

**Dóchas – The Irish Association of
Non-Governmental Development Organisations
(Company Limited by Guarantee)**

**Directors' Report and Financial Statements
For the Year Ended 31 December 2019**

**Dóchas – The Irish Association of Non-Governmental Development Organisations
(Company Limited by Guarantee)**

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Company Information

Chairperson:	Finola Finnan (elected 20 June 2019)	
Treasurer:	Peter McDevitt	
Board of Directors:	Finola Finnan, Trócaire (Chairperson) Siobhán McGee, ActionAid Ireland (Vice Chairperson) Peter McDevitt, Self Help Africa (Treasurer and Company Secretary) Niamh Carty, Oxfam Ireland Paul O'Brien, Plan International Ireland Gerard Egan, External Director Louise Supple, Concern Worldwide Charles Lamson, Sightsavers. Resigned 19/2/20 Grace Milton, External Director. Appointed 1/3/19 Sarah O'Toole, CBM Ireland. Appointed 7/5/19 Sharan Kelly, Tearfund Ireland (Chairperson). Resigned 7/5/19 Heydi Foster-Breslin – Misean Cara. Resigned 4/9/2019	
CEO:	Suzanne Keatinge	
Key management Personnel:	Suzanne Keatinge	(Chief Executive Officer)
	Anna Farrell	(Finance and Operations Manager)
	Louise Finan	(Head of Programme and Policy)
	Ronan Doyle	(Head of Communications & Public Engagement)
	Seamus O'Gorman	(Head of Membership Engagement).
Auditors:	Crowe Ireland Chartered Accountants and Statutory Audit Firm Marine House Clanwilliam Place Dublin 2	
Bankers:	Allied Irish Banks plc 40/41 Westmoreland Street Dublin 2	
Registered Office:	Suite 8 Olympic House 17-19 Pleasants Street Dublin 8 D08 H67X Ireland	

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Company Information

Company Number: 94384

CHY Number: CHY6410

**Registered Charity
Number:** 20011680

Members:

Full Members (41): ActionAid Ireland
AfrI
Aidlink
A Partnership with Africa
Brighter Communities Worldwide
Bóthar
Centre for Global Education
ChildFund Ireland
Children in Crossfire
Christian Aid Ireland
CBM Ireland
Comhlámh
Concern Worldwide
Development Perspectives
GOAL
Habitat for Humanity Ireland
ILCU International Development Foundation
Irish Council for International Students
Irish Family Planning Association
Irish Foundation for Cooperative Development
Irish Red Cross
Misean Cara
National Youth Council of Ireland
Nurture Africa
Oxfam Ireland
Plan International Ireland
Proudly Made in Africa
Self Help Africa
SERVE in Solidarity Ireland
Sightsavers Ireland
Suas Educational Development
Tearfund Ireland
The Hope Foundation
The National Council of Ireland YMCA Trust
Trócaire
UNICEF Ireland
Vita
Voluntary Service International
Voluntary Service Overseas
Volunteers in Irish Veterinary Assistance
World Vision Ireland

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Company Information

Associate Members (13):

Addressing the Unaddressed
Age Action Ireland
Aiding Resources
ATD 4th World
Development Studies Association Ireland
Eco Unesco
Electric Aid
Financial Justice Ireland
Front Line Defenders
Global Action Plan
Irish National Teachers Organisation - Global Solidarity Network
Irish Nurses and Midwives Organisation
Special Olympics Europe / Eurasia

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Directors' Report

The directors submit their report and financial statements of the Company for the year ended 31 December 2019.

1. Mission and Purpose

- 1.1 Dóchas - The Irish Association of Non-Governmental Development Organisations, is a vibrant network of **41 full members and 13 associate members**, who are committed to connecting, inspiring and representing people and organisations working for global justice.
- 1.2 Our vision to contribute towards a “world where poverty and marginalisation are unacceptable, and where every person has the right to live a life in dignity” remains essential.
- 1.3 Our purpose remains: “to act as a meeting place and a leading voice for organisations that want Ireland to be a world leader in efforts to bring about global justice”. Producing an OECD DAC shadow report this year is a good example of how collaboration through Dóchas led to a stronger outcome in terms of the sector’s ability to amplify the voice of civil society to influence change.
- 1.4 We have continued to implement our activities through **four key strategic pillars**, which are: 1) Building the expertise of our membership; 2) Building their voice; 3) Building strategic alliances with other social justice stakeholders; and 4) Building our network to deliver on our strategy.
- 1.5 Following the findings of our 2018 mid-term review, we adjusted our priorities in two important ways: **Firstly**, we invested more in Pillars One and Two. We wanted to ensure that Dóchas was seen as ‘a connector’; and ‘an influencer,’ for the sector. Our expenditure reflects this change in emphasis. **Secondly**, we knew we needed to strengthen the team and invest in our IT infrastructure - under Pillar 4. The negotiation of a new 2-year Memorandum of Understanding with Irish Aid in July 2019, as well as a grant from Forus, has helped secure the necessary income to ensure this investment.

Background & Context

- 1.6 2019 was defined by a number of global crisis, including the continuing rise of illiberal and nationalistic governments in different parts of the world which threatened to undermine multilateralism and the values that underpin it. Attacks and threats on human rights defenders continued to rise, but the people of Sudan, Algeria and Lebanon succeeded in ousting longstanding controversial leaders. Conflict continued in many parts of the world including in Syria, Yemen, OPT, the Sahel, Afghanistan, Iraq, Myanmar, South Sudan, The Philippines and Libya. 2019 also saw a rise in protests in South America and elsewhere.
- 1.7 Younger generations were increasingly vocal and visible in protests in Hong Kong, Chile, Peru, Haiti, Venezuela, Pakistan, Zimbabwe, South Africa and Tunisia. Teenager Greta Thunberg and global climate protests also helped to focus world attention on the climate crisis.
- 1.8 The launch of the Irish Government’s international development policy “**A Better World**” in February 2019 brought renewed energy and vigour to the sector, which welcomed the clear focus on prioritising reaching those furthest behind first. The OECD DAC peer review was another important process that helped to frame dialogue among Dóchas members and Irish Aid during the year.
- 1.9 Taking financial constraints and Brexit uncertainties into consideration, the increase of €21million in Overseas Development Assistance (**ODA**) was welcomed by Dóchas in Budget 2020. However, despite repeated calls for a planned trajectory to reach the 0.7% target of GNI by 2025, the Government did not commit to a roadmap to achieve this. Instead, we were given promises that faster progress would be made towards that target, but with the potential change in government, following the February election, it’s uncertain whether that will now be realised.

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1.10 Throughout the year, we recognised the strain being felt by our members due to the difficult funding environment. There is particular pressure on securing unrestricted income, meanwhile costs to ensure higher levels of compliance and governance have risen. Many members also reported the increasing cost and difficulty of retaining and finding staff, particularly in fundraising roles. The impact of these strains has been felt in Dóchas, specifically where we saw low participation at some Working Groups or events.

