit Firm, Block 1, Unit 1 & 4,
Northwood Court, Santry, Dublin 9

Principal Bankers: AIB Bank, 126/128 Capel
Street, Dublin 1

Solicitors: AOC Solicitors, 19-22 Lower
Baggot Street Dublin



The Directors present their Directors' and Trustees' Annual Report, together with the audited financial statements, for the period ended 31 December 2025.

IDEA is a registered charity and the report and financial statements are prepared in accordance with the Companies Act 2014 and the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP), applicable to charities preparing their accounts in accordance with FRS 102 (effective January 2019).

The organisation has applied the relevant requirements of the SORP in the preparation of these financial statements.



1.1

Chairperson's Statement



2025 began in a wave of profound global turbulence, with escalating conflict, growing attacks on democratic institutions, and the alarming rollback of international development and solidarity sending shockwaves around the world. This brought the importance of IDEA's vision and mission into even sharper focus for our National Council, staff team and members this year, and a renewed sense of urgency to our work on implementing IDEA's strategic plan.

I would like to thank my colleagues on our National Council for their continued commitment and engagement throughout 2025. Their experience and expertise ensured IDEA not only remained stable and effective as an organisation but also continued to go from strength to strength.

During the year, we said goodbye to Cara Ryan, who served IDEA for six years. On behalf of the board, I would like to thank Cara for her invaluable service, particularly during her period as interim chair in 2024. Her thoughtful and considered leadership at that time ensured IDEA stayed on track during a particularly

challenging period. I would also like to welcome Aoife Neasy, the newest addition to our National Council. Aoife brings over 20 years of experience as a human resources and compensation professional and is a great addition to the range of expertise we have on our board.

The National Council met regularly throughout the year and maintained close oversight of the organisation's strategic direction, governance, financial management and risk. We worked constructively with the CEO and staff team to ensure delivery of IDEA's Strategic Plan 2024-2029, and that organisational decisions were taken in line with IDEA's charitable purpose,



values and obligations, with appropriate standards of accountability and transparency maintained throughout.

Great progress was made rolling out the first full year of IDEA's Strategic Plan 2024 - 2029. Our staff team worked to streamline internal systems and build greater depth and reach across our work in policy, advocacy, member engagement, communications, quality and impact, helping advance key milestones against our goals.

Having a strong, engaged network is vital to the success of IDEA, and our members' passion and commitment were in evidence again this year with their engagement across our work, from Vision 2030 and the Theory of Impact, to working with LAPAS in Latvia to pilot the IDEA Code internationally, to our working groups, events and trainings. None of this would have been possible without their time and input, and we are extremely fortunate to have such a vibrant community underpinning our work.

A particular highlight of 2025 for IDEA was winning a Carmichael Good Governance Award. We are extremely grateful to our National Council and staff members over the years, who have helped make our governance culture as strong as it is. We welcome this recognition of IDEA's commitment to excellence in governance and ethical practice, and we will continue to focus on learning and ongoing improvement in this area.

Looking ahead to 2026, we are confident that IDEA is well-positioned, with strong leadership, a positive organisational culture and solid governance foundations in place. We will continue to work to serve our members and further strengthen our network. At the same time, we are clear-eyed about the challenges ahead. Staffing capacity constraints, an increasingly difficult political environment, and the need to strengthen and diversify funding will continue to pose significant challenges for IDEA and the wider sector.

Development Education and Global Citizenship Education have long been grounded in the understanding that education is not neutral, and that learning plays a vital role in shaping how societies understand power, justice, education and action. At a time of global uncertainty and division, this tradition matters deeply, and the National Council takes its stewardship of it seriously. We will continue to support IDEA in strengthening and advancing the sector, upholding its values, and navigating a complex and evolving environment with care.

On behalf of the National Council, I thank IDEA's hardworking staff, our dedicated members and our committed funders for their continued engagement and support throughout 2025. We look ahead with resolve, committed to serving our members, strengthening the network, and stewarding IDEA's work in challenging and uncertain times.

Bobby McCormack
Chairperson



“Development Education and Global Citizenship Education have long been grounded in the understanding that education is not neutral, and that learning plays a vital role in shaping how societies understand power, justice, education and action.”

1.2

CEO's Statement



In an era where democracy is under threat, authoritarianism is on the rise, migrants are under attack, and we face accelerating climate breakdown, the importance of Global Citizenship Education has never been clearer. In 2025, these realities called on the IDEA community to reflect, respond and rise to the challenges before us - to consider our role and to recommit as educators and advocates for a better world.

IDEA is a membership organisation, often described as a network, but it is much more than that. It is a vibrant community of passionate and committed individuals and organisations who believe deeply in the transformative power of education - education that encourages critical thinking, examines root causes, recognises interdependence, and challenges injustice. At its core, this work empowers people to see the bigger picture and their place within it. In an age of widespread disinformation and misinformation, the urgency and relevance of this work have never been greater.

With members as the lifeblood of our organisation, IDEA worked throughout 2025 to serve the membership with professionalism, purpose and genuine care. With strong support from Irish Aid and valued funding from Trócaire, Concern, and Léargas, we made significant progress in implementing our strategic plan, with advances across all pillars. We delivered a wide range of well-attended workshops, webinars, trainings and events that helped advance knowledge, skills and understanding across the sector. Topics included depolarisation, militarism and neutrality, migration, climate action, and Palestine solidarity.

We also made strong progress on the Code of Good Practice, continuing to grow and deepen its community of practice with 53 members this year and a 93% retention rate since its launch in 2020. This included two in-person Code Network Days and extending the Code internationally for the first time through our Erasmus+ partnership, bringing it to Latvia.

Advocacy remained an important part of IDEA's work during the year, grounded firmly in our

educational mandate and strategic priorities. While IDEA is not an issues-based or campaigning organisation, we invested greater effort in joining wider civil society advocacy, particularly in relation to Palestine, while maintaining our core focus on advancing the Global Citizenship Education sector. As part of this, we strengthened our policy and advocacy work, expanded the GCE Champions initiative to 50 TDs and Senators, contributed to numerous policy submissions, and supported the coordination of the GENE Peer Review of Ireland. Our policy work was particularly successful this year, with key messages about Global Citizenship Education incorporated in 100% of targeted policy documents that were published by year end.

A major focus during the year was the development of Vision 2030, a new roadmap for the sector shaped by IDEA members and launched with Senator Alice-Mary Higgins and Cathal Crowe TD. Vision 2030 sets out what is required to protect and build on existing foundations, expand access to quality Global Citizenship Education across formal, non-formal and informal settings, strengthen all-island collaboration, and secure the investment, coherence and impact needed for the sector to reach its full potential.

IDEA is an all-Ireland network, and Vision 2030 reflects this through a clear commitment to resourcing Global Citizenship Education across the island. Our Shared Island, Shared World initiative - delivered through a Shared Island Unit-funded partnership with Dóchas and CADA - supported deeper cross-border collaboration through a six-part programme that built relationships, shared understanding and momentum for future work.



Championing and communicating Global Citizenship Education and the work of our members remained a priority in 2025. We strengthened our communications activity, contributing to conferences and events across Ireland and internationally, including in Belgium, Bulgaria, Latvia and South Korea. We invested more in digital and video content, including a new introductory animation video on Global Citizenship Education, and secured significant media coverage across the island, reaching an estimated audience of over 420,000 people. We also reached 317,540 users through our social media engagement

A highlight of the year was hosting IDEA's largest-ever annual conference, with a record attendance of 147 participants. This featured contributions from Senator Lynn Ruane, musician Colm Mac Con Iomaire, Minister Neale Richmond and President Michael D. Higgins. We were honoured to present President Higgins with our inaugural Global Voice for Humanity Award.

IDEA's work is made possible by a skilled, committed and values-driven staff team, and it is a privilege to work alongside such dedicated colleagues. 2025 was also a year of transition

in our team. After three years with IDEA, we said goodbye to Anya Sparynska, Capacity Development Manager, and to Áine Boyle, Code Support Officer, both of whom made valued contributions, including to the successful delivery of a one-year Erasmus+ project. We were delighted to welcome Lizzy Noone, a respected veteran of our sector, as Capacity Development Manager.

Internally, we continued to strengthen organisational culture while streamlining financial, reporting, HR and operational systems. With members always at the centre of our work, we continued to enhance membership structures and processes, deepened engagement, and worked to ensure IDEA feels accessible and member led. Membership grew by 9% during the year, with new individual and organisational members joining the network.

Demonstrating and communicating impact was a major priority. Alongside members, we developed and launched a new Theory of Impact for the Global Citizenship Education sector and prepared the ground to pilot a data visualisation tool to better capture and communicate impact. This work was supported by engagement with strategic partners to build shared understanding

and momentum around impact as a core sector priority.

I would like to thank the National Council for their careful stewardship and active support during the year, enabling IDEA to operate with confidence and integrity. This work was recognised with IDEA winning a Good Governance Award at the end of 2025.

As we move into 2026, IDEA does so with momentum and ambition, alongside a clear understanding of the challenges ahead. Demand for Development Education and Global Citizenship Education continues to grow, amid funding uncertainty, capacity pressures, and political complexity.

This work remains under-resourced relative to its importance and impact. Meeting the scale of the challenges before us will require stronger, sustained investment and political support. To serve members well and maintain quality and care in our work, IDEA must continue to strengthen and diversify its funding base.

Internally, we will continue investing in systems, policies and ways of working that support a resilient organisation, while giving equal priority to organisational culture. Ensuring IDEA remains a supportive, values-led and genuinely good place to work is central to sustaining our impact.

In the year ahead, we will place increased emphasis on evidencing and communicating impact, deepening member engagement, refining our approach to advocacy, and strengthening fundraising and communications so IDEA remains responsive, principled and effective. We will also continue to work closely with Irish Aid as it develops its new Global Citizenship Education strategy and prepare a strong proposal for a future strategic partnership.

We are living through a period of profound global change marked by anxiety and uncertainty. I believe strongly that Global Citizenship Education has a vital role to play in responding - through education on interdependence, empowerment for positive action, and learning that leads to peace, understanding and hope. The challenges are real, but so too is our collective strength and readiness to rise to the moment.

I would like to sincerely thank IDEA's members, my colleagues, partners, funders and the National Council for their trust, contributions, and support throughout 2025. It is a privilege to serve the IDEA network and to work within a thriving community that is so deeply committed to education as a force for justice, dignity and meaningful change.

Ruairí McKiernan
Chief Executive Officer

“We are living through a period of profound global change marked by anxiety and uncertainty. I believe strongly that Global Citizenship Education has a vital role to play in responding – through education on interdependence, empowerment for positive action, and learning that leads to peace, understanding and hope.”



1.3

Objectives



The Irish Development Education Association (IDEA) is the national network for Global Citizenship Education in Ireland and a leading voice for the sector. Established in 2004, IDEA grew out of calls from the Development Education sector for an umbrella body to represent them nationally. Since then, we have been representing members involved in the practice, promotion and advancement of Global Citizenship Education in formal, non-formal and informal settings across Ireland.

In 2025, we had 114 IDEA members (36 individuals and 78 organisations) from a wide spectrum of civil society and education in Ireland including international development NGOs, formal education from early years through to third level, adult education, youth sector, community development, trade unions, and more. Our members engage hundreds of thousands of people across all ages and communities throughout the island of Ireland each year and are a vital part of IDEA's success. Together we work to strengthen Global Citizenship Education and to raise awareness of its crucial role in achieving an equal, just and sustainable future.

Global Citizenship Education, Development Education, Education for Sustainable Development are all terms used by our members depending on the nature of their work or their areas of specialism. In this report we use the term Global Citizenship Education (GCE) to encompass all relevant terms and approaches within the area of education for global citizenship and sustainable development. You will also see the term Development Education used, interchangeably with Global Citizenship Education, where that was the term used in a document, activity or by our members.

Global Citizenship Education enables people to reflect critically on the world they live in and their place in it. It equips people of all ages with the knowledge, understanding, skills and confidence needed to navigate today's complex world. It supports them in exploring key issues such as equality, climate justice, racism and human rights, through innovative and interactive approaches. It helps them examine the impact of



these issues globally and locally, including how their own lives are affected. It also allows them to explore the impact of their values, choices and actions, as well as what they can do to create positive change.

IDEA and our members are working towards a Global Citizenship Education sector that delivers quality life-long Global Citizenship Education and reaches all of society, including marginalised groups, through formal, non-formal and informal education.

IDEA is governed by our constitution, which outlines our charitable objectives and encompasses our Memorandum and Articles of Association. Our Board, known as our National Council, oversees the strategy and governance of IDEA. The staff team coordinates and implements IDEA's activities. Our members make up the network and play a vital role in shaping and supporting our work.

IDEA's charitable objectives, as laid out in its constitution, are:



To advance and promote Development Education in Ireland and through this advancement in Development Education to improve people's understanding of development issues and achieve greater support for the world's poorest people and for the relief of poverty, inequality and injustice.



To work towards and support the continuing growth of Development Education through providing information and support to development educators so as to enable them to sustain and further advance the strong position of Development Education in Ireland.



To act as a united and unifying body for the promotion and representation of Development Education through facilitating, networking, communication and co-operation between development educators at local, national and international levels and to provide a critical independent voice for development educators.



To develop policies and policy positions at all levels in order to advance the public's understanding of development issues and Development Education.



To contribute to the further development of best practice and research in Development Education.



Our Vision

A world where all people are active global citizens.



Our Mission

To advance and strengthen Development Education by cultivating a collaborative and impactful network.



Our Values

IDEA is guided by the values of participation, partnership, reflective practice and inclusion. These values underpin how the organisation is governed, how decisions are made, and how IDEA fulfils its role as the national network for Development Education in Ireland, supporting a diverse membership and acting in the public interest.

Our Strategic Goals 2024–2029

IDEA's Strategic Plan is the framework for our work towards our vision. 2025 was the first full year of implementation of our new strategy, developed and finalised in 2024. IDEA's Strategy 2024–2029 outlines the key areas of focus for IDEA that have been endorsed by our members and recognises the needs and potential of Global Citizenship Education in Ireland. It also reflects the current crises we face as a society, and the essential role of Global Citizenship Education in responding to these challenges.

