PLAN INTERNATIONAL

ANNUAL REPORT AND FINANCIAL STATEMENTS 2018

Cover Image: In this region in Adamawa state, large sections of the civilian population were murdered, thousands of young girls and women were abducted and held in camps in the Zambezi Forest. Those that managed to escape need psychological support and medical care.

Through the mobile approach, we are able to access otherwise hard to reach communities to deliver much needed services. The mobile unit team comprises five staff members: a nutritionist, nurse, case worker, community engagement worker and driver. A core part of our mobile unit approach is a mobile child friendly space. This approach is gaining momentum – not only in Nigeria but as a key component of our Lake Chad response.

This page: Girls from the Nagekeo region in Indonesia. Plan International has worked in Indonesia since 1969, helping poor children to access their rights to health, sanitation, education, livelihoods and protection.

CONTENTS

CEO AND CHAIR | INTRODUCTION

This year, Plan International Ireland has helped improve the lives of millions of boys and girls. From better, safer access to education within their communities, to responding to humanitarian crises, to campaigning against child marriage, Plan International has helped children across the globe realise their rights and the chance of a better life.

We are proud to be an international charity fighting for the rights of children, particularly girls, who live in the poorest regions of the world.

Girls in the poorest regions are among the most disadvantaged people in the world. They are more likely to live in poverty, to be denied access to school, to be forced into marriage while still a child and to go hungry, simply because they are young and female.

I was privileged to meet a number of these young women in Madaguri, Northern Nigeria. Girls who were kidnapped by Boko Haram, raped and subjected to terrible abuses. Many escaped with their children and bravely returned to their homes, faced discrimination but were determined to get on with their lives with the help of Plan International.

We work with children, their families and communities, and governments to create a more equal world where girls get the same opportunities as boys.

We work with girls and their communities to build schools, educate teachers, and improve numeracy and literacy. We dig wells and build toilets. We work to end child marriage, child labour and child trafficking. We provide vocational training, and loans to start small businesses, and much more.

In emergencies, we save lives and ease suffering by providing food, shelter, water and sanitation, while also creating safe spaces to protect and keep children in school. During the year I visited Zalenga Refugee camp in Malawi hosting refugees, many of them unaccompanied children, from eight African countries. I witnessed food distributions and the services provided by Plan International Ireland protecting these vulnerable children while at the same time building their skills to become independent adults.

We work at local, national and international level across 75 countries to influence governments to tackle the root causes of child poverty and to create a more equal world for girls.

Children, especially girls are at the heart of everything we do. We work at local, national and international level to tackle the root causes of child poverty and create a more equal world for all children. With 80 years' experience of working in communities, we have grown into one of the oldest, widest-reaching and most effective international development organisations in the world, working across 75 countries.

We stand up for children's rights and include them in decisions that affect their lives. We work with children and their communities to create sustainable and lasting change.

We work in the poorest regions and countries where we can have the biggest impact on child poverty, across 75 countries. Our Irish office works with the most vulnerable communities and children living in poverty or fleeing conflict or disasters. Our Irish work is currently focused in West and Central Africa, in the Middle East and in Asia based in Nepal, Vietnam and Sri Lanka.

Plan International Ireland is committed to transparency, so we comply with the Charities Institute Ireland Triple Lock to produce SORP compliant audited accounts, comply with the Governance Code, and confirm to standards of best practice in fundraising.

Building on yet another successful year at Plan International Ireland, our thoughts turn to the future and the implementation of our ground-breaking newstrategy 100 Million Reasons. Over the next five years – and with your help – we will transform the lives of 100 million girls, working with vulnerable children to ensure they all learn, lead, decide and thrive.

Paul O'Brien
CEO

Bernard Daly
Chairperson

On the outskirts of the Greater Cairo district of Giza is 6th of October City – a suburb that is hub, home and haven to over a hundred thousand refugees who have fled the conflict in Syria.

To help children adjust to their new surroundings, child rights organisation Plan International set up the Education in Harmony project in 2015, which currently offers schooling and psychosocial support to 1,400 vulnerable and severely war-affected Syrian children.