2. Strategy & Performance

The successful negotiation of a new MoU with Irish Aid, signed in July 2019, allowed us to continue to deliver on our current plans for a further two-year period to bring us to the end of our 5-year strategy in 2020. With additional core funding, and support to begin a public engagement project, we were able to plan an enhanced set of activities based on our four strategic pillars: building expertise, building the voice of the sector, building new alliances and strengthening our network.

However, we did not foresee the departure of 4 out of 6 of the team, from May onwards, which inevitably led to some staffing gaps and the need to delay some activities. In particular, it delayed our efforts to strengthen our IT infrastructure and start of our public engagement project. However, both these projects have now started in earnest.

The Board

The Board of Dóchas continued to play a critical role in ensuring the strong governance of the organisation, including supporting the drafting and design of a new Dóchas Charter to replace the former Dóchas governance code. The latter was stood down in April 2019 following the introduction of the Charities Regulatory Authority (CRA) Governance Code. The Board also stepped up to provide crucial support to help manage the staff changes, including participating in an Away Day which helped to re-set realistic expectations for the remainder of the year.

3. Outputs, Outcomes & Impacts

Looking specifically at our activities in 2019, we have achieved most of the targets that we set out to achieve. Below are the key highlights from each of our strategic pillars.

3.1 Strategic priority 1: *Connect organisations and people to stimulate the building of expertise and the exchange of learning for greater impact and higher quality work*

Critical to Dóchas' mission is our ability to connect our members in relevant and appropriate ways. Throughout 2019 we engaged them through relevant Dóchas Working Groups and events; sharing information through communications and networking; and promoting common standards particularly in relation to Governance and Safeguarding. We invested heavily in this strategic pillar, including delivering two high quality events: our annual conference and Awards ceremony. The Dóchas Working Groups also remained central, playing an active role in promoting best practice, as well as linking with Irish Aid on key policy issues.

Key Outcomes

3.1.1 Working Groups

We facilitated nine active peer learning groups including: Policy, Humanitarian Aid, Safeguarding, Disability in Development, Finance & Governance, Development Education, Results Based management, Food Security, Livelihoods and Nutrition and Education. A total of **31 Working Group meetings** were held, with 71% of our members actively engaging. This demonstrates a steady year-on-year increase of member engagement (50% in 2016, 59% in 2017 and 68% in 2018).

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The **Policy Working Group** met six times, including a policy dialogue with Irish Aid's policy team. As well as an important information exchange on members' events and policy issues, there was a strong collective focus on developing the OECD DAC peer review, and in responding to the new Irish Aid Development Policy. On behalf of the group, we also commissioned Eurodad to undertake policy research on the trend toward greater "Privatisation of Aid." We expect to develop a stronger policy position following the report's recommendations.

The **Humanitarian Aid Working Group (HAWG)** met three times. The group held two bilateral roundtables with Irish Aid where discussions centred around the DAC Peer Review, ICRC donor group meeting, humanitarian priorities in the "A Better World" policy, and localisation and Grand Bargain reporting. The Group also held a workshop on Women's Leadership in Humanitarian Action in UCD in December. Members' use of appropriate images and messaging was an on-going topic of discussion.

The **Safeguarding Task Group** continued to be very active, meeting four times. A key focus was collaborating on the [Dóchas Safeguarding Code](#), which was developed by member CEOs in conjunction with UK-based Consultants GPCS. The Code articulates a commitment from the leadership of the sector to a set of principles designed to support a robust culture of Safeguarding. It articulates how leaders will go about implementing specific behaviours and organisational actions to uphold these principles. The Code has been endorsed by 21 [Dóchas member organisations](#). We expect it to become a requirement for membership of Dóchas.

The **Disability in Development Working Group** met four times, with a focus on how to mainstream Disability across Development programming. It also came together to collaborate on a submission and presentation to the **Joint Committee on Foreign Affairs, Trade and Defence** in July with speakers highlighting the need for Ireland to be a global leader in promoting disability rights in development policy globally. The Committee was very engaged and committed to an annual event on this important topic.

The focus of the **Development Education Working Group** was on Irish Aid's Development Education strategy and specifically the on-going decline of investment in Development Education since 2008.

The **Results Working Group** had regular exchanges, mainly by email, in relation to the process of evaluation and design of Irish Aid's PGII and HPP grants. A sub-group also convened a meeting to share experiences in relation to **institutional funding**, with concern that the significant shift toward consortium bids and private sector partnerships by donors like DFID and the EU, was affecting members' ability to secure grants. It was agreed to meet again in the New Year to explore these trends.

The **Finance, Governance and Compliance Working Group** engaged in a Dóchas governance review to look at the relevance of the Dóchas Governance Code in light of the new Charities Regulator Code. This entailed a comparative analysis of the Dóchas code and the Charities Regulator code in order to identify elements that were lacking in the new code. A key recommendation from the review, which was approved by the Dóchas Board, was to 'retire' the Dóchas code in favour of a new **Dóchas Charter (see 8.2)**. Specific sessions were also convened on Tax, USAID, and GDPR, bringing in experts and other stakeholders, such as Charities Institute Ireland.

The **Education in Development Working Group** decided to merge with the Irish Forum for Global Education, so it is formally outside the Dóchas structure. However, members continued to exchange learning virtually, and met twice to work on the DAC peer review submission and prepare a presentation to the **Joint Committee on Foreign Affairs, Trade and Defence** in October. The latter came about following a request to Dóchas by the Committee to hear from our members on the challenges of global education. The Committee particularly welcomed our short policy submission, and strong presentations from a diverse range of members (Plan International Ireland, Concern Worldwide and Mísean Cara).

The **Food Security, Livelihoods and Nutrition** remained a virtual learning network – and a monthly e-dossier began in April to facilitate the sharing of relevant research and policy papers, as well as information about national and international conferences and events.

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Learning & best practice

- 3.1.2 192 people participated in the **Dóchas annual Conference**, “*Finding our voice: how civil society is countering uncertainty*” on 2 May in the Radisson Hotel, Dublin. The conference explored the key challenges facing international cooperation between now and 2030 and provided a space for new ideas about how we can shape the Irish response to these challenges, find opportunities within them, and build public support along the way. The importance of collective action came up repeatedly throughout the day, and the need for courageous leadership and mobilizing the public.
- 3.1.3 The **Dóchas Awards** celebrated 2019 as the UN Year of Moderation, highlighting the need for greater dialogue, tolerance and understanding and the importance of working in collaboration with each other and with diverse actors towards a common goal. Mary Lawlor, Founder and former Executive Director of Front Line Defenders, was honoured with a Lifetime Achievement Award, and the work and commitment of our members across three award categories; Public Engagement, Collaboration and Global Citizen was also celebrated. The feedback from the event showed that it was highly valued by the 62 participants from 19 member organisations that attended. However, it marked a decrease in attendance from the 25 organisations that came in 2018. With suggestions of ‘Awards fatigue’ Dóchas has decided to merge it with the Annual Conference for 2020.
- 3.1.4 We also promoted learning by bringing in experts and thought leaders, organising 21 events on relevant and challenging themes. It included, for example, a meeting with Human Rights Special Rapporteur, Philip Alston which looked at macro-level trends and challenges facing civil society (December).