IDEA advances Global Citizenship Education and Development Education in furtherance of its charitable objectives and for the public benefit. The organisation's programmes and advocacy activities are educational in nature, aligned with its charitable objectives, and designed to advance understanding, engagement and informed public discourse on global justice and sustainable development in accordance with the requirements of the Charities Regulator.



Cultivating



1. Cultivate and expand members' knowledge, skills and capacity:

- Deliver capacity building opportunities in line with members' needs and the Code of Good Practice
- Encourage and support members to adopt and implement the Code of Good Practice
- Support members to access diverse funding opportunities
- Facilitate the exchange of knowledge and learning between members.

2. Cultivate good practice and impact in Development Education:

- Foster innovation and the development of new approaches in Development Education
- Lead in the definition and measurement of Development Education's impact, aligned with the Code of Good Practice
- Advance good practice internationally, including the adoption of the Code of Good Practice beyond Ireland.

Strengthening



3. Strengthen and facilitate members' active participation, engagement, and inclusion within IDEA:

- Enhance engagement and communications between members, the National Council and IDEA staff
- Facilitate spaces for member led reflection, discourse and collaboration
- Deepen the membership through strategic growth, diversification and collaboration
- Strengthen IDEA's member engagement capacity and systems.

4. Strengthen IDEA's organisational capacity and resilience:

- Ensure IDEA has the appropriate organisational structures, team capacity and systems
- Effectively manage staff and National Council succession and recruitment
- Develop and implement an income diversification strategy that aligns with IDEA's Values.

Championing



5. Champion and advocate for Development Education and its importance with political actors:

- Advocate for Development Education in strategic political debates and discussions in Ireland and internationally
- Build and sustain political alliances across all relevant levels and sectors of government
- Work with members to develop consistent and unifying messages about the importance, impact and values of Development Education
- Clarify and articulate IDEA's criteria and approach to advocacy and communications.

6. Champion and build engagement with Development Education among key sectoral audiences

- Highlight the impact of Development Education and our members' work through strategic communications
- Develop strategic partnerships and collaborations beyond the Development Education sector to advance common goals in line with Development Education values.

OUR KEY ACTIVITIES



Building Capacity in the Sector

- Managing, coordinating and supporting members' engagement with our Code of Good Practice for Development Education
- Running training and events, with a diverse range of speakers and facilitators, to increase knowledge and skills and support organisational management.

Strengthening Impact and Good Practice

- Supporting our sector in developing a consistent approach to measuring and articulating impact of Global Citizenship Education
- Promoting and building skills and capacity in the sector around innovation
- Promoting our Code of Good Practice for Development Education internationally and engaging in opportunities to support other countries in adopting the Code.

Engaging our Members

- Facilitating knowledge sharing between members and creating space for members to share their learning and collaborate on common issues through our working groups and knowledge share sessions
- Ensuring members are aware of IDEA's work and the work of the sector through effective internal communications
- Providing networking opportunities for members to connect through our formal and informal events.

Building Organisational Resilience

- Strengthening and diversifying our membership and continuing to strengthen our engagement systems within our network
- Ensuring that IDEA continues to function well as an organisation by actively working to strengthen our National Council, Staff Team, along with our funding and good governance.



Advocacy

- Providing a strong representative voice on policy and advocacy matters related to Global Citizenship Education and representing the sector with policy makers at national and international level
- Preparing policy submissions on behalf of our members, facilitating their input, and support them with their policy submissions
- Building the capacity of our members to engage in Policy and Advocacy activities by providing training, policy analysis and co-ordinating shared actions on areas of interest to the Global Citizenship Education sector
- Working closely with other national and international networks on policy development and advocacy.

External Communications

- Raising awareness of Global Citizenship Education and our members' work through our communications channels and media relations activities
- Promoting our members work with external stakeholders by representing the sector at events in Ireland and Internationally.

Operating Context



IDEA operated within a period of heightened global instability in 2025. The year began with the inauguration of a new US administration and a highly disruptive governing approach that contributed to increased political volatility, accelerated the spread of misinformation, and weakened trust in public institutions internationally. The genocide in Gaza continued throughout the year, resulting in catastrophic civilian loss of life and humanitarian devastation. This unfolded alongside the ongoing war in Ukraine and the deepening humanitarian crisis in Sudan. Rising militarisation across parts of Europe further contributed to global instability, while shifts in political priorities in the UK and some EU countries, together with dramatic reductions in international development funding in the United States, placed additional strain on international development and solidarity efforts. At the same time, rapid technological change, including the expanding use of artificial intelligence, intensified the spread of misinformation and disinformation, while attention to the climate crisis was increasingly diminished by competing political and security priorities.

At policy level, 2025 marked an important point for Global Citizenship Education. The results of Irish Aid's Mid-Term Review of its Global Citizenship Education Strategy provided an opportunity to reflect on progress and identify areas for further development, such as impact measurement, ahead of a new Irish Aid Global Citizenship Education strategy for 2026 and beyond. During the year, IDEA also contributed to the GENE Peer Review process, highlighting the quality, reach and depth of Global Citizenship Education practice in Ireland, and its opportunities for growth. This year marked 10 years of the 2030 Sustainable Development Goals, underlining the need for stronger alignment between Global Citizenship Education, Education for Sustainable Development and related policy areas such as anti-racism and media literacy.

Within Ireland, there was growing recognition of the importance of all-island and cross-border approaches to shared social and

educational challenges. The Shared Island framework continued to create space for deeper cooperation, relationship-building and mutual learning north and south of the border, reinforcing the relevance of IDEA's all-island role in supporting Global Citizenship Education across different educational, policy and funding contexts.

While Ireland's commitment to international development cooperation and Global Citizenship Education remained firm in 2025, the international funding environment became more uncertain. At EU level, future resourcing and prioritisation for the Development Education and Awareness Raising (DEAR) programme - the principal EU instrument for supporting Global Citizenship Education and related civic engagement - came into question, contributing to capacity pressures across parts of the sector.

Against this backdrop, IDEA's work in 2025 was guided by its Strategic Plan 2024-2029 and the development of Vision 2030, providing a clear framework for supporting members, strengthening quality and sustaining the sector in a complex and evolving environment. This year brought sharp focus to the vital role of Global Citizenship Education in helping people make sense of our rapidly changing world, navigate misinformation, and feel empowered to take action.



1.4

Achievements & Performance



IDEA’s programme of work for 2025 focused on achieving the aims of IDEA’s new Strategy – ‘Cultivating’ our members’ capacity and good practice, ‘Strengthening’ IDEA’s capacity and our members’ engagement with the network, and ‘Championing’ Global Citizenship with policymakers and key external audiences.

It is part of a five-year Strategic Partnership with Irish Aid running from 2022 – 2026 that builds on achieving our strategic objectives year on year. This is supported by a detailed results framework with key performance indicators and targets that guide our work.

IDEA’s previous Strategic Partnerships with Irish Aid have enabled us to strengthen and provide consistent support for a dynamic Global Citizenship Education sector in Ireland.

IDEA’s Strategic Partnership with Irish Aid for 2022 – 2026 is designed to:

- Align with the IDEA Strategy and our aims of Cultivating, Strengthening, and Championing Global Citizenship Education in Ireland
- Build on the successes and learnings from our previous strategic partnerships with Irish Aid
- Enable our sector to support delivery of the Irish Aid Global Citizenship Education Strategy.

This five-year programme of work is based on input by the IDEA National Council, members and staff team, including a needs analysis of our members.



2025 in Figures

3

milestone events – launch of Vision 2030, launch of the Theory of Impact, and adoption of the Code of Good Practice for Development Education outside of Ireland.



114

members

91%

membership retention rate

147

Annual Conference participants

53

members of the Code of Good Practice

93%

Code membership retention rate

74%

of members attending a training or event

100%

of targeted policy documents incorporating key messages about Global Citizenship Education.

420,000

readers and listeners reached through media coverage

317,540

reached through Social Media engagement

Cultivating



BUILDING CAPACITY IN THE SECTOR

Knowledge and Skills

IDEA's training enables our members to access knowledge and skills that reflect the latest thinking from a diverse range of experts on pressing issues relating to Global Citizenship Education. We ran our webinar series on "Exploring Contemporary Crises Issues through Global Citizenship Education" again in 2025, this time focusing on the themes of Militarisation, Palestine and Climate Justice. This series provides quality information and opportunities for our members to increase their confidence in addressing these issues in their practice. The recordings of these webinars had a total of 581 views, up 10% on last year.

We also hosted two in-person training courses for our members. The first, the Educators' Guide to Depolarisation, was a two-day interactive training on Constructive Dialogue. This introduced participants to useful tools from a guide developed by the Depolarisation Activism for Resilient Europe (DARE) Project in Croatia to help them confidently deal with polarising views and controversial topics in their work. The second training was a three-part workshop on the basic principles and methodologies of Global Citizenship Education delivery, in collaboration with Worldwide Global Schools. It was our third year running this workshop, due to high demand, and it has been very popular with both those new to the sector or looking to refresh their skills.

2025 saw us exceeding our targets in this area for the fourth year in a row. 130 participants attended the Knowledge and Skills training we provided and 88% of participants surveyed rated the training as excellent. IDEA will continue to provide quality training that reflects the needs of our members in 2026.

"This was some of the most useful, practical training I've ever had – real-world 'here's how to do this', underpinned with the 'here's why we do this'."

Post-event survey, participant feedback

"I learnt useful techniques for really in-depth listening, and, through the conversations, I feel my empathy and patience with very different views grew, which will allow me to approach conversations with a better mindset."

Post-event survey, participant feedback

"I will use this learning to develop a community-based climate literacy and action training programme."

Post-event survey, participant feedback

Code of Good Practice

The Code of Good Practice for Development Education is a quality framework, developed by IDEA members, that articulates how to strengthen good practice across all our Global Citizenship Education work. It's the first of its kind in Ireland and a trailblazer internationally.

2025 is the 6th full year of Code activity and there were a number of highlights this year:

Growth from 52 to 53 members in 2025, with a retention rate of 93% since the Code's launch in early 2020.

- A strong community of practice, with 68% of IDEA's organisational members carrying out voluntary self-assessments as Code members annually.
- The Code continues to act as an important hub for our knowledge sharing work, with 274 examples of good practice identified and shared with members.



- 87% of Code members attended our two Code network meetings to exchange learning. This was a drop of 5% on last year and less than our 2025 target, the result of moving both Code Network meetings to an in-person format this year. However, this allowed members to facilitate peer led workshops as part of the meetings, with five successfully completed in 2025.
- Each year we collate and analyse the evidence and data gathered from our members via the Code, identifying trends that we share with our members to support their work. This year we commissioned the third in a series of 2-yearly in-depth research reports on the Code data gathered during that period. We also commissioned a report on all data from 2020-2024. Both reports will be available in 2026 with findings informing the programme in the coming year.

The Community of Practice around the Code is very important to its success and facilitates the sharing of knowledge and skills among members. As holding in-person events is proving a barrier for some members, we plan to organise more regular online meet-ups in 2026.

“ The Code continues to be a shining light in cultivating collaboration and supporting an impactful network.”

Annual Members' Survey 2025

“ We have used IDEA's Code of Good Practice for Development Education extensively in our work. It is a central resource for reflecting on our approaches and ensuring that our practice aligns with agreed standards across the sector. The Code provides a useful framework for critically examining our methods, identifying areas for improvement, and maintaining accountability in our work. It also supports discussions within our team about values, ethics, and quality, helping us to strengthen both our planning and delivery.”

Annual Members' Survey 2025

“ The IDEA Code of Good Practice has helped me approach my Global Citizenship Education programme with more intention. The Code has informed my programme design in ensuring I am fostering critical thinking and being inclusive in my approach to our community education.”

Annual Members' Survey 2025

Organisational Management

In 2025 we continued to offer free training and resources to members and others in the sector around funding applications and reporting. We held two trainings for those taking part in the Irish Aid Global Citizenship Education funding application process. This included an online grants clinic to support participants with funding application forms and general questions, along with an online workshop to build participants' capacity around Results Frameworks for Global Citizenship Education projects. We also have a toolkit in our resource bank for members, and last year we added to our resources with a recording of an 'Introduction to Results Frameworks Webinar' providing additional support for anyone new to the process. These trainings continue to be an important resource for the sector. This year we had 31 participants, the toolkit was accessed 50 times, and the video was viewed 49 times during the grant application period.



We also ran a query hub on 'My Future Fund' pensions auto enrolment for the new public pension. We had follow-up one-to-one calls with members interested in learning more about, which they found very useful.

This aspect of our work is especially important for members who don't have in-house organisational management support. We will continue to be responsive to our members needs in this area in 2026.

“I found the results framework online workshop very helpful, as someone new to the process.”

Post-event survey, participant feedback

“While we have established governance and operational systems, IDEA's sector-specific expertise adds significant value in areas such as funding, evaluation, and policy engagement, ensuring that Development Education remains robust, ethical, and impactful.”

Annual Members' Survey 2025

SUPPORTING GOOD PRACTICE AND IMPACT

Innovation

2025 saw the third and final year of IDEA's Innovation Lab. We launched this in 2023, focusing on a different part of the project design life cycle each year. In the first year, we explored design thinking as a methodology for coming up with innovative ideas and in 2024 we focused on approaches to project implementation. We finished the cycle this year by exploring how innovative projects could be co-created with our audiences to ensure equity-driven solutions.

Participants came to the Lab with their own projects and were guided by mentors, learning justice-centred and participatory approaches. Our members got to discuss barriers to meaningful engagement with marginalised communities and the importance of effective monitoring and evaluation frameworks.

Sharing learning is core to our innovation work and supports our members to build capacity in this area. We compiled the second edition of Catalyst, our innovation magazine, at the end of 2024 and distributed this in 2025. After reviewing



our approach, a strategic decision was made to reconsider the printed format. This will mean focusing more on sharing examples of innovative work by our members through our Knowledge Shares and blogs in 2026, given their wider reach.



“Members of our team attended the innovation lab and developed new content for tailored workshops there.”