Eighty per cent of the school's pupils are aged between 7 and 14 years: many are old enough to recall the war in vivid and excruciating detail. Accepting what they've seen and the chain of events that has brought them to their new life can be a painful and grueling process.

OUR STORY

Founded in the trauma of the Spanish Civil War in 1937, Plan International is one of the world's oldest and largest international development organisations. By working in partnership with thousands of communities and millions of people, Plan International is fighting to end poverty in 51 countries in Africa, Asia and the Americas.

By actively involving children, and working at a grass roots level with no religious or political affiliations, we unite and inspire people across the globe to transform the lives of children.

Last year, Plan International worked with more than 53,311 communities in 75 countries.

Our ambition is simple but powerful: to improve the lives of children.

OUR VISION

We strive for a just world that advances children's rights and equality for girls.

OUR PURPOSE

To drive the vital changes needed to end discrimination and exclusion in all its forms, ensuring all children, particularly girls, can secure their rights and thrive.

OUR VALUES

- We strive for lasting impact
- We are open and accountable
- We work well together
- We are Inclusive and empowering

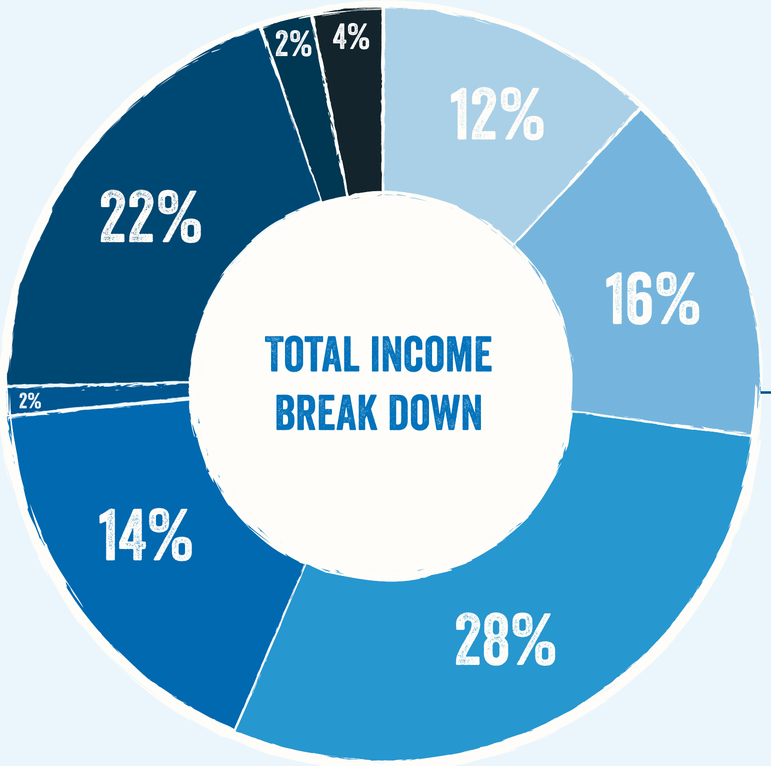
OUR FOCUS

To ensure the delivery of high quality programmes we are committed to focusing on four key areas of work to ensure both the effectiveness of our work and the best value for money for our donors:

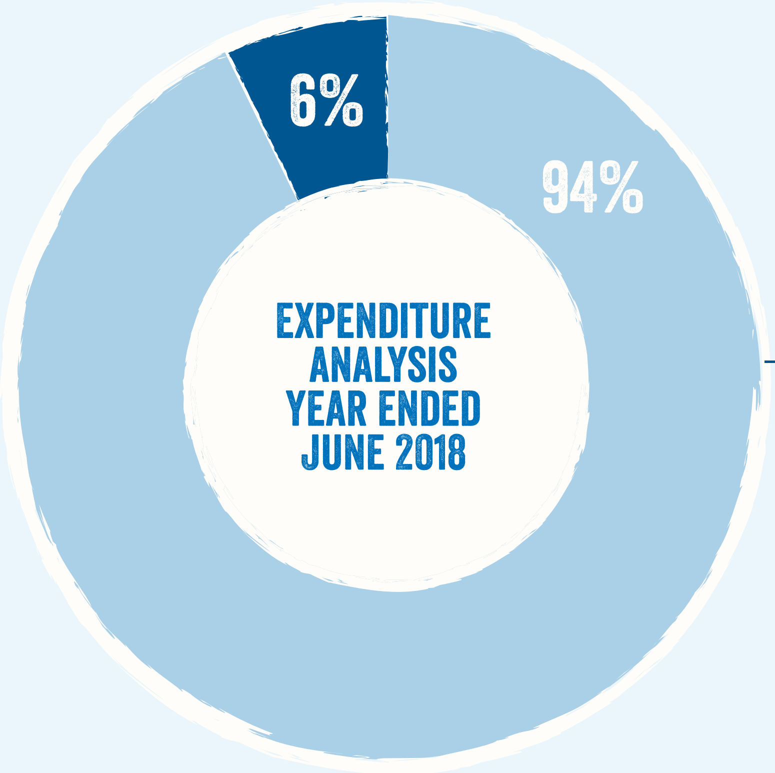
- Education
- Child Protection
- Participation as Citizens
- Responding to core humanitarian needs

Plan International Ireland | Annual Report

2018 | FACTS AND FIGURES



12% Committed giving
16% Donations in kind
28% Irish Government
14% European Union
2% Corporates, Trusts & Foundations
22% Other Institutional Funding
2% Public appeals and donations
4% Refund from Rev. Commissioners



94% Charitable activities
6% Raising funds

FOR EVERY €1 RAISED, 94 CENT WAS SPENT ON CHARITABLE ACTIVITIES.

ACCOUNTABILITY AND TRANSPARENCY

Plan International Ireland is a registered charity in Ireland, 20050764 and is constituted as a company limited by guarantee, registered number 359578.

Plan International Ireland is committed to ensuring accountability and transparency with disclosures of all aspects of our charitable work.

Plan International Ireland is governed by an independent Board of Directors who all serve in a voluntary capacity and meet at least five times a year. The Board delegates Plan International Ireland's day-to-day operations to the Chief Executive. The Board's commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and on value for money in all aspects of Plan International Ireland's work.

There are four committees of the Board:

- The Programme Committee which monitors the quality of Plan International Ireland's programme work;
- The Marketing and Fundraising Committee which monitors marketing and fundraising performance;
- The Finance Committee which reviews the organisation's financial statements and annual budget, assesses internal financial control systems and monitors risk management processes, and;
- The Remuneration Committee which devises and recommends to the Board remuneration policy for all Plan International Ireland staff.

Plan International Ireland is an active member of Dóchas, the umbrella group of International NGOs in Ireland. As a member of Dóchas, Plan International Ireland is a signatory to their Code of Conduct on Images and Messaging. The Dóchas Code offers a set of guiding principles that can assist organisations in their decision making about which images and messages to choose in their communication while maintaining full respect for human dignity.

Plan International Ireland complies with the principles outlined in the Irish Development NGO's Code of Corporate Governance as produced by the Corporate Governance Association of Ireland; partnered with Dóchas, and the Governance Code.

Plan International Ireland is fully compliant with the Statement of Guiding Principles for Fundraising, which is monitored by the Irish Charities Tax Reform Group (ICTR) and sets out best practice guidelines for charities who fundraise in the public environment. Plan International Ireland is committed to ensuring the privacy of our donors and supporters. All information that we collect, store and use is compliant with the Data Protection Acts 1988, 2003 and 2018. In addition we adhere to the requirements of, and fully support the implementation of, the Charities Act 2009.

Plan International Ireland is one of 21 National Organisations in the Plan International federation, working for the rights of children, families and communities in some of the world's poorest countries. Plan International Ireland is internationally associated with Plan International, Inc.