Communications & Public engagement

- 3.1.5 Dóchas’ continued to seek opportunities to convene members on the important issue of **Public Engagement**. It was a key session at our conference, and we continued to facilitate the Millward Brown survey to gain insights into public attitudes to aid. The findings were shared in April: when compared with results from 2017, the data suggests a decline in trust in the charity sector, a decline in overall positive sentiment to overseas aid and a rise in a focus on domestic issues. On the positive side we are seeing an increase in awareness on what overseas aid can and does do, although the understanding is strongest when we look at providing for basic needs (e.g. water). This attests to the complexity of messaging International Development as a whole to the public.

Challenges

- 3.1.6 We continued to encourage greater collaboration on the issue of civil society space, as this has become such a critical global issue. As well as encouraging participation in the DAC Paris meeting on this topic, we convened a Sub-group of the Policy WG to discuss and support the ‘Belgrade Call to Action’, as well as exchange information on Human Rights Council events and other policy issues. However, there was not a huge take up from members to meet more regularly or develop into a more formal group. We will continue to engage on this issue at the Human Rights Civil Society Forum, and in our dialogue with CIVICUS and others.
- 3.1.7 Participation levels, and attracting chairs to drive the Working Groups, proved difficult at times this year. This is partly reflective of the capacity constraints within member organisations, particularly smaller ones, as they tend to have to draw on the same people. We have commissioned a review of the Working Groups in February 2020 to understand members’ constraints and needs, including exploring smarter ways to meet.

3.2 Strategic priority 2: Strengthen the voice of the sector to ensure political and public support for development

Dóchas continued to ensure a strong voice for the sector particularly in its relationship with Irish Aid, the OECD DAC and the Joint Committee on Foreign Affairs and Trade, and Defence. Issues where we aimed to influence the policy debate included Ireland’s DAC peer review and the Government’s commitment to Overseas Development Assistance (ODA). We also put a renewed emphasis on strengthening collaboration among members on EU policy, which included convening a meeting with prospective Irish MEPs.

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Key Outcomes

- 3.2.1 We actively engaged with Irish Aid as it published its new policy for International Development, '**A Better World**'. We were involved in the official launch of the policy, by participating on the panel along with An Taoiseach. We published 'guest analyses' by eight leaders in the sector which was valued by members. We convened a briefing session with Irish Aid's head of policy in March, which was very well attended. We also encouraged members to attend the Dáil Debate in April where the work of Dóchas and its members was referenced.
- 3.2.2 Dóchas ensured a strong and coherent contribution by the sector to Ireland's OECD DAC peer review process by leading on the development of a Civil Society shadow report (May) and ensuring diverse representation of civil society during the review meetings in Dublin (Sept.). Given the range of issues that the DAC review covered, this was an intensive process, where Dóchas endeavoured to represent the voice of the sector, and make sure they were well-briefed on the key issues. We held a workshop, individual follow-up meetings, collated and summarized individual members' submissions, in order to build consensus as to the key priorities to focus on in the report. We tried to engage the wider membership at all times. The report was well received by Government as referenced by Minister Cannon at an Iveagh House civil society gathering in December.
- 3.2.3 We continued to brief and liaise with the **Joint Committee on Foreign Affairs and Trade, and Defence**, as it offered a key opportunity to promote the concerns and issues of the sector. We were therefore invited to bring our members before the Committee to present their concerns around Disability and International Development and Global Education (see 3.1.1).
- 3.2.4 Our policy focus remained focused on calling on the Government to commit to reaching the 0.7% target of **ODA** by 2025 and specifically asking for cross-party agreement to publish a roadmap of year-on-year percentage increases to reach the target. Activities included a pre-budget submission submitted to Government and politicians, ahead of Budget 2020 (Oct.), and a short meeting with the Tánaiste a few days before the Budget was announced. While we then welcomed the increase of €21million in ODA - given the 'Brexit budget' – it is not likely to change overall figures with Ireland expected to remain at 0.31% of GNI. It was clear also that it was not going to be possible to get a secure commitment to year-on-year increases to reach the target. The Government did publish some projections as well as a timeline in response to Parliamentary Questions, but with a possible change of Government, it's unclear whether those commitments will now be met.
- 3.2.5 A particular focus for the year was to encourage more collaboration and engagement on EU policy. It included hosting a Roundtable with members and six **MEP Candidates** during the EU elections in May. Discussions focussed on some of the main challenges that lie ahead for international development, including climate change, growing inequality, issues of peace and neutrality, the rise of populism, and migration. We also convened members, and shared policy briefings ahead of a discussion with Frances Fitzgerald MEP (Oct).

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Challenges

- 3.2.6 The working relationship with Irish Aid remained strong, both formally and informally, with a high level of engagement across several units. We particularly appreciated the participation of the Director General at our AGM and Awards ceremony, as well as the attendance of the head of the Civil Society Unit at several Board meetings as a space for regular exchange. However, the DAC peer review did suggest the need to re-think how we might facilitate and convene more strategic dialogue between Irish Aid and our members, which was found to be limited. With the general election likely to see a change at Ministerial level, there is also an opportunity to re-commit to more formalised exchanges with the relevant Ministers in 2020.
- 3.2.7 While the MEP elections generated interest from members on EU policy, the links to CONCORD remained weak, partly because the platform has been undergoing considerable strategic and leadership change. Membership of CONCORD remains a considerable investment for Dóchas so we will need to invest more in that relationship to ensure value.
- 3.2.8 Staffing challenges impacted on our ability to launch a more strategic political engagement campaign, and also restricted our work on the SDGs. As a result, we were not in a position to do any formal campaigning ahead of the General Election, but our relationship with politicians on the Joint Committee on Foreign Affairs and Trade, and Defence remained strong.

3.3 Strategic Priority 3: *Build alliances and partnerships with organisations outside of the Dóchas membership to progress the awareness and implementation of the Sustainable Development Goals*

Following our mid-term review, we refocused this strategic pillar to ensure it is firmly connected to achieving the outcomes under Pillar's 1 & 2, rather than being an end in itself. As such, we prioritised relations with domestic platforms to lobby for an enabling environment for the non-profit sector in Ireland. We also strengthened relationships with other national platforms, including joining Forus, the platform of International NGO networks.

Key Outcomes

- 3.3.1 We continued to collaborate with domestic platforms to find opportunities to support the non-profit sector on key issues such as governance and human resources. For example, we participated on The Wheel's policy sub-committee and collaborated with them and with Community Foundation Ireland to promote a Pay and Benefits survey. We also coordinated with the new Charities Regulator and other National Platforms – The Wheel, Carmichael Centre, Charities Institute Ireland and Volunteer Ireland – to discuss the Charities Regulator's priorities and plans for rolling out and monitoring the implementation of the new Governance Code.
- 3.3.2 Membership of Forus provided a strong platform for exchange with other National Platforms, and to profile the work of Dóchas via webinars. For example, Dóchas co-presented to the Network on its work on Safeguarding with BOND and Interaction US. We also established stronger links with CIVICUS, Partos and Bond, but have been limited in our ability to engage as fully as we want, particularly around innovation and trend analysis.