Annual Members' Survey 2025

“This Lab has been helpful in highlighting how important both the planning stages and the evaluating stages are and how good approaches within these stages can positively impact the facilitation stage.”

Post-event survey, participant feedback

Impact

2025 was a milestone year for the sector with the launch of our Theory of Impact model for Global Citizenship Education. Developed in collaboration with a Task Group of our members, it is the first of its kind for the sector, providing us with a consistent approach to capturing the impact of Global Citizenship Education. The model is the culmination of work started in 2022, and it helps us identify how, where and with whom our work is creating positive impact. It also provides a framework for mapping the collective impact of the sector in Ireland and understanding how Global Citizenship Education can contribute to a shared vision of wider social change.

In 2026, we will develop and pilot a data visualisation tool to bring the model to life. The data we collate will strengthen the sector's advocacy and communications and help to illustrate the importance of Global Citizenship Education, particularly in the current context.

“The theory of impact for Global Citizenship Education offers us a new way to consider what we're contributing to the sector in Ireland. We intend to use it to assess and develop our existing Monitoring & Evaluation.”

Annual Members' Survey 2025

“IDEA's work in supporting impact measurement has helped us reflect on how we approach assessing our work and encouraged us to consider alternative and more innovative ways of capturing impact.”

Annual Members' Survey 2025

“The Theory of Impact has had a positive influence on further developing my thinking, and in its potential practical use, in the area of evaluation.”

Annual Members' Survey 2025

Theory of Impact for Global
Citizenship Education
Information Leaflet



Research

Connecting members with the latest research on issues relating to Global Citizenship Education supports reflection and strengthens their work. We held our third Research Showcase this year, profiling contemporary research on a theme inspired by our Code of Good Practice, Pathways to Decolonial Practices in Global Citizenship Education. Our speakers Dr Sandrine Uwase Ndahiro and Dr Tanya Wendt Samu shared their findings on topics including how to shift the balance of power differentials, the importance of indigenous knowledge and decolonial theoretical frameworks. We chose an interactive, discussion-based format for the event to ensure participants had the opportunity to explore how the research applied to their practice. A series of related articles were also shared with participants.

The event had 25 participants and was very successful. While registration was high, attendance was lower than in 2024 due to us partnering with a higher education focused network that year. We'll be exploring taking a partnership approach again in 2026.

“ Such an excellent session, and so thoughtfully and expertly facilitated...huge gratitude for organising this.”

Post-event survey, participant feedback

“ The question that will stay with me was ‘Do we make enough spaces to make people feel like they belong?’ Being constantly reminded of this issue is really valuable to the work that I do.”

Post-event survey, participant feedback

Promoting Good Practice Internationally

Our Code of Good Practice for Development Education went international this year with the roll-out of a partnership project with the Latvian NGO platform LAPAS to pilot the adaptation of the Code outside of Ireland. Funded by Erasmus+, the project was a significant success with LAPAS using the IDEA Code to develop their own 'Roadmap' for Global Citizenship Education in Latvia. We also cultivated a community of practice between practitioners in both countries and developed an animated video to explain



Global Citizenship Education and introduce the Code to a wider audience. A task group, made up of 11 IDEA Code members, provided training on the Code to Latvian practitioners and shared learning at in person events and online community of practice meetings across the year. As part of this project, the IDEA Code was also promoted at international events in Latvia, Bulgaria, Croatia, Slovakia, and in South Korea.

As well as incorporating the learning from the project into IDEA's work in 2026, we will be looking for further opportunities for international collaboration. We also aim to present the Code to new audiences at international events.

“ This was a fantastic project to engage with this year, and we appreciated the opportunity to do so. It was energising to work with other IDEA members, and to meet and work with LAPAS and its members. It provided a new and different perspective on Development Education/ Global Citizenship Education, with similarities and differences noted between the Irish and Latvian contexts.”

Annual Members' Survey 2025

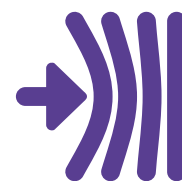
“ It was good to have the opportunity to connect with similar organisations abroad.”

Annual Members' Survey 2025

“ I think the project was great.”

Annual Members' Survey 2025

Strengthening



ENGAGING MEMBERS

Internal Communications

As a membership organisation, effective communication with our members is crucial for maintaining a strong network. In 2025, we shared information about IDEA's initiatives, and our members work through a variety of channels including targeted emails, our weekly IDEA bulletin, our fortnightly newsletters, our monthly Policy & Advocacy Digest and external digital platforms like Instagram, Facebook, and LinkedIn and the IDEA Website. This ensured that our members remained well informed about the work happening within the network. We also facilitated feedback from our members through our annual members' survey, post-event evaluations, by inviting feedback on our work on current issues such as Palestine and through meeting with members to discuss their suggestions in more detail. 95% of our members engaged regularly with IDEA's communications, up 7% on 2024.

We strengthened communications between IDEA and our National Council this year by streamlining our CEO Reports, providing our board members with comprehensive updates about IDEA's work from meeting to meeting. The members of our National Council also received IDEA's fortnightly newsletter, so they can stay informed about what is happening in the sector. We will continue to look at ways to further streamline communication within IDEA's network in the coming year.

“ I see IDEA as an essential communications hub for my work in Global Citizenship Education. I want to know what's happening...I rely on IDEA communications for that. We also use the newsletter as a forum for advertising our various Global Citizenship Education events and courses...for those of us promoting Global Citizenship Education in our various sectors, IDEA communications are invaluable.”

Annual Members' Survey 2025

“ The communications work, particularly the newsletters and policy and advocacy monthly digest have been very useful sources of information for us to stay in touch with activities and issues relevant to Global Citizenship Education, and upcoming activities run by IDEA and members.”

Annual Members' Survey 2025

“ IDEA's communications have increased our capacity by helping us stay aware of funding deadlines and training opportunities that we might otherwise miss.”

Annual Members' Survey 2025

Working Groups

IDEA has four member-led working groups on Formal Education, Adult and Community Education, Quality and Impact and Development Education for Palestine. These provide members with an important space to connect and collaborate on issues relating to the focus of each working group.

The Formal Education Working Group met three times in 2025, working on four National Council for Curriculum and Assessment (NCCA) submissions and updating Global Citizenship Education resources to align with changes to the primary framework curriculum. The Adult and Community Education Working Group met twice this year, sharing programme updates, exploring collaborative solutions, and exploring how IDEA's new Theory of Impact relates to their work. Members of both groups also took part in the consultative process around Vision 2030.

While the Quality & Impact Working Group did not meet in 2025, many of its members were part of the Task Group for the Theory of Impact project, which builds on the work done by this working group in previous years.



The Development Education for Palestine Working Group met three times and was very active in the first half of the year, piloting an Apartheid-Free Zones audit framework and declaration, analysing results of a member survey on Palestine education and activism and preparing and delivering a workshop on Meaningful Action for Palestine at the IDEA Annual Conference.

IDEA's working groups will continue to provide a structure for members to come together to share learning and collaborate on issues that are important to their work. The Irish Aid Global Citizenship Education Strategy will be one of their focuses in 2026.

“ At the most recent Adult and Community Education Working Group meeting... contributions from other members unlocked an easier way to approach a difficult problem I've been dealing with.”

Annual Members' Survey 2025

Knowledge Sharing

In 2025 IDEA facilitated connection and shared learning between Global Citizenship Education practitioners through our popular summer Knowledge Shares series. These weekly online sessions are led by an IDEA member sharing their experience, learning and success on a particular area of their work. They provide a platform for members to share valuable insights, good practice, and innovative approaches for

mutual learning. Nine knowledge share sessions were held this year, with 99 attendees. We also had 485 views of the recordings shared with members so that those who couldn't attend could benefit as well. By facilitating spaces where members can learn from each other, we are building a stronger, more informed, and more connected network committed to Global Citizenship Education and we will continue this series in 2026.

This year we also held two online guest-speaker events focused on urgent global justice issues. The first of these hosted educator, activist and psychotherapist Caoimhe Butterly in conversation, live from Lesbos, Greece. This had over 140 participants from across Ireland and beyond. We explored displacement, migration and solidarity, drawing on more than a decade of work by Caoimhe with refugee communities and Mental Health and Psychosocial Support networks. Delivered in collaboration with Afri, Comhlámh, Doras, the Irish Refugee Council and Uplift, the conversation offered a human perspective on global injustice and responsibility, while deepening public understanding of Global Citizenship Education as a practice rooted in empathy, action and solidarity.

As part of IDEA's wider Palestine solidarity and advocacy work, we also hosted an online lunchtime event on the Occupied Territories Bill, attended by over 40 participants from across civil society and the education sector. This explored why the Bill matters, the importance of sustained public pressure, and the role of

Global Citizenship Education in supporting action rooted in international law and human rights. The event took place in the lead-up to the public #PassTheOTB rally in Dublin, and featured contributions from civil society leaders working on Palestine. The discussion created space for informed engagement and collective reflection.

These events provided timely shared learning, political context and space for reflection and discussion across the network. They also reflect IDEA's ongoing commitment to supporting members to engage critically and constructively with global injustice, in line with the values and purpose of Global Citizenship Education. We will continue to support our members in exploring urgent global justice issues in 2026.

“ The knowledge shares have been a great way for us to learn more about the work of other IDEA members and we appreciate them being recorded also to allow us to watch back when we have missed one.”

Annual Members' Survey 2025

“ Knowledge Shares and Working Groups are very useful forums for learning about other examples of good practice in the sector. We have had both the opportunity to benefit from and to deliver a knowledge share, it was a great opportunity to develop practice.”

Annual Members' Survey 2025



IDEA's Annual Conference

IDEA's Annual Conference is our largest event and an important networking opportunity for our members. This year we had our most successful conference to date, with 147 participants, up 33% on the average for previous years. The theme was Reclaiming Ground for Hope, Alternatives, and Action, bringing together educators, community leaders, artists, and activists from across Ireland to reimagine the role of transformative education in building a better future.

Participants got to experience a keynote speech by Minister Neale Richmond and fireside chats and workshops led by artists, activists, Global Citizenship Education practitioners and policymakers. This year saw us hold our inaugural Global Voice for Humanity Award, presented to then President Michael D. Higgins in recognition of his commitment to justice, equality, and Global Citizenship Education throughout his life. The award ceremony featured music from acclaimed violinist and composer Colm Mac Con Iomaire, spoken tributes from Caoimhe De Barra, CEO of Trócaire, award-winning poet Sarah Clancy, migrant justice leader Donnah Sibanda Vuma and students from Bunscoil Mhic Reachtain, Belfast. We aim to build on this success in 2026.





“Every time I attend one of your events, I leave feeling refreshed, full of hope, and inspired with ideas I would love to bring into my organisation.”

Post-event survey, participant feedback

“Everything was so well organised and all sessions were interesting and inspiring. Great speakers! It was also great to see the use and impact of art in addressing social justice issues.”

Post-event survey, participant feedback

“What I enjoyed was the informal connections...it was a great event to pick up on lost connections and hear news of people and Global Citizenship Education developments.”

Post-event survey, participant feedback

“I found the annual conference excellent, inspirational in fact. It filled the well, to use a phrase discussed at the conference.”

Post-event survey, participant feedback

IDEA's Membership

IDEA's membership grew by 9% to 114 members in 2025, our highest number to date. We welcomed 10 new members whose work focuses on areas such as sustainability, food sovereignty and mental health/resilience through the lens of global justice. A key success for us this year was the significant increase in our retention rate from 80% to 91% in 2025. This reflects the effectiveness of our programmes and the value and support our members find in being part of IDEA. 74% of our membership attended a

training or event, down 10% from 2024. This was due, at least in part, to the greater demands of our members around Vision 2030, the Theory of Impact, the GENE review and the Code project with LAPAS. Membership attendance at our AGM increased by 15% on last year, with 49% of members attending our Annual Conference. Retention and sustainable growth will continue to be a key focus for us in 2026. We will also prioritise recruiting new members working with marginalised groups, in line with our new strategy.

“No one organisation can work alone. While each organisation has their own agenda, being part of IDEA allows organisations to be part of something bigger. The sharing of ideas strengthens each organisation individually and strengthens the sector as a whole.”

Annual Members' Survey 2025

“I find the network within IDEA to be very useful in building horizontal collaboration that has assisted some of my work within the short time of taking on this role.”

Annual Members' Survey 2025

“I find it really supportive, being part of IDEA, and having opportunities to network and learn. IDEA staff are always so approachable and helpful.”

Annual Members' Survey 2025

“I think IDEA remains an extremely important network for educators in terms of sharing and learning, professional development and for engaging critically with important global development and justice issues. Without organisations like IDEA, the important work of Global Citizenship Education and ESD, as well as its related educations, would be so much weaker and less effective across the range of education sectors.”

Annual Members' Survey 2025

ORGANISATIONAL RESILIENCE

Strengthening Engagement Systems

Strengthening the engagement systems within our network is a new focus area in our strategy, reflected in the creation of a Head of Membership role within IDEA in 2024 facilitated by an internal re-organisation of the IDEA team. This year, we provided several opportunities for informal connection and exchange for members through our Annual Conference, summer knowledge shares, working groups, and engagement with other Strategic Partners within the Global Citizenship Education sector. We ran both Code network meetings in person for the first time to enhance networking and contact-making among members. Members also had less structured opportunities to connect in person through social events, and lunches provided for trainings and meetings.

We streamlined our membership renewals system in 2025. All members now renew in January, with membership applications reviewed weekly and IDEA staff liaising directly with applicants and new members. We also updated our application process to ensure that applicants are aligned with the values of IDEA and Global Citizenship Education.

We gathered feedback via our Annual Members' survey and will share a report of the consolidated results with our members in 2026. We had fallen behind on sharing 2023 and 2024 reports due to capacity challenges, and we finalised these and shared them with members this year.

We will be looking at ways to further strengthen our engagement systems in 2026, including more opportunities for members to connect in person and further updates to our application system.



IDEA as an Organisation

Good Governance Award

A highlight of 2025 for IDEA was winning a Carmichael Good Governance Award. This was our second nomination, and it is a significant achievement for the organisation, one that reflects the hard work and commitment of our dedicated staff and National Council members over the years.