('Plan Inc.'). Plan Inc. is composed of members who consist of the National Organisations. The Members' Assembly is the highest decision making body of Plan Inc. and is responsible for setting high-level strategy and approving the budget and financial statements for the organisation.

The Board of Plan Inc. ('International Board') directs the activities of Plan Inc. and is responsible for ensuring that the management of the organisation is consistent with the laws and with the strategic goals of the organisation as determined by the Members' Assembly, to whom it is accountable.

The International Board is comprised entirely of nonexecutives.

None of its members are paid by Plan Inc. The by-laws prescribe a maximum number of 11 directors, who are elected by the Members' Assembly. All directors have fiduciary duties to act in the interests of Plan Inc.

The International Board and the Boards of the National Organisations are accountable for the internal controls within the entities which they govern. Management of the organisations are responsible for maintaining a sound system of internal control, including risk management that supports the achievement of Plan International's mission and objectives, and safeguards the donations received.

Plan International is impacted on by a number of risks and uncertainties, not all of which are in its control, but which impact on the delivery of its objectives. A global risk register is maintained by senior management, which seeks to capture the most significant risks facing the organisation.

Plan International Ireland maintains a strategic risk register detailing the key current identified strategic risks. Each item is analysed according to its perceived potential impact together with actions that either have or will be taken in mitigation.

Key risks within Plan International Ireland are reviewed by management and the directors on a quarterly basis.

The Board of Plan International Ireland reviews the level of reserves held annually. The term 'reserve' (unless otherwise indicated) is used to describe funds that are freely available for general purposes. The reserves policy is based on maintaining sufficient working capital to cover its anticipated needs for at least three months.

Plan International Ireland prepares its financial statements under Financial Reporting 102 and Accounting and Reporting by Charities: Statement of Recommended Practice (Charity SORP).

In 2017, the Plan International federation underwent a process of external verification by the Humanitarian Quality Assurance Initiative (HQAI). This agency verifies whether organisations meet the commitments set out by the Core Humanitarian Standards (CHS), a global best-practice standard.

Plan International is a member of the CHS Alliance, a network that aims at creating evidence on the effectiveness and impact of humanitarian aid through working with actors on issues of quality, accountability and people management initiatives. It sets out nine core commitments that Plan International must meet; one of which is improving our feedback mechanisms, ensuring that we hear from all the people that we work with.

OUR IMPACT ACROSS THE GLOBE

ACTIVE IN 75 COUNTRIES

81 YEARS' EXPERIENCE

1.2 MILLION
SPONSORED CHILDREN WORLDWIDE

53,311 COMMUNITIES
BENEFITTED FROM OUR WORK

2.1 MILLION
Directly benefited through sexual and reproductive health programmes

89
Disaster response programmes globally

6.4 MILLION
People with improved water and sanitation

41
Child protection programmes in emergencies across 41 countries

OUR IMPACT HERE IN IRELAND

5,477
CHILDREN SPONSORED BY IRISH SUPPORTERS

Here in Ireland, some 5,477 children (65% girls; 35% boys) are sponsored by generous Irish people, with Burkina Faso one of the five countries most supported by Irish sponsors, joined by Nepal for the first time.

TOP 5
Countries are Burkina Faso, Nepal, India, Mali and Senegal

217,150
Children benefitted directly from our Education programmes

18,408
Girls are protected from issues such as Gender-Based Violence (GBV), Female Genital Mutilation (FGM) and early marriage