Challenges

- 3.3.3 Since Dóchas stepped down from Coalition 2030's steering group in November 2018, we have been less engaged in this policy area, but we are concerned at the lack of strong policy asks in relation to international commitments towards achieving the SDGs. We have continued to attend Coalition meetings, and the SDG Stakeholder Forums, and we were also invited to chair a session on the SDGs at The Wheel Summit in May. It was also helpful to secure representation on the official Irish Delegation to UNGA in September, for Dóchas and four Irish INGOs.

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3.4 Strategic Priority 4: Build our network: Dóchas is an effective and functioning network

A key goal for 2019 was to secure a new MoU with Irish Aid and revise our fee structure, both of which helped to strengthen our funding base. However, we failed to secure any long-term 'new' sources of income. We also revised our Results Framework to ensure strong monitoring of our strategy, but we will need more time to invest in vital infrastructure such as a new website and CRM.

Key Outcomes

- 3.4.1 We changed our membership fees structure and categorisation, following a much-needed review that sought greater fairness in the system and tried to reduce the administrative burden on the small secretariat. We can feel confident that we are now on a sustainable footing that reflects the funding modalities of our members. This was a hugely intensive process, involving benchmarking against other platforms, individual consultation with each member, and development of various fee scales according to specific criteria etc.
- 3.4.2 The new fee scale and structure was passed by a small majority at the AGM in May; some members remain concerned by potential fee increases. From 2020, full members will pay a fee proportionate to their total income, based on an 11-band scale. Associate members whose International programme spend is less than 50% of its overall activities, will have their fees based on income spent on International programmes, rather than on total income, but the same scale applies.
- 3.4.3 At the end of 2019, we had **41 full members and 13 associate members**. 2 full members and 2 associate¹ members left during the year. These decreases do not relate to the changes in membership fees, but for some, the fee was already too high. It remained positive to see that seven members based outside of Dublin continued to engage with Dóchas during 2019 largely via new technology such as the use of Zoom for Working Group meetings and specific events.
- 3.4.4 We continued to ensure **strong governance of the Secretariat**, including reviewing five Dóchas policies, such as our finance manual, and updating our Conflict of Interest policy. We also developed an Anti-Fraud and Anti-Corruption policy and a Code of Conduct for staff, volunteers and consultants.

Challenges

- 3.4.5 Having secured a small capacity-building grant from Forus in July 2019, we commissioned a piece of work to compile an up-to-date dataset of where Dóchas members work, and on what key programme areas. The data will form a new "virtual **NGO Map**." However, the core part of this grant which is to update our website was delayed. The tendering process will start in February 2020, but the project will be completed within the 18-month time-frame.
- 3.4.6 Securing 'new' sustainable funding sources remained challenging. As well as the small capacity-building grant noted above, we were successful with a proposal to the Bank of Ireland for some in-kind marketing support, which will be provided in January 2020. However, we were disappointed at the low level of sponsorship for our conference and have been unable to source other commercial partnerships.

¹ Full Members who left: Camara, Volunteer Missionary Movement. Associate Members who left: Society of St Vincent DePaul and Wezeshia.

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4 Financial Review

Income

- 4.1 **Income** increased significantly to €540k, mainly due to the increase in our grant from Irish Aid. This income figure includes restricted funding for our public engagement research and website redesign. We were not successful in reaching our target for corporate sponsorship of our conference, but ticket sales were healthy.
- 4.2 Membership fees, at €132k, saw a small decrease on 2018 figures (€138k) due mainly to the loss of two full and two associate members. The new fee structure will be introduced in 2020, leading to a hoped-for increase to €160k (See section 3.4.1).

Expenditure

- 4.3 **Expenditure** totalled €471k, an increase of €9k on 2018 figures (€462k). There was a surplus of approx. €69k, but €40k of that is for restricted projects which will be utilised in 2020. We expect expenditure to increase in 2020 to €745k, mainly due to the start of the public engagement project (€173k) but also because we will have a full staff complement to carry out more activities.
- 4.4 Total programme costs were €256k, so approx. 54% of total expenditure. **Direct Programme costs** were €55k lower than initially budgeted for, but most 'unfinished' activities will be completed in 2020:
- Pillar 1 – building our expertise – had the highest expenditure (€58k) reflecting this strategic priority to connect members through the Working Groups, and our conference and events.
 - Pillar 2 budget – building our voice – was significantly re-forecast in October because we had to delay the start of the public engagement project. In future this will be a standalone project.
 - Pillar 4 expenditure – building our network – was lower than originally budgeted (by €15k) because of the delay in commissioning the website and CRM, but both projects are underway in 2020.
- 4.5 Staff costs totalled €303k which represents 64% of total expenditure. This is a little higher than previous years (2018: 61%; 2017: 63%) but reflects the necessary investment needed, suggested by our mid-term review. The structure of the team remained consistent, with five full-time and one part-time staff member, as well as a 'new' part-time events co-ordinator. The headcount therefore did not change substantially, but there were gaps due to recruitment processes, and we did bring in two senior positions and a paid internship. 2019 also included provision for a 2% salary increase for permanent staff and maternity cover. We expect the 2020 staffing budget to increase to €440k.
- 4.6 Office costs increased to €67k (€63k in 2018) with the main increases relating to IT, telephone, and electricity costs. In budgeting for 2020 (€81k) we have made provision for expected increases in electricity, maintenance and water rates, as well as in staff training.
- 4.7 Our dependency ratio on the Irish Aid grant, including the public engagement project, was 69%, higher than 2018 (57%). This is partly explained by the increase in the grant from Irish Aid, but also our lack of success in securing corporate sponsorship for our conference.

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Key financial indicators

4.8 There are a number of key financial performance indicators which, taken together, are used by management and the Board as a measure of performance and financial strength. These are set out below for 2019:

- ↓ *Total membership income as percentage of total income: 24% (2018: 32%)*
- ↓ *Income from Associate Members as percentage of total income: 0.78% (2018: 1%)*
- ↑ *Government income as a percentage of total income: 69% (2018: 57%)*
- ↓ *Unrestricted reserves as a percentage of total income: 66% (2018: 75%)*
- ↑ *Staff costs as a % of total expenditure: 64% (2018: 61%).*
- ↓ *Office costs as a % of total expenditure: 14% (2018: 15%).*
- ⇒ *Programme costs (including staff) as a % of total expenditure: 54% (2018: 54%).*

Political contributions

4.9 There were no political contributions in 2019, and as a result no disclosures are required under the Electoral Act, 1997.

5 Reserves Policy

The directors were aware of the risk to which the company is exposed, in particular to the financial and operational risks, and they were satisfied that appropriate systems are in place to mitigate exposure to those risks.