National Council and IDEA Staff

The National Council met four times during 2025, reflecting greater stability within the IDEA team and National Council, after a period of significant change in 2024. Our former Vice-Chair, Cara Ryan, resigned in January, and Aoife Neasy joined us in June, ensuring we continued to have Human Resources expertise on our board.

We entered 2025 with a more effective organisational structure that ensured we had greater staff capacity in the areas of our new strategic plan. We also improved our internal systems to enhance how we operate and introduced dedicated staff days for team members to plan, connect, and reflect on our work.

Fundraising

During 2025, the main focus of our fundraising activity was securing and maintaining existing income levels for IDEA and the wider sector, in a challenging funding environment. Alongside this, advocacy work was progressed to strengthen IDEA's position in future fundraising discussions by clearly articulating the value and impact of Global Citizenship Education. We also engaged in advocacy aimed at encouraging a more cross-departmental approach to public funding, recognising that Global Citizenship Education contributes to policy objectives across a number of Government departments, not only those traditionally associated with it. In addition, membership income increased for IDEA during the year, reflecting continued engagement and support from our members.

This year we also undertook initial scoping work on the development of a future fundraising strategy. This work will inform decisions on investing further in fundraising capacity, with the aim of supporting income diversification and strengthening the organisation's long-term sustainability.

Reporting

We successfully streamlined our existing reporting systems this year, creating a financial reporting tool that serves the team, the National Council, and our funders. As a result, we have enhanced reporting systems to support weekly updates, reports for our National Council meetings, and year-end reporting.

Our monitoring and evaluation systems continue to track progress against IDEA's overall goals, as set out in our Results Framework. Our evaluation tools not only measure satisfaction levels but also capture how IDEA interventions have led to stronger practices and structures in the sector.

The enhancements to our systems this year have led to more cohesion in how we work as a team. We will continue to build on these successes in 2026, looking at ways to further strengthen IDEA as an organisation.



Championing



ADVOCACY

In 2025, IDEA continued to support our members' policy and advocacy engagement and be a strong representative voice for Global Citizenship Education related advocacy in Ireland and internationally. We represented the sector with 12 national or EU institutional gatekeepers and supported IDEA members to engage with 10 policy opportunities. Our Annual Members Survey recorded that 100% of members found IDEA's policy and advocacy work effective, exceeding our target by 10%. We also added an advocacy target on how key messages about Global Citizenship Education are incorporated into the policy agenda. We achieved this in 100% of targeted policy documents that were published by year end.

Advocacy in Ireland

Vision 2030

Another milestone for IDEA this year was the development and launch of Vision 2030: Towards a Society of Active Global Citizens. This strategic vision and roadmap for Global Citizenship Education across the island of Ireland to 2030

was co-developed with IDEA members, reflecting all forms of Global Citizenship Education within the sector. Our launch was attended by 10 policymakers - four parliamentarians and six civil servants from different Departments, and a wide variety of IDEA members, civil society representatives, along with two parliamentary assistants. This will form the cornerstone of our advocacy work in 2026 and beyond.

GENE Peer Review of Ireland

We engaged with the Global Education Network Europe's (GENE) Peer Review of Ireland – a process that assesses how well Ireland is doing in terms of Global Citizenship Education to inform future strategy - advocating for strategic prioritisation and increased investment for Global Citizenship Education in Ireland through stakeholder consultations. We represented our members on the Peer Review Reference Group, coordinated members' participation in the consultation meeting with the review team and collated members' inputs to develop a written submission. This was a significant piece of work for the sector as the report will influence Irish Aid's new strategy for Global Citizenship Education, being developed in 2026.



Pre-Budget 2026 Submission

We shared our Pre-Budget 2026 Submission with key Ministers, our 'GCE Champions' - policymakers committed to championing Global Citizenship Education, and key members of the Joint Oireachtas Committees on Foreign Affairs and Education and Youth. This was also shared via our social media channels and through a blog post, alongside short video clips from Minister Neale Richmond's speech on Global Citizenship Education from our Annual Conference.

Policy Submissions

IDEA continued to advocate for more Global Citizenship Education in school curricula this year. We made six submissions to the National Council for Curriculum and Assessment (NCCA) consultations and one to the Northern Ireland curriculum review through our Formal Education Working Group.

Solidarity with Palestine

With the genocide in Gaza worsening in 2025, IDEA stepped up its advocacy on this issue. We worked with our Palestine Working Group to send letters to the Taoiseach, challenging the adoption by Ireland of the International Holocaust Remembrance Alliance definition of anti-semitism, and we wrote to the Governor of the Central Bank, asking him not to renew the license for sale of Israeli bonds in EU markets. We also signed open letters to urge the Irish Government to join the Hague Group, push the UN General Assembly to take action on Gaza and to pass the Occupied Territories Bill. We held two webinars on Palestine featuring Palestinian speakers, a workshop as part of our Annual Conference on meaningful action on Palestine, and we updated our website with further details on our stance and activities in this area.

Education for Sustainable Development

We also contributed to the second Education for Sustainable Development (ESD) to 2030 progress report, published in 2025, by collecting and synthesising inputs from members who carried out ESD projects during the reporting period. We reviewed a draft of the progress report and coordinated with members to fact-check content. We also represented our members on the multi-stakeholder ESD National Steering Group, ESD Advisory Group on Schools and the ESD Advisory Group on Further and Higher Education throughout the year.

Shared Island Initiative

IDEA was also involved in Shared Island, Shared World, Shared Future, a major cross-border initiative delivered in partnership with Dóchas and CADA, bringing together practitioners from across the island of Ireland to strengthen collaboration on Global Citizenship Education. Supported through the Shared Island Civic Society Fund, administered within the Department of Foreign Affairs and Trade, the project involved a structured series of six facilitated dialogue sessions with dozens of organisations working across formal, non-formal and community education. It created rare space for honest, practitioner-led reflection on both shared challenges and jurisdiction-specific barriers and resulted in concrete ideas on what is needed to move forward. The project helped elaborate on Vision 2030 and all-island vision for Global Citizenship Education to 2035. It outlined a set of strategic priorities to guide future action, positioning Shared Island, if well resourced, not as a one-off project, but as a foundation for long-term, systemic cooperation across the island.

2026 will be a significant year for Global Citizenship Education policy and advocacy. IDEA plans to participate in the National Convention on Education and input to the National Conversation on Education. We also aim to be involved in the development of Irish Aid's new Global Citizenship Education Strategy. Our advocacy will be informed by Vision 2030.

“ Big strides in this over the last 12-18 months.”

Annual Members' Survey 2025

“ Vision 2030 and its execution, involving everyone, was a fantastic process. A huge task executed excellently.”

Annual Members' Survey 2025

“ The Vision 2030 work was excellent...IDEA bring a good understanding of context with Irish Aid and other sector conversations which is very valuable.”

Annual Members' Survey 2025

Europe and Internationally

MEP Engagement

IDEA engaged in advocacy at a European level on multiple occasions this year. We attended an in-person roundtable meeting with Irish MEPs in Dublin, where we advocated for prioritisation of Global Citizenship Education in their engagement with the European Commission. We also used our membership of the Civil Society Alliance for Global Citizenship Education – a European Global Citizenship Education advocacy platform to advocate with Irish MEPs to prioritise Global Citizenship Education during their engagement with the EU Multi Annual Financial Framework negotiations, with a statement on the place of Global Citizenship Education within this process.

Ireland's Presidency of the Council of the EU 2026

IDEA also advocated for Global Citizenship Education to be one of the high-level priorities of Ireland's 2026 Presidency of the Council of the EU through a written submission and participating in the public consultation and taking part in an in-person stakeholder event hosted by Minister of State Neale Richmond in the Department of Foreign Affairs and Trade as part of the consultation process.

EU DEAR Programme

We also participated in a Development Education and Awareness-Raising (DEAR) Multistakeholder Group policy dialogue in Brussels, advocating for the DEAR programme to be retained as the

principal policy and funding instrument for Global Citizenship Education at EU level. This was a particular focus this year, as there is a risk that this important source of funding for the sector may be discontinued with no replacement funding allocated to Global Citizenship Education at EU level.

10th International Conference on Global Citizenship Education

In 2025, IDEA also strengthened our international profile when our CEO Ruairí McKiernan spoke at the 10th International Conference on Global Citizenship Education (IConGCED) in Seoul, co-organised by UNESCO and the Asia-Pacific Centre of Education for International Understanding, alongside the Korean Ministry of Education and Ministry of Foreign Affairs. With over 350 participants from 51 countries, the conference focused on democracy, disinformation and peacebuilding in a rapidly changing global context. As the only Irish speaker, Ruairí shared perspectives shaped by Ireland's history of conflict, peacebuilding and global solidarity, highlighting the role of Global Citizenship Education in defending human rights, strengthening democratic resilience, and responding to rising polarisation. His contribution also showcased the strength of Ireland's Global Citizenship Education sector, IDEA's role as the national platform for this work, and the importance of initiatives such as the IDEA Code of Good Practice, Irish Aid's GCE Strategy, and Shared Island collaboration in positioning Ireland as an international leader in Global Citizenship Education.



“ The opportunity for strategic partners to input into the IDEA submission on the Irish Presidency of the EU was...much appreciated. It gave us a chance to deepen our learning on policy and advocacy processes as well as to share our suggestions on the potential for Global Citizenship Education within the Presidency.”

Annual Members' Survey 2025

In 2026, we will continue to advocate for the DEAR programme to be retained, Global Citizenship Education to be adequately resourced within the new EU Multi Annual Financial Framework and for Global Citizenship Education to be a high-level priority of Ireland's 2026 Presidency of the Council of the EU.

Building Alliances

GCE Champions

Building alliances across all relevant levels and sectors of government is particularly important for IDEA as Global Citizenship Education relates to a range of different government departments. We began to recruit Global Citizenship Education (GCE) Champions during the run-up to the 2024 General Election and by end of April 2025 we had gone from 22 to 50 GCE Champions, consisting of 39 TDs and 11 Senators, in 33 of 43 constituencies. These include four party leaders, one minister and the current President of Ireland, a TD at the time. 21 of our GCE Champions are chairing or sitting



on relevant Joint Oireachtas Committees. We engaged them this year by inviting them to our Annual Conference, a Pre-Budget Submission briefing, and the launch of Vision 2030. The Minister for International Development and the Diaspora Neale Richmond spoke at our Annual Conference, which was also attended by two other champions, including now President Catherine Connolly. We will continue to engage them in 2026 and beyond as a significant parliamentary alliance, with the aim of increasing cross-departmental prioritisation and investment for Global Citizenship Education over the next five years.

Strategic Engagement

We also strengthened this area of our work by participating in strategic meetings, dialogues, and events. This included meetings with Irish Aid, Education for Sustainable Development (ESD) National Steering Group and Advisory Group meetings, the annual ESD National Stakeholder Forum, the Irish Aid Annual Report 2024 launch and a stakeholder event on the priorities of the Irish Presidency of the Council of the EU.

To complement this work, we continued to build and participate in Global Citizenship Education alliances across civil society in Ireland and internationally through Dóchas Working Groups, a Solidar EU policy roundtable, Bridge 47 global advocacy meetings and Civil Society Alliance for Global Citizenship Education advocacy meetings.

“ Vision 2030, the ‘GCE Champions’ etc are all hugely valuable to the Global Citizenship Education sector and IDEA has led the way.”
Annual Members’ Survey 2025w



Members' Advocacy Capacity

Another highlight of 2025 was the launch and roll out of our Advocacy Toolkit & Global Citizenship Education Policy Guide. This comprehensive resource pack strengthens the capacity of those working in Global Citizenship Education to engage in sector specific advocacy. A key feature of the toolkit is enabling members to develop consistent messages about the impact and value of Global Citizenship Education, and our two in-person workshops gave them the opportunity to develop advocacy messaging together using this resource. This will be an important capacity building support for members in this area in the coming years.

We also worked with members to craft consistent and unifying messages about Global Citizenship Education for three major consultation processes in 2025 – the development of Vision 2030, the development of an Understanding Impact document by the Irish Aid Strategic Partners Forum and the GENE Peer Review of Ireland.

To increase members' awareness of advocacy opportunities and further support their capacity in this area, we published eight monthly Policy and Advocacy Digests. We aim to build on our work in this area in 2026.



“Two of our team members participated in the recent IDEA Advocacy Toolkit Workshop and found it to be extremely engaging and useful for their work gave a fantastic overview of Global Citizenship Education, and the toolkit itself is a very useful document both for those who are new to, and those who are experienced in this sector.”

Annual Members' Survey 2025



“IDEA's work in supporting engagement with policy and advocacy has helped us better contextualise and position our own work within broader sector priorities. For example, through participation in workshops and access to Vision 2030 and policy submissions, we have been able to align with wider sector goals and ensure our approaches are informed by current policy discussions.”

Annual Members' Survey 2025

IDEA's Approach to Communications and Advocacy

In 2025, IDEA continued to apply and further document its established criteria and decision-making processes for advocacy and communications. This work ensured clarity, consistency and appropriate governance oversight in how advocacy positions are developed and communicated, including in response to member-led initiatives. Advocacy and policy engagement activities are undertaken in alignment with IDEA's charitable objectives and values, are educational in nature, non-party political, and designed to contribute constructively to public and policy dialogue.

EXTERNAL COMMUNICATIONS

Communications with external audiences is an important focus area for IDEA as reflected in the results achieved in 2025. As well as communicating the value of Global Citizenship Education and engaging a wider audience, illustrating the impact of Global Citizenship Education is one of our key aims in this area.

Media Relations

Our media relations work aims to increase awareness of why Global Citizenship Education is so important across the population in Ireland. This area of our work was very successful in 2025, reaching over 420,000 readers and listeners through coverage across regional broadcast, print and online outlets. This well exceeded our target, reflecting our increased focus on media relations this year. Our aim for next year is to build on this to secure national coverage as well.

Digital Media and Content

IDEA's influence on social media platforms expanded in 2025, reaching 317,540 users across Facebook, LinkedIn, and Instagram and X. We created more short form videos for use on social media, helping to increase our reach and engagement. We will continue this approach in 2026 and are planning a social media campaign on the impact of Global Citizenship Education, to build greater understanding of its importance with a wider audience, raise our profile and increase followers.