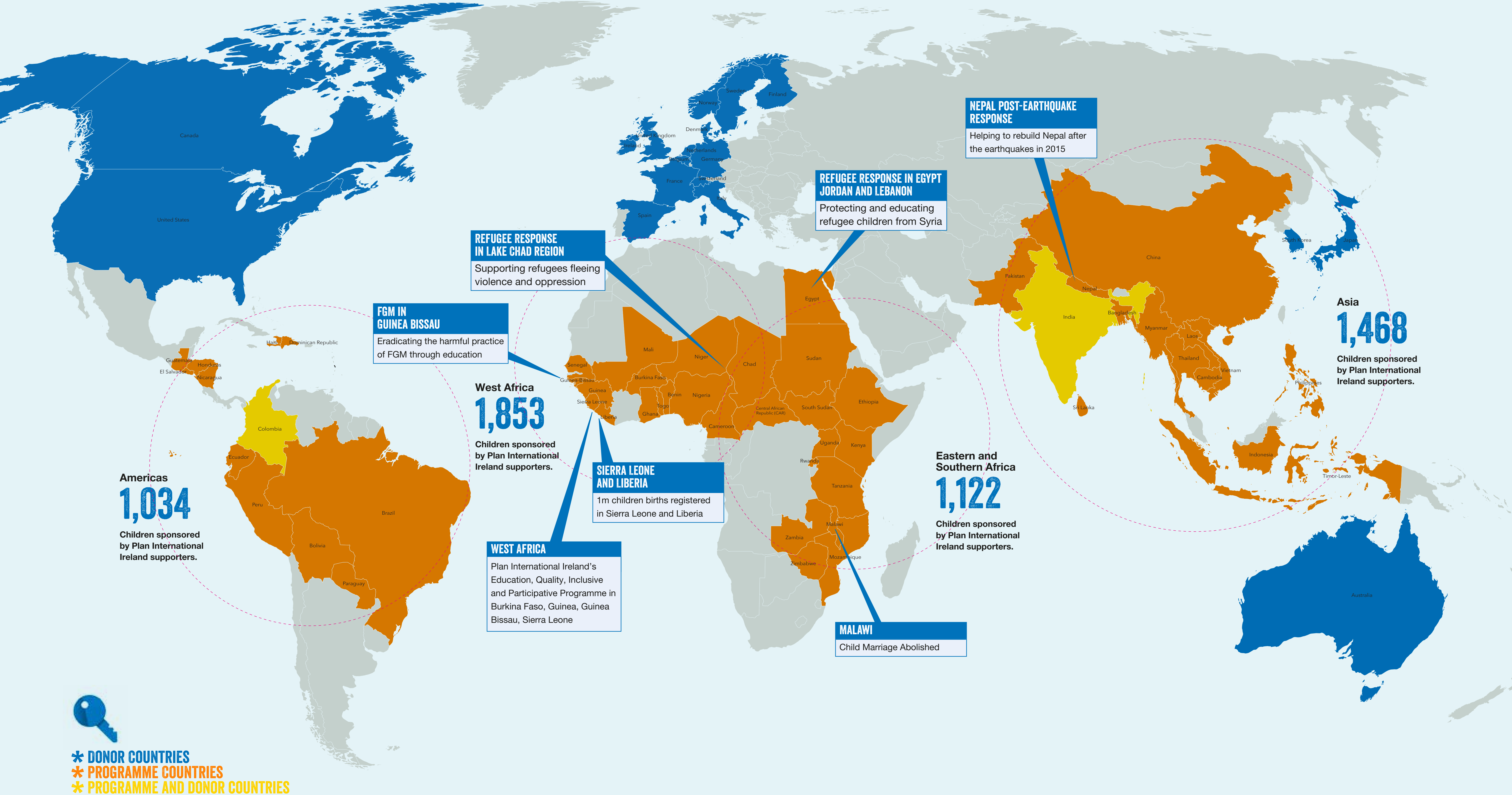
11 EMERGENCIES
Plan International Ireland responded to 11 emergencies across the globe, including the Lake Chad Region, South Sudan, Egypt, Jordan and the Central African Republic.

26,834 CHILDREN
Children affected by the Lake Chad crises were supported to access education (including 13,287 girls)

OUR GLOBAL NETWORK

WHERE WE WORK

From the arid regions of **West Africa**, to the tribes of **South East Asia**, from the snow-capped mountain ranges of **South America**, to the bustling capital cities of **East Africa**, Plan International is on the ground working to protect children wherever they live.



100 MILLION REASONS TO ACT FOR GIRLS

Plan International has launched a new strategy with a bold ambition to work with 100 million girls to transform their lives.

We want to fulfil the promise of the 2030 Global Goals and strive for a just world that advances children's rights and equality for girls.