The total reserves of €396,406 are detailed in Note 14 of the financial statements.

Dóchas held financial reserves to protect the organisation from unforeseen setbacks. The level of reserves is outlined in the Dóchas Reserves Policy. It was reviewed and updated by the Board on 21 March 2019.

The Reserves Policy was informed by the Dóchas Risk Register (see section 6 below). As a membership-based network organisation, Dóchas has a risk profile that differs markedly from those of its member organisations. As such risks relating to financial management are less pronounced. Dóchas, for example, has virtually no foreign exchange dealings and no investments or property. Liquidity risks (that the organisation would be unable to meet financial commitments due to cash flows delays) were managed by ensuring that sufficient deposits were held on short notice and by retaining sufficient reserves to cover short term fluctuations in income.

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6 Principle Risks and Concerns

A key governance function of the Board remained its **risk management framework**. It is reviewed by the sub-committee on Finance, Audit and Risk (FARC) before each Board meeting, and by other Committees if relevant. It is then discussed at each Board meeting, with particular reference to risks that have moved or are considered 'amber' or 'red.'

There were no 'red' risks during the year, but two remained amber throughout:

- Risk 4 – 'poor governance of a member leads to reputational damage to the sector.' It is accepted that this risk remains largely beyond Dóchas' control, but it was important to track media stories about the sector and/or specific members, as well as understand when members were facing difficulties in order to be able to provide appropriate support.
- Risk 6 – 'members leave the network'. It is accepted that a member's decision to leave the network is often beyond our control, but we continued to track this to understand if members were leaving because they no longer saw the value of their membership. One associate member left due to the prospect of higher fees under the new fee structure, and another said it was a 'deciding' factor.

Two risks (one and twelve) - moved from green to amber during the year because they related to managing the transition in staffing as smoothly as possible to avoid reputational damage and ensure we implemented the strategy. These risks moved back to 'green' in January 2020.

Risk 7 - income declines such that the organisation can't continue - was amber during the period that we were negotiating the new MoU with Irish Aid. We had no MoU in place from January to July. The lack of a new funding pipeline for 2020 remains a concern.

7 Future Plans for 2020

- 7.1. The overall context for the international development sector is an unsettled one. Undoubtedly, multilateralism and the commitment to international human rights and humanitarian law, as exercised through the United Nations system and the EU, will continue to be tested given the volatile political and governance challenges, in many parts of the world. The Covid-19 virus is proving to be a key test, exposing the potential dangers and complexities of dealing with a global pandemic, but only time will tell how effective and unified the response has been. The need for a more effective response to migration, particularly in Europe, is likely to be another critical issue that will test the political will of the international community to work collectively towards a rights-based solution.
- 7.2. Specific to the sector, we can expect an increasing trend towards the privatisation of aid, the closing of civil society space, and political apathy towards ODA targets. The climate crisis is likely to worsen, creating unforetold humanitarian challenges, and the multiple conflicts, including in Syria, Yemen and Sudan continue to cause unprecedented levels of suffering and displacement. These in turn are causing ongoing pressure in relation to safe passage for refugees and unprecedented levels of migration.
- 7.3. Our members are facing into a tough funding environment, and the pressures around compliance and safeguarding remain high. We know also that the localisation agenda is proving difficult, but the need to shift the power in a way that ensures diversity, inclusion and reaching the furthest behind first remains critical to the sector. 2020 will see the ending of Irish Aid's 5-year Programme Grant cycle, including its humanitarian programme, so it will be a period of review, evaluation and re-design of this key funding stream.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Directors' Report

- 7.4 To deliver on Dóchas' strategy in 2020, our key priority will be to "Incentivize collaboration" among our membership. We will do that by:
- ✓ Making it easier to collaborate – including investing in digital infrastructure, and strengthening our communication channels and outputs.
 - ✓ Showing the value of connection & learning among members – including engaging them in our strategy process; ensuring an engaging annual conference; and investing time in our Working Groups.
 - ✓ Showing the value of collective action – including getting our public engagement research project started with members engaged on a steering group and working with members on EU policy, ODA and gender equality.
- 7.5 The focus for the secretariat remains on developing a new strategy, whilst making sure to give the new team the time and space to settle into their roles. We will be prioritizing the strengthening of our own IT/digital capabilities, including the design of a new website and introduction of a new CRM system by the end of the year. We will continue to have a staffing gap in relation to policy development until June which we will need to manage carefully.
- 7.6 Key moments in the year include:
- Responding to the make-up of a new Government and Joint Committee on Foreign Affairs and Trade, and Defence following the February general election.
 - The impact of Brexit on EU policy-making and engaging on the EU MFF negotiations (ongoing).
 - Beijing +25 meetings – particularly UNGA in September, to ensure there is more of a collective Irish voice in these discussions.
 - The UN 75 Anniversary and engaging with their 'Decade of Action' particularly in relation to campaigning on the SDGs and the High-Level Political Forum (July).
 - We will also continue to engage with the DAC review process – with the report expected in March. It may also be appropriate to respond if Ireland is elected onto the Security Council (June).

8. Structure, Governance and Management

Governing document

- 8.1 The Company was originally incorporated on 29 April 1983 under the name Confederation of Non-Governmental Organisations for Overseas Development (CONGOOD) as a Company limited by guarantee not having a share capital. It registered a change of name to Dóchas – The Irish Association of Non-Governmental Development Organisations on 15 July 1993. At 31 December 2019, there were 41 full members whose guarantee is limited to €6.35 each. This guarantee continues for one year after membership ceases.
- 8.2 The Board is committed to maintaining the highest standards of corporate governance. In light of the Charity Regulator's governance code (Nov 2018), we will be compliant with all the standards that relate to complex charities by 2021, despite being a small organisation. However, it was decided by the Board in April to retire the Dóchas governance code (Irish Development NGO's Code of Corporate Governance). We have begun work on the development of a Dóchas Charter which will seek to provide clarity on our responsibility to our members, and vice versa.
- 8.3 The CEO is appointed by the directors to manage the day-to-day operations of the company. There are clear distinctions between the roles of the Board and the CEO. Matters such as policy, strategic planning, and budgets are prepared by the CEO for consideration and approval by the Board.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Directors' Report

Appointment of directors

- 8.4 The Board of Dóchas comprised ten directors in 2019. At our Annual General Meeting (AGM), one Director was re-elected to serve a second three-year term; one Director stepped down because she had completed her second three-year term on the Board; one new Director was elected to the Board; and the appointment of a second External Director (appointed by the Board in March) was formally ratified. Later in the year one Board member stepped down because she had resigned from the organisation that she was appointed to represent. In February 2020, a second Board member stepped down because he had resigned from the organisation that he was appointed to represent.
- 8.5 At the first Board meeting following the AGM (20 June): a new Chairperson was elected to serve a three year term; the existing Vice Chairperson was re-elected to serve a second one-year term; the existing Treasurer was re-elected to serve a second one-year term; and the existing Company Secretary was re-elected. We also actively sought to fill two vacancies for external directors. We were successful in filling one vacancy (March 2019), with one other remaining open.