The steps we took in 2023 and 2024 to strengthen monitoring of our communications through Google Analytics 4 (GA4) has given us a consolidated dashboard of engagement metrics from all our digital platforms and communications tools. This successfully supported our planning this year and we will continue to use these metrics to further strengthen our external communications in 2026.

We doubled our video output again in 2025, with 21,012 views of 52 long and short-form videos, with additional viewership via Instagram and other channels. These contributed significantly to the increase in digital engagement across platforms. As well as providing content for engaging external audiences on social media, they also support the capacity building aspect of our work with members.

We also produced eight podcast episodes, on topics ranging from Global Solidarity to Palestine to Climate Justice and intersectional feminism. As well as supporting the knowledge sharing strand of our work with members, these engaged wider audiences. While downloads of our podcasts increased this year, we will be reviewing the strategy around them in 2026 to further build engagement with them. IDEA also contributed to two episodes of The DICE Project's Curious and Critical GCE Podcast that were published in March and December.

Website

The IDEA website acts as a hub for the sector and for information about Global Citizenship Education in Ireland. We began a design and content refresh of the IDEA website this year - due to reduced capacity in our communications team this year, this was delayed until the end of the year. We updated the content throughout 2025, showcasing milestones such as Vision



2030 and our new Theory of Impact. We also increased our blog posts to keep the Global Citizenship Education community engaged with the site and support SEO. Across 2025, we had 12,376 visitors to the website and over 43,000 page views. Website visitors increased by 14% but fell short of our target for the year, while page views increased by 5%. The work on the website refresh will be completed in 2026, better reflecting our work areas under our new strategy. We will also be focusing on SEO and approaches driving more traffic to the website.

Representing the Sector

Connecting with audiences outside the Global Citizenship Education sector was another focus this year. IDEA expanded its external engagement and reached 601 people about IDEA and Global Citizenship Education through representation to external stakeholders, an increase of 46% on last year. This was achieved through our Shared Island work, the MEP Roundtable we attended, the GENE Peer Review consultation, submissions to public consultations, our outreach around IDEA's Pre-Budget Submission, our Vision 2030 launch and roll-out, presenting at the Global Education Time conference in Bulgaria, our engagement with the Latvian Ministry of Education through our Erasmus+ Code Project and school leaders we engaged with through a member's event.

This year saw significant increases in IDEA's engagement with External Stakeholders through our media engagement, social media channels and representation of the sector at various conferences, events and speaking engagements. In 2026 we plan to build on this with a focus on national media coverage and growing our reach on social media, with a particular focus on sharing the impact of Global Citizenship Education with a wider audience.



1.5

Structure, Governance & Management

IDEA's non-executive board is called the National Council (NC). It is elected by IDEA members, through the Annual General Meeting, to oversee the organisation on behalf of its members. The National Council is IDEA's main decision-making body and collectively oversees the strategic planning and governance of the organisation. The National Council delegates operational functions to the CEO and staff team.

The governance structure of IDEA is further described in the constitution. IDEA is governed by our constitution, which outlines our charitable objectives and encompasses our Memorandum and Articles of Association.

Role of the Board of Directors

The Board of Directors, known as the IDEA National Council, leads on IDEA strategy, governance and oversight. It ensures IDEA pursues activities that relate to its charitable purpose, thereby addressing the needs of members and relevant stakeholders. In doing so the National Council:

- Works effectively and in a collective and cooperative manner to achieve the organisation's aims and objectives
- Provides leadership to the network
- Acts with integrity in all matters by ensuring transparency and accountability in how the organisation conducts its affairs
- Ensures effective management and financial control of the organisation
- Ensures a risk management strategy is in place to address risks which may prevent the organisation from achieving its objectives
- Ensures compliance with required laws and regulation.

There are clear distinctions between the role of the National Council and that of the IDEA CEO, to whom day-to-day management of the organisation is delegated. The CEO is not a member of the National Council but attends



and presents the operational activities of the organisation to the National Council. A schedule of matters reserved is in place and lists the decisions and matters reserved for National Council consideration. Matters such as planning, policy and budgets are prepared by the CEO and IDEA team for consideration and approval by the National Council. The IDEA staff team coordinates and supports IDEA's activities, and our members play a crucial role in contributing to our work.

Governance Framework and Policies

The National Council is supported in the discharge of its responsibilities by a comprehensive framework of governance, financial, safeguarding and organisational policies. These underpin the effective oversight of the organisation, support compliance with statutory and regulatory obligations, and provide clear guidance on roles, responsibilities, conduct and decision-making

Key policies in place during the year covered areas including governance and Board conduct, safeguarding and child protection, complaints handling, conflicts of interest, data protection,

financial management and controls, risk management, reserves, procurement, fraud prevention, Garda vetting, and staff and volunteer induction. The work of the National Council is further supported by clearly defined terms of reference for its sub-committees, including those relating to governance and finance, and nominations and remuneration.

Responsibility for the approval, oversight and periodic review of policies rests with the National Council, with delegated oversight to relevant sub-committees where appropriate. Policies are reviewed on a planned basis to ensure they remain fit for purpose, reflect legislative and regulatory developments, and support good governance practice, including alignment with the Charities Governance Code.

During the year, the National Council continued to strengthen the organisation's governance framework, including the review and updating of a number of key policies, and the introduction of updated induction arrangements to support effective participation and accountability at Board level.

National Council Members for 2025

Bobby McCormack, Chair

Bobby is the co-founder and CEO of Development Perspectives. He previously worked as a Senior Lecturer in the Dept of Humanities in Dundalk Institute of Technology from 2006 - 2019. He has an MA in Development Studies and is a qualified mediator. Bobby was a board member of Dóchas from 2021 - 2024 and in 2017 was the recipient of the Dóchas, "Global Citizen of the Year". Bobby was the co chair of the CONCORD Development Education and Awareness Raising forum for two years and was a civil society representative in the European Commission multi stakeholder forum for Development Education.



Ponke Danker, Vice Chair

Ponke Danker is Coordinator of the Irish Network for Education Worldwide (INEW), a voluntary network of civil society actors and education stakeholders in Ireland committed to promoting knowledge and effective responses to global education issues. She is a qualified human rights lawyer with over 8 years' experience in advocacy, policy, and non-profit management with a



passion for social justice, diversity, equality, and inclusion, and promoting education as a human right. Ponke has previously worked with Irish Traveller organisations, as a refugee lawyer in Germany, and interned with the International Criminal Tribunals.

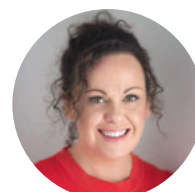
Pierre Yimbog, Company Secretary

Pierre Yimbog is IDEA's Company Secretary. He is Co-founder and COO of Black and Irish and Co-Founder & CEO of SoloBook. Pierre has a Bachelor of Law from DIT, a Diploma in Intellectual Property Law from the Law Society and recently completed a Masters in Corporate Governance from the University of Law. Pierre has previously worked for Engineers Ireland as Community Engagement Executive for two years and is currently National President for the Junior Chamber International (Ireland) young professional network.



Martina Ryan-Doyle, Treasurer

Martina is the Treasurer of IDEA. She is a Certified Public Accountant (CPA), with over 15 years of experience in the pharmaceutical, medical device and construction sectors. Since 2015 she has worked in the Not-for-Profit sector both in Ireland and abroad, as a volunteer and consultant. Martina is currently working with Irish International Development charity Gorta Self Help Africa.



Mary Coogan

Mary Coogan is Development Education Programme Manager with Trócaire and has held this role for over 3 years. She currently oversees Trócaire's development education programme and the Global Village strategic partnership with Irish Aid, in which Trócaire is the lead consortium partner. Prior to joining Trócaire, Mary worked in international volunteer management with Suas and VSO, with a focus on training and learning, particularly in the area of Development Education. In her time at Trócaire, Mary has developed skills and experience relating to institutional funding, programme development, and team management, and possess strong collaboration, leadership and communication skills. Mary holds an MSC in Development



Studies from University College Dublin and a Bachelor of Arts from Trinity College Dublin.

Fiona Duignan

Fiona Duignan is GCE, Integration and EU Projects Officer with Meath Partnership, working on Erasmus KA2 and GCE programmes, primarily targeted at people at risk of exclusion and is a member of the IDEA National Council. Fiona holds an MA in International Human Rights Law and an honours degree in Law and Administration of Justice. She has over a decade of experience developing and implementing programmes in the not-for-profit sector in Ireland and international volunteer management in the Global South.



Jennifer Gannon

Jenny Gannon is a Kildare native, a primary school teacher, and a graduate of Dublin City University with an MA in Education with a special focus in Diversity and Inclusion, and a Post-Graduate Diploma in School Leadership. She is currently the Director of the DICE (Development and Intercultural Education) Project that supports work across the four publicly funded initial teacher education institutes in Ireland. In 2019, she received a National Civic Merit Award for her contribution to volunteering with young people as a President's Award Leader at a ceremony at Farmleigh House and she is beginning her second term on the National Council of Gaisce, The President's Award. She has volunteered extensively with the Irish Girl Guides at both local and national level.



Claire Glavey

Claire Glavey is the Project Officer for Global Village, the strategic partnership for Global Citizenship Education in primary schools. She is a qualified primary school teacher and has a M.Sc. in Development Studies. Prior to this role, she worked as a primary school teacher and on a range of human rights education and development education programmes in the NGO sector. She brings her broad ranging experience of development education practice, as well as a strong commitment to strategic and quality-focused work, to the National Council.



Daniel Meister

Daniel Meister is Communications Manager with the National Youth Council of Ireland and has over ten years' experience increasing the profile of national non-profit organisations. He has a keen interest in sustainable development and environmental issues, and brings his enthusiasm for Development Education, his communications expertise, and his experience with the youth sector in Ireland to his role on the IDEA National Council.



Aoife Neasy

(Appointed 29 April 2025)

Aoife is a human resource and compensation professional with over 20 years of experience across a variety of industries in the private sector. Aoife has a Bachelor of Commerce and a Masters in HR & Industrial Relations from National University of Ireland Galway. Aoife is a co-founder of Irish Visual Artists for Justice, a collective established in response to the devastating humanitarian crisis in Gaza. Working closely with grassroots groups on the ground in Gaza, the collective ensures that funds raised directly benefit local communities and support urgent needs. Through these efforts, the group seeks to raise both awareness and resources to alleviate suffering and promote justice for Palestinians.



Cara Ryan

(Resigned 15 January 2025)

Cara Ryan was Vice-Chair of IDEA until January 2025. She was also a member of the Nominations and Remuneration Committee for IDEA. She is currently Managing Director of Culturion. Prior to that she was Chief People Officer with Clúid House and worked for many years in Higher Education in senior HR roles.



National Council Members Meetings Attended 2025

National Council Meetings

- 05/03/2025
- 23/04/2025
- 17/09/2025
- 10/12/2025

Attendance:

- Bobby McCormack (4/4)
- Pierre Yimbog (4/4)
- Martina Ryan-Doyle (3/4)
- Mary Coogan (2/4)
- Fiona Duignan (3/4)
- Ponke Danker (3/4)
- Jennifer Gannon (3/4)
- Claire Glavey (4/4)
- Daniel Meister (4/4)
- Aoife Neasy (2/2)

National Council Meetings

The National Council met four times during 2025, excluding a Board Development Day. National Council papers were disseminated a week in advance of all meetings. Attendance at meetings by individual National Council members is shown in the table above. We also held an induction session for the National Council member who joined this year.

National Council Composition

IDEA's National Council currently has ten members. The maximum number of members is 12 in line with IDEA's Constitution. National Council members can serve a term of office of three years subject to a maximum period of two three-year terms not exceeding in aggregate six years, after which they must retire.

Annual General Meeting

The AGM took place 27 June 2025 online and was attended by 8 out of 9 National Council Directors. A further EGM was held online on 17 September 2025 to appoint our new auditors and this was attended by 6 out of 10 National Council Directors.

National Council Subcommittees

To enhance the efficiency and effectiveness of the National Council in its governance of the

organisation, IDEA has 2 subcommittees: a Governance and Finance Subcommittee and a Nominations and Remuneration Committee. Both are populated by members of the National Council. Each subcommittee has terms of reference and via the chair of the committee provide updates and make recommendations, where relevant, to the wider National Council on areas within the remit of the subcommittee. Via the chairperson, each subcommittee reports back to the full National Council so that all National Council members are up-to-date and engaged. This is achieved by a report from each subcommittee being made available to the wider National Council in advance of the National Council meeting noting items for collective consideration (i.e. for decision, noting or advice).

Governance and Finance Subcommittee Composition and Responsibilities

The Governance and Finance subcommittee is made up of four National Council members along with the IDEA CEO and Operations and Finance Manager. It met five times in 2025.

Remit:

The Governance and Finance subcommittee is responsible for:

- Reviewing internal controls, policies and procedures in line with the governance code of the Charity Regulator, providing updates and recommendations to the National Council
- Supporting the National Council to ensure compliance with legal and other regulatory requirements
- Overseeing IDEA's risk management framework and policy and ensuring actions are taken to mitigate risks, reporting to the National Council
- Monitoring and reviewing the external auditor's independence and the effectiveness of the audit process as well as their continued appointment, fees and conditions
- Monitor and review the financial statements of IDEA, and the annual organisational budget in advance of presentation by the Treasurer to the wider National Council
- Provide advice and guidance on strategic financial matters as required e.g. funding opportunities and monitoring of reserves.

Composition:

- Pierre Yimbog, Convenor of Governance and Finance subcommittee (5/5)
- Martina Ryan-Doyle, Treasurer (3/5)
- Bobby McCormack, National Council Chair (3/5)
- Ponke Danker, National Council Vice Chair (4/5)
- Ruairí McKiernan, CEO (5/5)
- Sal Healy, Operations and Finance Manager (4/5)

Meetings held in 2025:

- 13/02/2025
- 15/05/2025
- 13/08/2025
- 03/09/2025
- 22/10/2025

Nominations and Remuneration Subcommittee Composition and Responsibilities

The Nominations and Remuneration subcommittee is made up of four National Council members along with the IDEA CEO. Activity in 2025 was limited due to organisational role changes and membership timing, with relevant matters addressed through the full National Council and a reprioritised workplan agreed for 2026, including review of salary scales and policies.