Our strategy is to work with vulnerable children and especially girls so that they can learn, lead, decide and thrive. Within the strategy we have an ambition to transform the lives of 100 million girls. Child sponsorship and grassroots community work are central to our strategy and achieving this ambition.

Together, we are taking action so that 100 million girls learn, lead, decide and thrive.

LEARN

So that vulnerable children have the skills they need to succeed in life and work, we are working to ensure:

- Governments invest in more children completing secondary education
- Children, especially girls, in conflict and emergency secondary settings are educated in safety
- Young people have the knowledge and opportunities to earn and manage money

DECIDE

So that children and young people, especially girls, have control over their own lives and bodies, we are working to ensure:

- Communities eliminate harmful practices like child marriage and FGM
- Governments act for adolescent sexual and reproductive health and rights
- Young people get quality sexual health services and sex education
- Young people play an active role in preventing sexual violence in emergencies

LEAD

So that vulnerable and excluded children have the power to take action on issues that matter to them, we are working to ensure:

- Children and young people have a stronger voice
- Decision-makers build ways for them to voice their opinions
- Governments establish and enforce laws that advance their rights

THRIVE

So that children and young people, especially girls, grow up cared for and free from violence and fear, we are working to ensure:

- They receive the care they need to be healthy, educated and protected
- Governments and communities work together to end violence
- Governments prevent and respond to violence against children

LEARN

Plan International Ireland believes that education is a vital human right and plays a key role in human, social and economic development. Learning is crucial for personal development and is one of the most powerful tools in breaking the cycle of poverty.

We strive to ensure inclusive, safe, equitable, quality for all children; including those living in areas affected by conflicts and natural disaster. During crises, education promotes stability, good governance, peace and is a visible sign of a return to normalcy for children.

Since 2012 Plan International Ireland's Education: Quality-Inclusion-Participation (EQuIP) programme achieved significant changes to the lives of vulnerable children in five of the poorest West African countries; Burkina Faso, Guinea, Guinea Bissau, Sierra Leone and Mali.

The primary focus of EQuIP is to improve quality education, inclusion and participation in pre-primary and primary education, supporting the successful transition to post-primary, linking national level advocacy, policy and education strategies with targeted programming.

Particular attention is given to girls, because educated girls tend to be healthier, have fewer children, earn more income and provide better healthcare for themselves and their future children.

Inclusion of children with disabilities is also an important pillar of the programme. Plan International is working with education authorities and communities to adapt their education systems to ensure that these children can enjoy their basic human rights without discrimination of any kind.

In 2017 Plan2Inclusivise, a model for inclusion through sport, was successfully launched in Guinea Bissau with a plan to roll it out across West Africa in the coming years.

Early Childhood Care and Development has also become very important for Plan International Ireland, as it is one of the best investments a country can make to prepare children for learning and allow them to thrive later in life. In Guinea Bissau a partnership with UNICEF on Early Childhood Care and Development has been signed to promote development and care for 1,143 pre-school children, including 588 girls.

124,680 school children reached (59,492 girls)

11,635 children in 126 preschools supported (5,460 girls)

Plan International's active pedagogy methodology will be included in the national curriculum in Guinea;

The net rate of schooling for girls increased from 60.9% in 2011/2012 to 70.4% in 2016/2017, an increase of 9.5 points since the start of EQuIP I

Over 47,000 adults (38,404 female, 9,316 male) engaged in community meetings and mobilisations to enrol children in pre-school & primary school

CASE STUDY | GUINEA BISSAU

Sireme, Fatumata and Umo were eager to go to school at a young age, but did not have the chance to do so. Thanks to the EQuIP programme in their local community, they are now attending first year of Camsaba primary school. All three girls are determined to finish the six years of primary education, to then support other members of their community, working as nurses or teachers.

Fatumata (17): "I feel no shame in coming to school and sharing the classroom with my younger brothers. I am already starting to read and write, which I could not before going to school. And even if I get married in the years to come, I'll ask my husband to let me finish so I can teach other kids in my turn."