Directors' induction and engagement

- 8.6 All new Board directors received an induction which included a verbal briefing from the Chair, together with an induction pack incorporating all relevant governance and policy documents.
- 8.7 All Directors completed an annual self-assessment in February to cover the 2018/19 period. In general, Directors felt they were highly engaged in the Board, with high scores given to the professionalism of the chair; the high quality of Board materials; and time given to discuss the big problems facing the organisation. The Mid-term strategy review and membership fee proposal were seen to be the two key decisions taken by the Board over the 2018/19 period; while the relationship with Irish Aid, particularly in terms of funding, was seen to be a key priority for the future.
- 8.8 In terms of areas for improvement, the need to spend more time on some operational issues was noted; also, to engage staff in reporting and/or offering insights at Board meetings; and discuss financial vs actual reports more routinely.

Organisation

- 8.9 The Board met five times during the year, with an average of eight members attending each meeting. **It also** held an extraordinary meeting on 4 April which focused primarily on the fee changes, and it held an Away Day in October.
- 8.10 There were no emoluments paid to directors.
- 8.11 The work of the Board was supported by three sub-committees which focused on:
- **Finance, Audit and Risk (FARC):** This committee met five times and there were no personnel changes. There were three Directors, and one non-Director on this committee. Key activities continued to be monitoring cash flow through quarterly reviews of expenditure; we also had to do a number of budget revisions, firstly as we waited for confirmation on our Irish Aid funding; and secondly in response to the staffing changes. The Finance Manual was also reviewed by the Treasurer, with the sub-committee revising the procurement section.
 - **Governance:** This committee met four times during the year, including one virtual meeting in March. One member stepped down in May, with one new Director and one external member recruited. Key activities included managing the nomination process for new Board Directors; managing the annual Board self-assessment process; and recommending actions in relation to potential governance issues within the membership or new applicants. In addition, it provided recommendations to the Board in relation to our Governance review and the review of the Dóchas Membership Handbook, which is due to be finalised in March 2020.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Directors' Report

- **Human Resources and Remuneration:** This committee was very active in light of the staffing difficulties, so it met three times. There was a new chair appointed in May, and two new Directors also joined at that time. A key task was to support the CEO in managing the recruitment of staff, and it welcomed a review by a consultant on Dóchas' practices on retaining staff. It also reviewed and recommended a new Code of Conduct for staff, volunteers and consultants, which was approved by the Board in January 2020.

9 Further Information

More information on Dóchas activities in 2019 is available from the Dóchas office and on the Dóchas website. Terms of references for all Board Sub-Committees, and for Dóchas Working Groups, are available to the auditors and to stakeholders on request.

10 Legal Status

The company is incorporated under the Companies Act 2014 and is limited by guarantee and does not have a share capital.

11 Results and Year End Position

The results for 2019 are set out in the "Statement of Financial Activities" on page 22. The overall outcome for the year was in line with expectations and is considered satisfactory.

12 Directors

The names of persons who at any time during the financial year were directors of the company are as follows:

Finola Finnan, Trócaire (Chairperson)
Siobhán McGee, ActionAid Ireland (Vice Chairperson)
Peter McDevitt, Self Help Africa (Treasurer and Company Secretary)
Niamh Carty, Oxfam Ireland
Paul O'Brien, Plan International Ireland
Gerard Egan, External Director
Louise Supple, Concern Worldwide
Charles Lamson, Sightsavers. Resigned 19/2/20
Grace Milton, External Director. Appointed 1/3/19
Sarah O'Toole, CBM Ireland. Appointed 7/5/19
Sharan Kelly, Tearfund Ireland (Chairperson). Resigned 7/5/19
Heydi Foster-Breslin – Mísean Cara. Resigned 4/09/2019

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Directors' Report

13 Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Irish Generally Accepted Accounting Practice in Ireland, including the Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Irish law.

Under company law, the directors 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 company for the financial year end date and of the surplus or deficit of the company for that financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

The directors confirm that they have complied with the above requirements in preparing the Financial Statements.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

14 Statement on Relevant Audit Information

In accordance with Section 330 of the Companies Act 2014, so far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow directors and the group's auditor, each director have taken all the steps he/she is obliged to take as a director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of the information.

15 Events Since the end of the Year

In the opinion of the directors, the state of the company's affairs is satisfactory and there has been no material change since the balance sheet date.

16 Books of Account

The measures taken by the directors to ensure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employments of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's office at Suite 8, Olympic House, Pleasants Street, Dublin 8, D08 H67X.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Directors' Report

17 Auditors

The auditors, Crowe Ireland, being eligible continue in office in accordance with Section 383(2) of the Companies Act 2014.

Signed on behalf of the Board of directors:

Finola Finnan

Director

Peter McDevitt

Director

Date: 26th March 2020

**Dóchas – The Irish Association of Non-Governmental Development Organisations
(Company Limited by Guarantee)**

Independent Auditors' Report for the Year Ended 31 December 2019

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Dóchas for the year ended 31 December 2019, which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2015.

This report is made solely to the company'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 company's members those matters we are required to state to them in an Auditors' 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 company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2019 and of its surplus for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2015;
- have been 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 in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the provisions available for small entities, in the circumstances set out in note 21 to the financial statements, 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

We have nothing to report in respect of the following matters in relation to which the ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Independent Auditors' Report for the Year Ended 31 December 2019

Other information

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

In connection with our audit of the financial statements, 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 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.

Opinion on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

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

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' responsibilities statement on page 17, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors 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 directors are responsible for assessing the company'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 the management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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Independent Auditors' Report for the Year Ended 31 December 2019

Auditors' 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 Auditors' 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.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA-700-\(Ireland\)](https://www.iaasa.ie/Publications/ISA-700-(Ireland)). The description forms part of our Auditors' report.

Signed by: Roseanna O'Hanlon

for and on behalf of

Crowe Ireland

Chartered Accountants and Statutory Audit Firm
Marine House
Clanwilliam Place
Dublin 2

Date: 30th March 2020

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Statement of Financial Activities
For the Year Ended 31 December 2019**

		Unrestricted Funds 2019 €	Restricted Funds 2019 €	Total 2019 €	Total 2018 €
	Note				
<u>Income and Endowments from:</u>					
Charitable Activities					
- Subscriptions for the year		131,902	-	131,902	138,172
- Irish Aid Grant		340,000	35,000	375,000	250,000
- Other Activities	3	26,017	7,000	33,017	49,741
Investments					
- Deposit interest		27	-	27	28
		-----	-----	-----	-----
Total Incoming Resources		497,946	42,000	539,946	437,941
		-----	-----	-----	-----
<u>Expenditure on:</u>					
Charitable Activities	6	452,456	1,736	454,192	445,438
Raising Funds	7	2,105	-	2,105	2,069
Other	8	14,215	-	14,215	14,036
		-----	-----	-----	-----
Total Resources Expended		468,776	1,736	470,512	461,543
		-----	-----	-----	-----
Net Income / (Expenditure) for the year		29,170	40,264	69,434	(23,602)
Total funds brought forward	14	326,972	-	326,972	350,574
		-----	-----	-----	-----
Total funds to be carried forward	14	356,142	40,264	396,406	326,972
		=====	=====	=====	=====

All of the income and expenditure arises from continuing operations.