Remit:**The Nominations and Remuneration Subcommittee is responsible for:**

- Providing recommendations of appointments to the National Council and its committees
- Evaluating the National Council's composition and succession plan
- Overseeing succession plan for the CEO
- Approving and endorsing recommendations to the National Council of all IDEA remuneration policies and adjustments
- Contributing to and evaluating proposals for significant changes to organisational structure
- Providing assurance that IDEA's reward philosophy is consistent with the achievement of the organisation's strategic objectives and risk appetite.

Composition:

- Cara Ryan, Convenor (until 15 January 2025) (1/1)
- Bobby McCormack, Interim Convenor (16 January until 17 September) 2025
- Aoife Neasy, Convenor (appointed 17 September 2025)
- Claire Glavey, Staff Liaison (1/1)
- Mary Coogan (appointed 5 March 2025)
- Ruairí McKiernan, CEO (1/1)

Meetings held in 2025:

- 15/01/2025

Trustee Recruitment

Trustees are recruited through an open and skills-based process designed to ensure an appropriate balance of expertise and experience in line with the organisation's strategic needs. New Trustees receive an induction covering their legal and governance responsibilities, the organisation's strategy, financial oversight and risk management. Trustees serve fixed terms in accordance with the Constitution and are eligible for re-appointment in line with those provisions.

Induction

The IDEA National Council Induction Policy sets out how new National Council members are supported as they take up their role. The policy was approved by the National Council in December 2025 and is due for review in 2028.

All National Council members complete a structured induction with the IDEA CEO and Chair. This process is designed to support a strong understanding of IDEA's work and governance responsibilities. It covers IDEA's vision, mission and values, its legal and charitable status, organisational structure and reporting lines, key policies and reports, and the roles and responsibilities of National Council members and subcommittees.

As part of the induction, the Chair provides members with an induction pack, which includes:

- A welcome letter from the Chair and CEO
- The IDEA Constitution
- B10 Form
- Key information from the IDEA website, including National Council and organisational details

- The IDEA Strategy
- Minutes from the previous three National Council meetings
- Annual reports and accounts for the past two years
- The National Council meeting schedule
- Details of National Council subcommittees and meeting schedules
- The IDEA Conflict of Interest and Conflict of Loyalty Policy
- The Register of Directors' Interests
- A list of IDEA policies, codes, and governance documents
- Relevant guidance from the Charities Regulator
- The Charities Governance Code
- IDEA's Charities Governance Code Compliance Form.

Training and Development

The National Council convened on four occasions during 2025, providing space to consider organisational learning and development needs, respond to emerging issues, and support informed and effective governance throughout the year.

A dedicated National Council development day enabled members to step back from routine business, strengthen their understanding of governance responsibilities, and reflect on organisational priorities. This included a joint session with staff, supporting connection between the National Council and the staff team and providing insight into organisational culture, operational activity, and current challenges. Development during the year also included joint attendance by staff and National Council members at the Good Governance Awards in November, offering a shared opportunity to reflect on good practice and celebrate standards of governance across the sector.

Strengthening National Council capacity remains an ongoing focus. Work during 2025 included progressing recruitment to address a Council vacancy, conducting a skills audit, planning for open elections at the AGM, and continuing to consider the mix of skills, experience, and perspectives needed to support IDEA's work into the future.

Governance Code Compliance

IDEA is committed to upholding high standards of governance and accountability. The organisation is compliant with the Charities



Regulator's Charities Governance Code, in line with the timelines set out by the Regulator.

Before the introduction of the Charities Governance Code in 2020, IDEA operated in accordance with the Governance Code for Community, Voluntary and Charitable Organisations, developed by sector bodies including The Wheel and the Corporate Governance Association of Ireland.

IDEA classifies itself as a complex organisation for governance purposes and therefore complies with both the core and additional standards outlined in the Charities Governance Code.

IDEA Members

- 80.20 Educating & Acting for a Better World
- A Partnership with Africa
- ActionAid
- Adrienne Boyle
- Afri - Action from Ireland
- Africa Centre Ireland
- Aidan Clifford
- AkiDwa (Akina-Dada-wa-Africa)
- An Taisce - Environmental Education Unit
- Anne Dolan
- Aoibheann O'Keefe
- Aoife Neasy
- Aontas
- Ard Family Resource Centre
- Association of Secondary Teachers in Ireland
- Barbara Wilson
- Benjamin Mallon
- Brighter Communities Worldwide
- Caroline Coffey
- Caroline Crowley
- Carraig Dulra
- CBM Ireland
- Centre for Global Development, Department of Anthropology, Maynooth University
- Centre for Global Education
- Centre for Human Rights and Citizenship Education
- Change Makers
- Children in Crossfire
- Christian Aid
- Ciara Burke
- Cliona Murray
- Cloyne Diocesan Youth Services (CDYS)
- Coalition 2030
- Comhlámh
- Concern
- Creativity and Change - MTU
- David Nyaluke
- Development Perspectives
- DICE: Development & Intercultural Education
- ECO-UNESCO
- Educate Together
- Education for Sustainability
- EIL Intercultural Learning
- Elizabeth Meade
- Engineers without Borders Ireland
- Financial Justice Ireland
- Fiona Creedon
- Friends of the Earth
- Gaisce - The President's Award
- Gerard Jeffers
- GIY Ireland
- Global Action Plan Ireland
- Global Village
- GOAL
- Habitat for Humanity Ireland
- Inishowen Development Partnership
- Irish Girl Guides
- Irish Jesuit International
- Irish Network for Education Worldwide (INEW)
- Irish Schools Sustainability Network (ISSN)
- Jim Ferguson
- John McGee
- Kathryn Moore
- Keitumetse Mabile
- Kirsten Barrett
- Latin America Solidarity Centre
- Lourdes Youth & Community Services
- Maeve McArdle
- Mags Liddy
- Mark Cumming
- Martina Ryan Doyle
- Max Goodwin
- Meath Partnership
- Mella Cusack
- Mind Emotional Nurturing
- Morina O'Neill
- National Youth Council of Ireland
- Oluwasegun Seriki
- Oxfam Ireland
- Patrick Ferrity
- Paula Grace
- Pierre Yimbog
- Places of Sanctuary
- Plan International Ireland
- Praxis Project
- Proudly Made in Africa
- Rachel Kendrick
- Schools of Sanctuary Ireland
- Scouting Ireland

- SeeBeyondBorders Ireland
- Self Help Africa
- Serve
- Sightsavers
- Siolta Chroi
- STAND
- Student Volunteer.ie
- Su Ming Khoo
- Susan Gallwey
- Talamh Beo
- Tearfund Ireland
- The Hope Foundation
- The Rediscovery Centre
- The Wheel
- Tools for Solidarity
- Trócaire
- Ubuntu Network
- UCD Volunteers Overseas
- Valerie Lewis
- Viatores Christi
- Voluntary Service International Ireland
- Waterford Sustainable Living Initiative (SLi)
- Worldwide Global Schools
- Young Social Innovators
- Youth Work Ireland Galway
- Ziqi Zheng

IDEA Risk Management Policy

IDEA has a Risk Management Policy which defines the processes and systems by which potential risks faced by IDEA are identified, evaluated and managed. The current policy was reviewed in 2025 and is due for review in 2028 with the risk register being reviewed by the governance and finance subcommittee and the National Council. It is recognised there are risks which have the potential to prevent IDEA from achieving its strategic objectives in accordance with its charitable purpose. The National Council is responsible for ensuring risks (Strategic, operational, financial, compliance, governance, reputational, technological) that have the potential to prevent IDEA from achieving its strategic objectives are identified, evaluated and managed in an appropriate manner on a continuous basis.

A key current financial risk for IDEA is reliance on grant funding and a risk that grant programmes could be changed or discontinued. The National Council members have no reason to believe this funding will be withdrawn in the near future.

The IDEA Risk Management Policy defines the processes and systems by which potential



risks faced by IDEA are identified, evaluated and managed. It lists, describes, evaluates and mitigates key risks that are shared openly and shape National Council activities. To monitor and manage the risks facing IDEA, a risk register in accordance with best practice governance standards for the sector is maintained. The Governance and Finance subcommittee monitor the risk register quarterly and bring it to the National Council for review so that all National Council members are up-to-date and engaged. Those risks evaluated as high will be specifically included in the agenda of National Council meetings until such a time as they are deemed medium/low risk. On an ongoing basis the CEO brings any new risks identified by the staff to the National Council for discussion and consideration. Policies, procedures and mitigating strategies are considered if necessary to reduce these risks from occurring and/or their impact.

The most significant risks to IDEA are:

- Dependency on limited income sources, too few donors and lack of funding success. We mitigated this through scenario budgeting, fixed term contracts for project staff, accumulation of unrestricted reserves for short term funding gaps and/or redundancies, timelines set and procedures developed for proposals.
- External political and policy environment - Global, EU and Irish political shifts, including geopolitical instability and pressure on international development funding, present a risk to sustained support for Global Citizenship Education (GCE). IDEA mitigates this through active policy engagement and advocacy, monitoring of the external environment, and by making the case for GCE's relevance to Ireland's SDG, ESD and human rights commitments.

- Staff capacity not meeting the requirements of new programmes or responding to changes in working environment. The steps we took to mitigate this included, organisational development was included in our annual workplan, and capacity needs were analysed and included in our annual workplan and budget projections.
- IT system failure and/or attack. We mitigated this by maintaining external IT support, continuing with a cloud-based system and ensuring regular back-up of data.
- Data processed by IDEA in a manner which is illegal, insecure, inefficient or ineffective, which may breach legislation. In addition to our Data Protection Policy, we undertook staff training, ensured we have knowledgeable people within our organisation and conducted board oversight.

Conflicts of Interest

IDEA has a Conflict of Interest and Conflict of Loyalty policy. The policy was adopted by the National Council in 2023 with a next review in 2026. The policy is implemented as a standing agenda item in National Council and subcommittee meetings and allows the opportunity to ascertain any potential conflict of interest/ loyalty with any items under consideration during these meetings. This is recorded in the minutes of the National Council meetings, subcommittee meetings and where conflicts of interest/loyalty do arise these are recorded in the 'Register of Directors' Interests' by the Company Secretary.

Engagement and Communication with Stakeholders

IDEA aims to ensure that all our stakeholders can easily access information about our work and how we function as an organisation. We further strengthened communications between IDEA and our National Council this year by streamlining our CEO reports, providing our board members with comprehensive updates about IDEA's work from meeting to meeting. We also ensure that members of our National Council receive IDEA's fortnightly newsletter so they can stay informed about what is happening in the sector. As well as the communication we do internally, and relating to our work and activities, as outlined in this report, we share all

IDEA's policies and reports on our website, along with our Vision, Mission, and Strategy.

IDEA Employees

Ruairí McKiernan, Chief Executive Officer (CEO)

Ruairí is the CEO of IDEA and is responsible for leading the strategic vision of the organisation and ensuring the implementation of the strategy in accordance with our mission and values. His role incorporates overseeing areas including organisational and team development, management, governance, fundraising, and partnerships, as well as championing the role of Development Education and Global Citizenship Education at the national and international level.

Elaine Mahon, Head of Membership, Quality & Impact

Elaine has worked in IDEA since 2013 in a variety of roles focusing on strengthening the capacity of IDEA members. She facilitated the development and roll-out of the Code of Good Practice for Development Education and leads on its implementation. Elaine oversees our work in the areas of Membership, Quality and Impact.

Lizzy Noone, Capacity Development Manager

Lizzy manages the implementation of IDEA's capacity development and events programme, with a particular focus on Global Citizenship Education knowledge & skills, innovation and impact. She is also responsible for organising our Annual Conference.

Sal Healy, Operations and Finance Manager

Sal manages the finance functions within IDEA and is responsible for administrative support for IDEA's programme of work, governance, and management. She is IDEA's staff contact for Membership renewals.

Leigh Brady, Policy & Advocacy Manager

Leigh manages IDEA's policy & advocacy programme. This includes championing Global Citizenship Education via Vision 2030 and developing policy submissions with our members and working groups. Leigh is staff contact for the IDEA Formal Education Working Group.

Éimear Green, Communications Manager

Éimear manages IDEA's communications programme. This includes devising and overseeing IDEA's internal and external communications strategy across the organisation.

Maximiliana Eligi Mtenga, Public Relations Officer

Maximiliana supports IDEA's communications programme and is responsible for our communications with members, promoting the work of IDEA and our members, our Social Media presence, our audiovisual output and our knowledge share series. She is also the staff contact for the IDEA Adult & Community Education Working Group.

Performance Management

IDEA's approach to performance management in 2025 continued to be aligned with the delivery of the Strategic Plan 2024–2029 and the organisation's annual workplan. Staff objectives are linked to strategic priorities, programme commitments and collective team goals.

All staff participate in regular support and supervision with their line manager, alongside ongoing check-ins that enable reflection, learning and timely support. This continuous approach is complemented by an annual appraisal process, which provides an opportunity to review performance across the year and to identify learning and development needs.

Staff, Governance and Remuneration

IDEA is supported by a small professional staff team with expertise across programme delivery, policy and advocacy, communications, member engagement and organisational management. The Chief Executive Officer (CEO) is responsible for the overall leadership of the organisation and the implementation of its strategy, supported by senior staff with responsibility for key operational and programme areas.

The organisation seeks to ensure that its approach to remuneration is fair, transparent and proportionate. It supports the recruitment and retention of staff with the skills and experience required to deliver its charitable objectives, while making responsible use of available resources.

IDEA operates a graded salary scale for staff roles up to senior management level. The purpose of the scale is to promote consistency and internal equity, and to reflect differences in role responsibilities, experience, and organisational needs. The salary framework is informed by the organisation's size, funding environment and relevant sector norms.