Sireme (14), Fatumata (17) and Umo (13); all in their first year of school in Camsaba (Guinea-Bissau)

LEAD

Egypt is a country characterised by high population growth, and increasing poverty and inequality.

Young people experience a disproportionate exclusion from the politics and economy of the country. To address this, Plan International launched the “Youth Engagement and Voice Project” aiming to ensure that young people and children in Qalubiya, Egypt are engaged in improving their lives and their communities through civic participation. Plan International partnered with local community centres to form youth groups, working with these groups to increase their advocacy skills, as well as their personal, financial and social skills.

The programme helps young people to reflect on and make sense of the transitions they are going through, and to understand how they can best be engaged in the world. Social education teaches them responsible citizenship — informed and active participation in social issues that affect them — while financial education teaches children the important skills of saving, budgeting and engaging in enterprises. The children who participated identified issues that were important to them and their communities, and created evidence-based campaigns to lobby for change with local governments.

Youth groups, for example, successfully lobbied to have their school and health centre renovated. They now know how to participate, decide and take part in civic actions. Their interactions with local government has brought about change for the adults as well: they now include children and young people in the planning and processes that impact their lives. Finally, the project had some unintended positive benefits: the youth groups brought boys and girls together to work towards common goals, resulting in a changing view regarding gender equality.

95.2% of participating children and youths are now aware of and can discuss child rights.

78 children and youth with disabilities participated

92% of participating children and youth say their community development association is now willingly involving them in decision making.

SCHOOL INITIATIVE | SCHOOL IN NAY VILLAGE

Plan International launched the “Youth Engagement and Voice Project” in Egypt, in which young people learn how to effectively advocate for their rights and engage in civic dialogue.

Youth group members from Nay village, for example, noticed that some students at the local primary school had been sitting in the playing area of the school rather than in the classrooms because the classrooms were damaged due to leaks. In addition, the bathrooms were no longer suitable for use (as there were no taps). The youth group members initially tried to communicate this to the school principle but he told them that he could not do anything.

The children went to the Community Development Association with some photos of the school. They also got in touch with Youm El Sabaa newspaper which published an article about the issue. The next day, a representative of the People’s Assembly visited the school. Afterwards, a committee of the Ministry of Education came to take some photos. The students were moved from their school to a neighbouring one while constructions were carried out to rebuild the damaged classrooms.

With this successful outcome, the young people felt that their voices were valuable and heard. They were empowered to make real changes.

DECIDE

Female Genital Mutilation (FGM) refers to “all procedures involving partial or total removal of the female external genitalia or other injury to the female genital organs for non-medical reasons.”

FGM is particularly concentrated in Africa and the Middle East, where more than 125 million girls and women have been cut across 29 countries. FGM is a violation of girls’ and women’s human rights and is condemned by many international treaties and conventions, as well as by national legislation in many countries.

In Guinea Bissau, the practice was outlawed in 2011. Still, the prevalence rate is very high at 87% in Bafatá and 76% in Gabu. FGM is typically performed in line with tradition and social norms to ensure that girls are socially accepted and marriageable, and to uphold their status and honour, and that of the entire family.

FGM is most prevalent at a young age; 27% are cut between birth and 4 years, 35% between the ages of 5 – 9 years, 20% between 10 – 14 years, and 18% occurring after the age of 15.

Plan International implemented an EU funded Community-Based Action Tackling Female Genital Mutilation’s (COMBAT) project in these areas, in order to break down cultural taboos that surround the practice of FGM. Parents and educators at community level have been widely sensitised and made aware of the harmful effects of the practice; women and girls have become aware that FGM is a practice that seriously undermines their rights and dignity as well as having serious consequences for their health. A considerable achievement of the project was that nine beneficiary communities made a public Declaration of Abandonment of the practice of FGM.

Plan International is continuing this work with another project funded by the United Nations whereby human rights defenders and young people are being supported to advocate for the elimination of gender based violence, in particular the practice of FGM, and to move their communities towards the abandonment of the harmful practice.