The notes on pages 25 – 33 form part of these financial statements.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Balance Sheet
As at 31 December 2019**

		2019	2018
		€	€
Fixed Assets			
Tangible assets	10	6,812	6,764
Current Assets			
Debtors	11	21,438	25,025
Cash at bank and in hand	12	380,793	310,248
		-----	-----
		402,231	335,273
Creditors: amounts falling due within one year	13	(12,637)	(15,065)
		-----	-----
Net Current Assets		389,594	320,208
		-----	-----
Total Net Assets		396,406	326,972
		=====	=====
The Funds of the Charity			
Restricted funds	14	40,264	-
Unrestricted funds	14	356,142	326,972
		-----	-----
Total Charity Funds	14	396,406	326,972
		=====	=====

The financial statements were approved by the Board of Directors on 26th March 2020 and signed on its behalf by:

Finola Finnan

Director

Peter McDevitt

Director

The notes on pages 25 – 33 form part of these financial statements.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Statement of Cash Flows
For the Year Ended 31 December 2019**

	Note	2019 €	2018 €
Cash flow from operating activities:			
Surplus / (Deficit) for the year		69,434	(23,602)
Adjustments for:			
Depreciation charge		2,924	3,736
Decrease / (Increase) in debtors		3,587	(6,071)
(Decrease) / Increase in creditors		(2,428)	2,234
		-----	-----
Net cash generated from / (used in) operating activities		73,517	(23,703)
Cash flows from investing activities:			
Purchase of tangible fixed assets	10	(2,972)	(3,268)
		-----	-----
Net cash generated from investing activities		(2,972)	(3,268)
		-----	-----
Net increase / (decrease) / in cash and cash equivalents		70,545	(26,971)
		=====	=====
Reconciliation of net cash flows to movement in net funds			
Net increase / (decrease) in cash and cash equivalents		70,545	(26,971)
Cash and cash equivalents at 1 January 2019		310,248	337,219
		-----	-----
Cash and cash equivalents at 31 December 2019	12	380,793	310,248
		=====	=====

The notes on pages 25 – 33 form part of these financial statements.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

1. Accounting Policies

1.1. Basis of Accounting

The financial statements have been prepared in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland, and follow the recommendations of the Charities SORP Accounting and Reporting by Charities: Statement of Recommended Practice, and Irish statute comprising of the Companies Act 2014.

The principal accounting policies of the charity are set out below. The policies have remained unchanged from the previous year.

1.2. Functional and presentation currency

The Company's functional and presentational currency is Euros.

1.3. Income

All incoming resources are included in the Statement of Financial Activities (SOFA) when Dóchas is entitled to the income and the amount can be quantified with reasonable accuracy.

Grants from Governments and other institutional donors: where related to performance and specific deliverables are accounted for as the Charity earns the right to consideration by its performance. Where income is received in advance of its recognition it is deferred and included in creditors. Where entitlement occurs before income being received the income is accrued.

1.4. Resources Expended

All expenditure is accounted for on an accruals basis.

Costs of generating funds represents expenditure incurred in relation to raising funds from members of the organisation.

Governance costs are the costs associated with the governance arrangements of the charity. The costs included in this category relate to the organisational administration and compliance with constitutional and statutory requirements.

Support costs include expenditure on general management, payroll administration, budgeting and accounting, information technology, property management, human resources and financing. The method for allocating and apportioning the different categories is based on an estimate of staff time spent in each category.

1.5. Tangible Fixed Assets

All fixed assets are initially recorded at historical cost. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets, less their residual value, over their estimated useful lives, using the straight-line method. Depreciation is provided at the following rates:

Fixtures and Fittings	-	12.5%
Computers	-	20%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date. Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are recognised in the statement of financial activities.

1.6. Debtors

Short term debtors are measured at transaction price, less and impairment.

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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

1.7. Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.8. Creditors

Short term creditors are measured at the transaction price.

1.9. Financial Instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.10. Taxation

No charge to taxation arises as the company is exempt under Section 207 and 208 of the Taxes Consolidation Act 1997.

1.11. Operating Leases: The Company as Lessee

Rentals paid under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.12. Pensions

Defined Contribution Pension Plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the SOFA when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

1.13. Holiday Pay Accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Balance Sheet date.

1.14. Restricted Funds

Restricted funds consist of amounts received which can only be used for the purpose for which they are specified by the subscribers.

1.15. Unrestricted Funds

Unrestricted funds consist of grants and subscriptions which the charity can spend based on its own discretion to enable it to achieve its overall aim and objectives.

2. Judgements in Applying Accounting Policies and Key Sources of Estimation

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. There were no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

3. Income: Other Charitable Activities

	2019	2018
	€	€
Unrestricted:		
Annual conference and awards sponsorship	6,300	30,550
Working group activity	9,461	4,285
Other income	10,256	11,336
	-----	-----
	26,017	46,171
	-----	-----
Restricted:		
Foras	7,000	-
Coalition2030	-	3,570
	-----	-----
	7,000	3,570
	-----	-----
Total	33,017	49,741
	=====	=====

4. Net Income Resources

Net income / (expenditure) resources is stated after charging the following items:

	2019	2018
	€	€
Depreciation	2,924	3,736
Auditors remuneration – Audit	3,690	3,690
– Non Audit	-	-
Operating lease – land and buildings	30,000	30,000
	=====	=====

**Dóchas – The Irish Association of Non-Governmental Development Organisations
(Company Limited by Guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 December 2019**

5. Employees and Remuneration

The average number of staff employed by the company during the year was 5 (2018: 5).

Staff costs were as follows:

	2019	2018
	€	€
Salaries	259,261	240,976
Social Welfare Costs	28,193	24,091
Pension Costs	15,425	14,961
	-----	-----
	302,879	280,028
	=====	=====

The remuneration of the Chief Executive Officer in 2019 amounted to €77,173 (2018: €75,660) and a pension contribution of 10% of salary. Remuneration includes salaries and benefits in kind. No other employee had remuneration greater than €60,000.

None of the members of the Dóchas Board of directors received remuneration or expenses of any kind for their services.

Key Management Remuneration

Key Management personnel include the CEO and senior management team for whom the total benefits including pension contribution was €220,953 (2018: €237,146) in the year.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

6. Direct Charitable Expenditure

Direct charitable expenditure comprises direct costs plus allocated support costs as follows:

	Unrestricted	
	2019	2018
	€	€
Direct Costs	254,589	232,114
Support costs		
Staff costs	138,801	134,849
Office running costs	24,840	25,453
Rent, rates, cleaning and maintenance	34,226	34,202
	-----	-----
	452,456	426,618
	=====	=====
	Restricted	2018
	2019	€
	€	€
Direct Costs	1,736	18,820
	=====	=====

Direct costs are those incurred wholly and exclusively for the primary objects of the charity.