The Board has responsibility for oversight of remuneration policy and approves salary scales and any material changes to the organisation's pay structure. Salary scales are reviewed periodically to ensure they remain appropriate and affordable, and aligned with organisational development.

Executive leadership remuneration, including the Chief Executive Officer role, sits outside the standard salary scale and is governed separately by the Board. This reflects the executive nature of the role, its accountability to the Board, and the level of responsibility associated with leading the organisation. The CEO salary was set following an open external recruitment process and was informed by independent market benchmarking advice provided by a specialist recruitment firm. The Board considered this advice in determining a remuneration level that it considered appropriate and proportionate to the organisation's mission, scale and resources.

The organisation does not operate performance-related pay, bonuses or incentive schemes for the Chief Executive Officer or staff.

In accordance with the Charities SORP (FRS 102), the number of employees whose total employee benefits (excluding employer pension contributions) fall within the relevant salary bands is disclosed in the notes to the financial statements.

The Board has agreed to undertake a comprehensive review of the organisation's salary scales in 2026. This review will consider role responsibilities, organisational development, affordability, internal equity and external benchmarking, to ensure that the remuneration framework continues to support the organisation's strategic priorities and values.

Financial Results

At the end of the financial year the charity had gross assets of €228,860 (2024 - €224,172) and gross liabilities of €38,395 (2024 - €82,922). The net assets of the charity have increased by €49,215.

Sustainability of Funding

IDEA continues to work in close partnership with Irish Aid to strengthen and deliver its programme of work. This collaboration has supported consistent year-on-year funding and is underpinned by a Strategic Partnership



Agreement signed in 2022, running to the end of 2025. Longstanding support from Trócaire and Concern Worldwide has also remained an important part of IDEA's funding mix, alongside steadily growing membership income. In 2025, IDEA secured additional project funding through Léargas for a one-year Erasmus+ initiative and continues to actively pursue complementary funding opportunities aligned with its mission and strategic priorities.

While IDEA operates within a constrained funding environment, where opportunities for large-scale multiannual funding arise infrequently, the organisation has demonstrated a strong track record in securing such investment. IDEA continues to monitor the funding pipeline carefully, applying selectively and strategically, while also advocating for more joined-up, cross-departmental approaches to funding Global Citizenship Education and exploring philanthropic and foundation support. In a tightening global funding context, IDEA remains alert to emerging risks and is working proactively to protect and sustain existing funding for both the organisation and the wider sector, while making the case for increased investment in Global Citizenship Education given its growing relevance to global challenges, Ireland's Sustainable Development Goal (SDGs) commitments, and the links between Education for Sustainable Development and Global Citizenship Education. A Reserves Policy remains in place to support the organisation's long-term financial resilience and stability.

Reserve Policy and Position

IDEA maintains a reserves policy. The policy was adopted by the National Council in 2022 with an annual review. Given the risk appetite in IDEA, it is considered prudent to hold reserves at a level equivalent to three months expenditure based on the budgeted future annual expenditure as planned for in the annual budget. As such this figure will change from year to year. However, this basis is an adequate level of funds that could be used to finance ongoing work of IDEA:

- should difficulties arise in cash flow from existing donors
- if there is a reduction in such funding and other sources found or
- if unanticipated events arise for which donor funding is not available.

In addition to this, IDEA could also leverage some of these reserves as co-financing for future projects. IDEA aspires to maintaining reserves i.e. (the unrestricted funds not committed or invested in tangible fixed assets held by IDEA) at a level equivalent to 3 months budgeted recurring expenditure. At the end of the financial year 2025, IDEA has unrestricted reserves of €190,465, which equate to 3 months budgeted recurring expenditure in 2026. The Governance and Finance subcommittee will as part of its meeting schedule review the reserves level and report to the National Council on whether the target for unrestricted funds is being met.

Investment Policy

While IDEA uses the services of a major Irish bank, Allied Irish Bank (AIB), for its day-to-day banking arrangements, the organisation does not hold financial assets for investment purposes and therefore does not operate a formal investment policy. The Board keeps the management of reserves under periodic review, with a focus on safeguarding funds, maintaining appropriate liquidity, and ensuring that any approach to holding reserves aligns with IDEA's values and risk profile. The organisation also intends to explore, on a cautious and measured basis, whether additional guidance or approaches to holding reserves could further strengthen the organisation's financial resilience, while remaining consistent with its charitable purpose and risk appetite.

Compliance with Sector-Wide Legislation and Standards

The charity engages pro-actively with legislation, standards and codes which are developed for the sector. Irish Development Education Association (IDEA) C.L.G. subscribes to and is compliant with the following:

- The Companies Act 2014
- The Charities SORP (FRS 102)
- The Charities Governance Code

Political Donations

There were no political donations in 2025 and as a result no disclosures are required under the Electoral Act, 1997.

Research and Development

The company was not involved in research and development during the current or preceding financial year. The company did not have any branch operating outside the state in the current or preceding financial year.

Post Balance Sheet Events

There have been no significant events affecting the company since the financial year end.

Taxation Status

The company is a registered charity under the Taxes Consolidation Act 1997, with a charity number of CHY 16504. As such the company is exempt under Sections 76 and 78 Taxes Consolidation Act 1997, from corporation tax arising on any surplus of income arising.

The Auditors

Whelan Dowling & Associates, (Chartered Accountants), were appointed auditors by the trustees to fill the casual vacancy and they have expressed their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

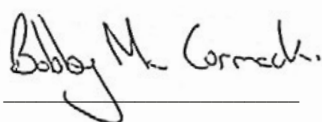
Statement on Relevant Audit Information

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

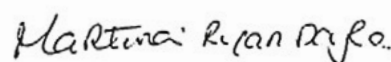
Accounting Records

To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the trustees have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at 6 Gardiner Row, Dublin 1.

Approved by the Board of Trustees on 26/05/2026 and signed on its behalf by:



Raymond Robert McCormack
Chairperson



Martina Ryan-Doyle
Treasurer

TRUSTEES' RESPONSIBILITIES STATEMENT

for the financial year ended 31 December 2025

The trustees, who are also directors of Irish Development Education Association (IDEA) C.L.G for the purposes of company law, are responsible for preparing the Trustees' Annual Report and Financial Statements in accordance with the Companies Act 2014 and applicable regulations.

Irish company law requires the trustees as the directors to prepare financial statements for each financial year. Under the law the trustees have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard, issued by the Financial Reporting Council. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the charity as at the financial year end date and of the net income or expenditure of the charity for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently
- make judgements and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees confirm that they have complied with the above requirements in preparing the financial statements.

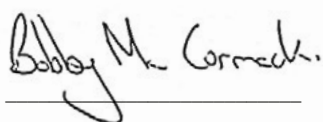
As explained in note 4, state whether the applicable in the UK and Republic of Ireland FRS 102 has been followed;

The trustees are responsible for ensuring that the charity keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the charity, enable at any time the assets, liabilities, financial position and net income or expenditure of the charity to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Trustees' Annual Report comply with Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

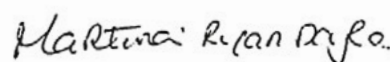
In so far as the trustees are aware:

- there is no relevant audit information (information needed by the charity's auditor in connection with preparing the auditor's report) of which the charity's auditor is unaware
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Board of Trustees on 26/05/2026 and signed on its behalf by:



Raymond Robert McCormack
Chairperson



Martina Ryan-Doyle
Treasurer

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the charity financial statements of Irish Development Education Association (IDEA) C.L.G ('the Charity') for the financial year ended 31 December 2025 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Charity as at 31 December 2025 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described below in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the Trustees' Annual Report is consistent with the financial statements;
- the Trustees' Annual Report has been prepared in accordance with the Companies Act 2014; and

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the charity were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Respective responsibilities

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 33, the trustees are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit

conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or

conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Darren Carrick, FCA

for and on behalf of WHELAN DOWLING & ASSOCIATES

Chartered Accountants and Statutory Audit Firm, Block 1, Unit 1 & 4, Northwood Court, Santry

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the charity's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.

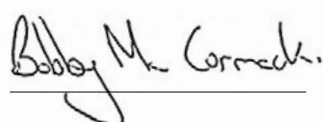
STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an Income and Expenditure Account)
for the financial year ended 31 December 2025

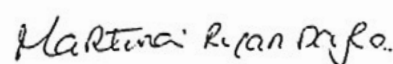
		Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024
	Notes	€	€	€	€	€	€
Income							
Charitable activities							
Voluntary Income	10.1	48,627	647,707	696,334	21,921	580,967	602,888
Other income	10.2	5,050	-	5,050	3,568	-	3,568
Total income		53,677	647,707	701,384	25,489	580,967	606,456
Expenditure							
Charitable activities	11.1	3,939	647,707	651,646	19,902	580,967	600,869
Other expenditure	11.2	523	-	523	8,892	-	8,892
Total Expenditure		4,462	647,707	652,169	28,794	580,967	609,761
Net income/ (expenditure)		49,215	-	49,215	(3,305)	-	(3,305)
Transfers between funds		-	-	-	-	-	-
Net movement in funds for the financial year		49,215	-	49,215	(3,305)	-	(3,305)
Reconciliation of funds:							
Total funds beginning of the year	18	141,250	-	141,250	144,555	-	144,555
Total funds at the end of the year		190,465	-	190,465	141,250	-	141,250

The Statement of Financial Activities includes all gains and losses recognised in the financial year.
All income and expenditure relate to continuing activities.

Approved by the Board of Trustees on 26/05/2026 and signed on its behalf by:



Raymond Robert McCormack
Chairperson



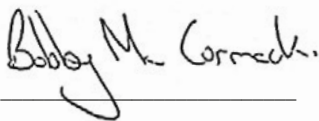
Martina Ryan-Doyle
Treasurer

BALANCE SHEET
as at 31 December 2025

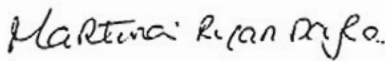
	Notes	2025 €	2024 €
Current Assets			
Debtors	14	22,219	2,166
Cash at bank and in hand	15	206,641	222,006
		<u>228,860</u>	<u>224,172</u>
Creditors: Amounts falling due within one year	16	<u>(38,395)</u>	<u>(82,922)</u>
Net Current Assets		<u>190,465</u>	<u>141,250</u>
Total Assets less Current Liabilities		<u>190,465</u>	<u>141,250</u>
Funds			
General fund (unrestricted)		<u>190,465</u>	<u>141,250</u>
Total funds	18	<u>190,465</u>	<u>141,250</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies’ regime and in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, applying Section 1A of that Standard.

Approved by the Board of Trustees on 26/05/2026 and signed on its behalf by:



Raymond Robert McCormack
Chairperson



Martina Ryan-Doyle
Treasurer

STATEMENT OF CASH FLOWS

for the financial year ended 31 December 2025

	Notes	2025 €	2024 €
Cash flows from operating activities			
Net movement in funds		49,215	(3,305)
		<u>49,215</u>	<u>(3,305)</u>
Movements in working capital:			
Movement in debtors		(20,053)	-
Movement in creditors		(44,527)	24,713
		<u>(15,365)</u>	<u>21,408</u>
Cash (used in)/generated from operations			
		<u>(15,365)</u>	<u>21,408</u>
Net (decrease)/increase in cash and cash equivalents		(15,365)	21,408
Cash and cash equivalents at the beginning of the year		222,006	200,598
		<u>222,006</u>	<u>200,598</u>
Cash and cash equivalents at the end of the year	15	206,641	222,006
		<u>206,641</u>	<u>222,006</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2025

1. GENERAL INFORMATION

Irish Development Education Association (IDEA) C.L.G is a company limited by guarantee incorporated in Ireland. The registered office of the charity is 6 Gardiner Row, Dublin 1 which is also the principal place of business of the charity. The financial statements have been presented in Euro (€) which is also the functional currency of the charity.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

Basis of preparation

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland. As permitted by the Companies Act 2014, the charity has varied the standard formats in that act for the Statement of Financial Activities and the Balance Sheet. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with section 4.7, 10.6 and 15.2 of that SORP.

The charity constitutes a public benefit entity as defined by FRS 102.

Statement of compliance

The financial statements of the charity for the financial year ended 31 December 2025 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting

and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102", applying Section 1A of that Standard.

Fund accounting

The following are the categories of funds maintained:

Restricted funds

Restricted funds represent income received which can only be used for particular purposes, as specified by the donors. Such purposes are within the overall objectives of the charity.

Unrestricted funds

Unrestricted funds consist of General and Designated funds.

- General funds represent amounts which are expendable at the discretion of the board, in furtherance of the objectives of the charity.
- Designated funds comprise unrestricted funds that the board has, at its discretion, set aside for particular purposes. These designations have an administrative purpose only, and do not legally restrict the board's discretion to apply the fund.

Income

Voluntary income or capital is included in the Statement of Financial Activities when the charity is legally entitled to it, its financial value can be quantified with reasonable certainty and there is reasonable certainty of its ultimate receipt. Entitlement to legacies is considered established when the charity has been notified of a distribution to be made by the executors. Income received in advance of due performance under a contract is accounted for as deferred income until earned. Grants for activities are recognised as income when the related conditions for legal entitlement have been met.

Income from charitable activities

Income from charitable activities include income earned from the supply of services

under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the charity. Income from government and other co-funders is recognised when the charity is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Where a grant is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, it is accrued in debtors.

Grants from governments and other co-funders typically include one of the following types of conditions:

- Performance based conditions: whereby the charity is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the charity is meeting the core objectives of a grant agreement, it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.
- Time based conditions: whereby the charity is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the charity recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the charity is notified of entitlement.

Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier.

Expenditure

All resources expended are accounted for on an accruals basis. Charitable activities include costs of services and grants, support costs and depreciation on related assets. Costs of generating funds similarly include fundraising activities. Non-staff costs not attributed to one category of activity are allocated or apportioned pro rata to the staffing of the relevant service. Finance, HR, IT and administrative staff costs are directly attributable to individual activities by objective. Governance costs

are those associated with constitutional and statutory requirements

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Pre-payments are valued at the amount prepaid net of any trade discounts due. Income recognised by the charity from government agencies and other co-funders, but not yet received at financial year end, is included in debtors.

Cash at bank and in hand

Cash at bank and in hand comprises cash on deposit at banks requiring less than three months notice of withdrawal.

Taxation and deferred taxation

The company has charitable status under Section 208 of the Taxes Consolidation Act 1997, accordingly no charge to corporation tax arises. IDEA C.L.G is compliant with relevant tax circulars including Circular 44/2006 "Tax Clearance Procedure Grants, Subsidies and Similar Type Payments".

3. FINANCIAL INSTRUMENTS

The company has chose to apply the provisions of Section 11 and 12 of FRS 102 to account for all it's financial instruments.

(i) Financial Instruments:

Basic financial assets, including trade and other debtors, cash and cash equivalents, short-term deposits and investments in corporate bonds, are initially recognised at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial asset is initially measured at the present value of the future receipts discounted at a market rate of interest for similar debt instrument.

Trade and other debtors, cash and cash equivalents, investments in corporate bonds and financial assets from arrangements with constitute financing transactions are subsequently measured at amortised cost using the effective interest method.

At the end of each financial year financial assets measured at amortised cost are assessed for objective evidence of impairment. If there is objective evidence that a financial

asset measured at amortised cost is impaired an impairment loss is recognised in profit or loss. The impairment loss is the difference between the financial asset's carrying amount and the present value of the financial assets estimated cash inflows discounted at the asset's original effective interest rate.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decreases can be objectively related to an event occurring after the impairment was recognised the previously recognised impairment loss is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment loss not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such financial assets are subsequently measured at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the financial asset are transferred to another party or (c) control of the financial asset has been transferred to another party who has the practical ability to unilaterally sell the financial asset to an unrelated third party without imposing additional restrictions.

(ii) Financial liabilities:

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies and preference shares, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade and other creditors, bank loans, loans from fellow group companies, preference shares and financial liability from arrangements which constitute financing transactions are subsequently carried at amortised cost, using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is possible that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is treated as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Preference shares, which result in fixed returns to the holder or are mandatorily redeemable on a specific date, are classified as financial liabilities. The dividends on these preference shares are recognised in profit or loss within 'interest payable and similar charges'.

Trade creditors are obligations to pay for goods or services that have been acquired on the ordinary course of business from suppliers. Trade creditors are classified as due within one year if payment is due within one year or less. If not, they are presented as falling due after more than one year. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

4. GOING CONCERN

The Financial Statements have been prepared on the going concern basis which assumes the entity will continue in operational existence for the foreseeable future and for at least a period of 12 months from the date of approval of the Financial Statements. Irish Development Education Association (IDEA) C.L.G. recorded a profit for the year of €49,215 and has unrestricted reserves amounting to €190,465 and €Nil restricted reserves.

The Directors have considered the financial position and trading performance of the charity. They have prepared prudent and conservative

cashflow forecasts, for the 12 months from the date of approval of the financial statements, which indicate that the charity will show a surplus for the years ended 31 December 2026 and 31 December 2027. On reviewing the year-to-date activities, the charity is currently on track to achieve the budgeted targets. To the date of the approval of the financial statements there has been no indication from funders of a reduction in the funding allocated to Irish Development Education Association (IDEA) CLG for the year ended 31 December 2026 and 31 December 2027. The directors are satisfied that the charity has the necessary resources to continue trading for the foreseeable future and accordingly they believe that it is appropriate for the Financial Statements to be prepared on a going concern basis.

5. IRISH AID GRANT

During 2025, Irish Aid approved a grant of €577,500 under the Global Citizenship Education Strategic Partnership for the 12 months

ended 31st December 2025. As at the reporting date, €0 of the grant income received has been deferred.

6. TROCAIRE GRANT

During 2025, Trócaire approved a grant of €4,500 under the Connecting for Impact Strategic Partnership.

7. CONCERN GRANT

During the financial year 2024, Concern approved a grant of €15,000 under the Development Education Grants Scheme. The full amount of €15,000 was unspent during the year and was deferred at the year end 2024 to be recognised as income in 2025.

In 2025, Concern also approved a grant of €12,000 under the 'Our Interdependent World - Making the case for Global Citizenship Education' project. Therefore, a full amount of €27,000 of Concern grants were recognised as income in 2025 financial year.



8. ANALYSIS OF INCOME - RESTRICTED

	2025	2024
	€	€
Irish Aid	577,500	565,967
Concern	27,000	15,000
EU grant Income	34,207	-
Strategic Partners Fund	9,000	-
	<u>647,707</u>	<u>580,967</u>

9. ANALYSIS OF INCOME - UNRESTRICTED

	2025	2024
	€	€
Trocaire	4,500	4,500
Membership	44,127	16,303
Conferences, Training and Events	5,050	3,568
Other IDEA Income	-	1,118
	<u>53,677</u>	<u>25,489</u>

10. INCOME

10.1 CHARITABLE ACTIVITIES	Unrestricted Funds	Restricted Funds	2025	2024
	€	€	€	€
Grants from governments and other co-funders:				
Membership	44,127	-	44,127	16,303
Grants	4,500	647,707	652,207	586,585
	<u>48,627</u>	<u>647,707</u>	<u>696,334</u>	<u>602,888</u>
10.2 OTHER INCOME	Unrestricted Funds	Restricted Funds	2025	2024
	€	€	€	€
Event Income	<u>5,050</u>	<u>-</u>	<u>5,050</u>	<u>3,568</u>

11. EXPENDITURE

11.1 CHARITABLE ACTIVITIES	Direct	Other	Support	2025	2024
	Costs	Costs	Costs		
	€	€	€	€	€
Cultivating – Restricted	284,025	-	-	284,025	291,891
Championing – Restricted	149,410	-	-	149,410	129,374
Strengthening – Restricted	127,011	-	27,360	154,371	105,192
Programme Quality Costs – Restricted	4,098	-	-	4,098	7,070
Overhead – Restricted	33,500	-	18,411	51,911	46,499
Travel – Restricted	3,892	-	-	3,892	941
Cultivating - Unrestricted	3,939	-	-	3,939	17,226
Strengthening - Unrestricted	-	-	-	-	2,676
	<u>605,875</u>	<u>-</u>	<u>45,771</u>	<u>651,646</u>	<u>600,869</u>

11.2 OTHER EXPENDITURE	Direct	Other	Support	2025	2024
	Costs	Costs	Costs		
	€	€	€	€	€
Non - Charitable Expenditure	<u>523</u>	<u>-</u>	<u>-</u>	<u>523</u>	<u>8,892</u>

11.3 SUPPORT COSTS	Charitable	2025	2024
	Activities		
	€	€	€
Support – NC Meetings	318	318	-
Support - IT Support	7,802	7,802	7,906
Support - Salaries	9,534	9,534	10,803
Governance - Bank Charges	972	972	826
Governance - Salaries	17,508	17,508	15,592
Governance - Audit Costs	7,985	7,985	7,646
Support - Payroll Costs	1,652	1,652	1,950
	<u>45,771</u>	<u>45,771</u>	<u>44,723</u>

12. EMPLOYEES AND REMUNERATION**Number of employees**

The average number of persons employed (including executive trustees) during the financial year was as :

	2025	2024
	Number	Number
Management	1	1
Programme Staff	6	7
	<u>7</u>	<u>8</u>

The staff costs comprise:

	2025	2024
	€	€
Wages and salaries	343,307	276,339
Social security costs	37,767	30,753
Pension costs	21,445	16,373
	<u>402,519</u>	<u>323,465</u>

13. The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within the bands below were:

	2025	2024
	Number of Employees	Number of Employees
€80,000 - €90,000	<u>1</u>	<u>-</u>

As required in Circular 13/2014 Section 5, Subsection 21 (g)

There was one staff member whose total employee benefits (excluding pension costs) for the reporting period exceeded €60,000.

The CEO's personal compensation for the period is €80,000. Personal compensation benefits include salaries, social contributions and paid annual leave.

14. DEBTORS

	2025	2024
	€	€
Trade debtors	2,166	2,166
Bike to work Scheme	1,597	-
Prepayments	456	-
Accrued Income	18,000	-
	<u>22,219</u>	<u>2,166</u>

15. CASH AND CASH EQUIVALENTS

	2025	2024
	€	€
Cash and bank balances	206,641	222,006

16. CREDITORS

	2025	2024
	€	€
Amounts falling due within one year		
Taxation and social security costs	9,462	7,115
Other creditors	379	1,257
Accruals	27,354	11,657
Deferred Income	1,200	62,893
	38,395	82,922

17. RESERVES

	2025	2024
	€	€
At the beginning of the year	141,250	144,555
Surplus/(Deficit) for the financial year	49,215	(3,305)
At the end of the year	190,465	141,250

18. FUNDS

18.1 RECONCILIATION OF MOVEMENT IN FUNDS	Unrestricted Funds	Total Funds
	€	€
At 1 January 2024	144,555	144,555
Movement during the financial year	(3,305)	(3,305)
At 31 December 2024	141,250	141,250
Movement during the financial year	49,215	49,215
At 31 December 2025	190,465	190,465

18.2 ANALYSIS OF MOVEMENTS ON FUNDS

	Balance 1 January 2025 €	Income €	Expenditure €	Transfers between funds €	Balance 31 December 2025 €
Restricted funds					-
Irish Aid	-	577,500	577,500	-	-
EU Grant Income	-	34,207	34,207	-	-
Concern	-	27,000	27,000	-	-
Strategic Partners Fund	-	9,000	9,000	-	-
	-	647,707	647,707	-	-
Unrestricted funds					
Unrestricted General	141,250	53,677	4,462	-	190,465
Total funds	141,250	701,384	652,169	-	190,465

18.3 ANALYSIS OF NET ASSETS BY FUND

	Current assets €	Current liabilities €	Total €
Restricted funds	26,524	(26,524)	-
Unrestricted general funds	202,336	(11,871)	190,465
	228,860	(38,395)	190,465

19. STATUS

The charity is a company limited by guarantee not having a share capital. The company was granted charitable status in 2018. The company's Registered Charity Number is 20144517 and its CHY number is 16504.

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one financial year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding € 1.

20. CAPITAL COMMITMENTS

The charity had no material capital commitments at the financial year-ended 31 December 2025.

21. CONTINGENT LIABILITIES

The company had no contingent liabilities as at 31st December 2025.

22. OPERATING LEASE COMMITMENTS

Rentals payable under operating leases are dealt with in the income and expenditure account as incurred over the period of the rental agreement

23. RELATED PARTY TRANSACTIONS

No trustee has received payment in respect of services to the company, nor by way of reimbursement of expenses incurred in the provision of their duty as a director during the year under review or in the preceding financial year.

The company has no other related parties.

24. POST-BALANCE SHEET EVENTS

There have been no significant events affecting the Charity since the financial year-end.

25. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board of Trustees on

26/05/2026

Image Credits

Cover Page:

IDEA Annual Conference 2025 and inaugural Global Voice for Humanity Award. From left to right back row: Ruairí McKiernan, Elaine Mahon, Anya Sparynska, Bobby McCormack, Minister Neale Richmond, President Michael D. Higgins, Sabina Higgins, Ponke Danker, Jenny Gannon, Aoife Neasy. From left to right front row: Áine Boyle, Pierre Yimbog, Fiona Duignan, Claire Glavey. Credit: Picture It Photography

Page 2:

A poster developed during the Innovation Lab and IDEA members pictured at the Code Network Meetings in June and November 2025
Credit: IDEA and David Laird

Page 4:

IDEA staff meeting with representatives of LAPAS in IDEA's Offices as part of our Erasmus+ project
Credit: IDEA

Page 7:

Sal Healy, IDEA, shaking hands with then President Michael D. Higgins during his arrival at the IDEA Conference to receive the Global Voice for Humanity Award.
Credit: Picture It Photography

Page 12:

IDEA staff and representatives of LAPAS meeting with IDEA member ECO-UNESCO in Dublin in June as part of our Erasmus+ project
Credit: IDEA

Page 13:

Participants taking part in an activity at our ABC of GCE Training in October
Credit: IDEA

Page 14:

A participant taking part in Creativity and Change's workshop at our Code Network Meeting in November.
Credit: David Laird

Page 18 & 19:

IDEA members taking part in our Innovation Lab in July
Credit: IDEA

Page 20:

IDEA welcomed staff and representatives of LAPAS to Dublin in June
Credit: David Laird

Page 22:

IDEA Members and staff calling on the Central Bank of Ireland to stop funding Genocide in Palestine at IDEA's Annual Conference in June
Credit: Picture It Photography

Page 23:

Composer and musician Colm Mac Con Iomaire playing at our inaugural Global Voice for Humanity Award
Credit: Picture It Photography

Page 24:

President Higgins waving goodbye to attendees of the IDEA Conference after receiving the Global Voice for Humanity Award
Credit: Picture It Photography

Page 26:

IDEA staff and Code members taking part in our Code Network Meeting in November.
Credit: David Laird

Page 27:

Speakers at our launch event for Vision 2030: Towards a Society of Active Global Citizens including Bobby McCormack, IDEA Chair, Conor O'Leary, Kildare-Wicklow ETB, Cathal Crowe, TD., Kirsten Baltazar, participant in STAND GCE Programme, and Senator Alice-Mary Higgins.
Credit: Roj Whelan

Page 29:

Neale Richmond, Minister of State at the Department of Foreign Affairs and Trade, speaking at a stakeholder event as part of the public consultation for the Irish Presidency of the Council of the EU
Credit: IDEA

Page 30:

Itofa from IDEA members Oxfam Ireland attending our Code Network Meeting in November
Credit: David Laird

Page 32

Áine Boyle representing IDEA at the It's Global Education Time conference in Bulgaria in October
Credit: IDEA

Page 33:

IDEA representative meeting LAPAS members at a GCE Workshop in Riga in March
Credit: IDEA

Page 38:

Senator Alice-Mary Higgins speaking at the launch of Vision 2030: Towards a Society of Active Global Citizens in October
Credit: Roj Whelan

Page 43:

Participants in our Code Network Meeting in June
Credit: David Laird

Page 55:

IDEA members and staff taking part in our Innovation Lab in June
Credit: IDEA

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