Support costs represent general expenditure which cannot be exactly split between the primary functions of the organisation at the time at which they are incurred but can be allocated on a reasonable basis after the event.

7. Expenditure on Raising Funds

	Unrestricted	
	2019	2018
	€	€
Support Costs		
Staff costs	1,477	1,434
Office running costs	264	271
Rent, rates, cleaning and maintenance	364	364
	-----	-----
	2,105	2,069
	=====	=====

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

8. Other Expenditure

Governance costs:

	Unrestricted	
	2019	2018
	€	€
Staff costs	7,383	7,173
Office running costs	1,321	1,354
Rent, rates, cleaning and maintenance	1,821	1,819
Professional Fees	3,690	3,690
	-----	-----
	14,215	14,036
	=====	=====

9. Breakdown of Support Costs by Activity

	Charitable	Fundraising	Other	Total	
	activities			2019	2018
	€	€	€	€	€
Staff costs	138,801	1,477	7,383	147,661	143,456
Office running costs	24,840	264	1,321	26,425	27,078
Rent, rates, cleaning and maintenance	34,226	364	1,821	36,411	36,385
Professional fees	-	-	3,690	3,690	3,690
	-----	-----	-----	-----	-----
	197,867	2,105	14,215	214,187	210,609
	=====	=====	=====	=====	=====

All support costs are allocated based on the estimated amount of staff time which each type of activity absorbs.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

10. Tangible Fixed Assets

	Fixtures and Fittings	Computers	Total
	€	€	€
<u>Cost</u>			
At 1 January 2019	22,365	33,714	56,079
Additions	-	2,972	2,972
Disposals	(8,313)	(21,483)	(29,796)
	-----	-----	-----
At 31 December 2019	14,052	15,203	29,255
	-----	-----	-----
<u>Depreciation</u>			
At 1 January 2019	21,230	28,085	49,315
Charge for the year	303	2,621	2,924
Disposals	(8,313)	(21,483)	(29,796)
	-----	-----	-----
At 31 December 2019	13,220	9,223	22,443
	-----	-----	-----
<u>Net Book Value</u>			
At 31 December 2019	832	5,980	6,812
	=====	=====	=====
At 31 December 2018	1,135	5,629	6,764
	=====	=====	=====

11. Debtors

	2019	2018
	€	€
Amounts due within one year:		
Subscriptions due	12,158	16,500
Prepayments and other debtors	9,280	8,525
	-----	-----
	21,438	25,025
	=====	=====

12. Cash and Cash Equivalents

	2019	2018
	€	€
Cash at bank and in hand	380,793	310,248
	=====	=====

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

13. Creditors (Amounts falling due within one year)

	2019	2018
	€	€
Creditors and accruals	5,176	8,290
Payroll taxes	7,461	6,775
	12,637	15,065
	12,637	15,065

14. Reconciliation of movements in funds

Movement in funds:

	Balance		Expenditure	Balance
	01/01/19	Income	31/12/19	31/12/19
	€	€	€	€
Unrestricted funds				
General reserve	326,972	497,946	(468,776)	356,142
	326,972	497,946	(468,776)	356,142
Restricted funds				
Irish Aid	-	35,000	(1,736)	33,264
Foras	-	7,000	-	7,000
	-	42,000	(1,736)	40,264
	-	42,000	(1,736)	40,264

15. Commitments

- (i) The 2020 Annual Plan allows for expenditure in 2020 of €745,809.
- (ii) Leasing commitments on non-cancellable operating leases are set out below:

	2019	2018
	€	€
Not later than 1 year	30,000	30,000
Later than 1 year and not later than 5 years	15,000	45,000
	45,000	75,000
	45,000	75,000

On 1 July 2016, the company entered into a 10-year lease agreement with a break option after 5 years.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Notes to the Financial Statements
For the Year Ended 31 December 2019**

16. Taxation

No charge to taxation arises as the company has been granted exemption under Section 207 and 208 of the Taxes Consolidation Act, 1997

17. Legal Status of the Company

The company is limited by guarantee and has no share capital. At 31 December 2019, there were 41 members (2018: 44), whose guarantee is limited to €6.35 each.

18. Post Balance Sheet Events

There have been no significant events affecting the company since the year-end that would result in adjustment to 2019 financial information or inclusion of a note thereto.

19. Controlling Party

The company is controlled by the Board of directors acting in concert.

20. Pensions

The company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately to the assets of the company. Contributions to the scheme are charged to the Statement of Financial Activities as they become payable, amounting to €15,425 during the year (2018: €14,961).

21. Provisions available to small entities

In common with many other businesses of our size and nature, we use our auditors to assist with the preparation of the financial statements.

22. Approval of Financial Statements

The board of Directors approved these financial statements for issue on 26th March 2020.

**Dóchas – The Irish Association of Non-Governmental Development Organisations
(Company Limited by Guarantee)**

**Detailed Statement of Financial Activities
For the Year Ended 31 December 2019**

**The following pages are for the directors only
(These are not covered by the Auditors' Report)**

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Detailed Statement of Financial Activities
For the Year Ended 31 December 2019**

	2019	2018
	€	€
Incoming resources		
Membership subscriptions	131,902	138,172
Irish Aid Grant	375,000	250,000
Other income	33,017	49,741
Deposit interest	27	28
	-----	-----
Total incoming resources	539,946	437,941
	=====	=====
<u>Resources expended</u>		
<u>1. Core costs</u>		
Staff Salaries and pensions	147,661	147,435
Rent, Rates, Cleaning & Maintenance	36,411	36,385
Postage & Stationary	1,724	1,608
Bank & Government Charges	442	452
Auditors Remuneration	3,690	3,690
Legal Fees	2,499	1,786
CEO Expenses	763	269
Training	1,805	2,164
Telephone & Internet	3,645	2,207
Light & Heat	2,529	2,271
Meetings, IT & Communications	8,975	7,371
Miscellaneous	231	365
Insurance	888	870
Depreciation	2,924	3,736
	-----	-----
Total Core Costs	214,187	210,609
	-----	-----

**Dóchas – The Irish Association of Non-Governmental Development Organisations
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**Detailed Statement of Financial Activities
For the Year Ended 31 December 2019**

	2019	2018
	€	€
<u>2. Project Work</u>		
Programme Staff salaries and pensions	155,218	132,593
Build Expertise	58,033	46,868
Build our Voice	2,961	20,418
Build Alliances	12,129	16,002
Build our Network	27,902	19,803
Coalition 2030	-	15,250
Public Engagement	82	-
	-----	-----
Total Project Work	256,325	250,934
	-----	-----
Total Expenditure	470,512	461,543
	-----	-----
 Surplus / (Deficit) for the year	 69,434	 (23,602)
	=====	=====