Of 21 traditional and religious leaders interviewed, 17 were living in the project area, (81%), they stated and acknowledged firmly the abandonment of FGM in their communities (81.8% in Bafatá and 80% in Gabú). 81.6% of the communities in Bafatá and 80% in Gabú committed to abandoning FGM

28,200 people reached (inc. 5,313 women, 4,936 teen girls and 4,632 girls)

752 spots, 211 dramas and eight radio debates were promoted and issued across four radio stations

94% of those surveyed were aware of laws that prohibited FGM in Guinea Bissau at the end of the project

2,191 girls and women who were survivors of Female Genital Mutilation received free medical screening to identify complications

MEN	WOMEN	TEEN BOYS	TEEN GIRLS	BOYS	GIRLS	TOTAL
4,010	5,313	4,999	4,936	4,310	4,632	28,200

CASE STUDY

“Bidjini is the largest Koranic centre in Guinea-Bissau. Before we practiced FGM for religious reasons, but, thanks to training we are now aware that it is not the prescription of Islam” explains Mumini Baio, chief of Bidjini community.

The lives of hundreds of girls and women from Bidjini community, where Plan International has been carrying out the COMBAT project, will be protected after FGM was publically declared abandoned in the community during celebrations to mark the International Day of Zero Tolerance for FGM.

As a result undergoing Female Genital Mutilation (FGM) as a child, Djilaba Baio developed a fistula later in life. The condition is likely to be responsible for the death at birth of two of her four children as well as her own chronic health problems all of which made her a pariah in her village. As part of its FGM programme in Guinea Bissau, Plan International assisted with her diagnosis and eventual surgery to correct Baio’s fistula.

“Now I can be around others without any problems. I’m even invited to meals and village meetings.”

She works with Plan International by testifying to the health hazards of FGM to communities that have not yet abandoned the traditional practice.

THRIVE

Vietnam is a multi-ethnic society with more than 54 ethnic groups, among whom only 22 groups have a writing system. As Vietnamese is the official language of instruction, those who do not speak the language are prevented from fully engaging in schools. This leads to poor learning outcomes and drop-outs.

In Ha Giang, where 88% of the population belong to minority groups, Plan International is delivering a "Community-based Bilingual Education for Ethnic Minority Children" programme to provide quality, relevant, and inclusive education for ethnic minority children.

The project addresses barriers to quality education faced by ethnic minority children such as the language of instruction, curriculum not being adapted to their needs, the lack of ethnic minority teachers, poor teaching quality, and the lack of involvement of their parents in their children's education. Plan International trains local parents as teaching assistants to help overcome language and cultural barriers in pre-primary and primary classrooms.

The project is also organising play and reading groups for children, and installing inclusive school libraries. By working with communities, schools and parent-teacher associations, the project is successfully influencing local government policy to produce long-term change in regards to child-friendly and culturally-relevant school lessons for ethnic minority children in Vietnam.

8,150 ethnic minority children aged 0-8 (including children with disability and at least 50% girls) reached through the programme

48 schools now have minority teaching assistants in classrooms

74% increase in the percentage of children under 5 who have access to reading materials in the homes and communities

24 school libraries have been established

Accessing financial sources to pay for daily needs and to support children's education is difficult for many poor families. In order to help ethnic minority women lift themselves out of poverty, the Village Savings Loan (VSL) model was introduced by Plan International Ireland in the far north mountainous areas of Vietnam with the support of funds from the European Union

With a loan of €120 with just 1% interest rate, Dia bought pigs - a smart business investment: they provide meat to eat, piglets to sell, and manure to fertilize crops. After six months, Dia's pig gave birth to seven piglets. By selling the piglets in the local market, Dia was able to cover the cost of the pig food, her loan repayments, and still had some money left to save.

Dia also learned how to improve her daughter's health, participating twice a month in the group meeting. Parents' knowledge and skills on child-care development have been improved through practical activities such as how to cook nutritious meals for kids using locally available food.

"Before, I had to work hard but still did not earn enough money to support my family," said Dia. "Now, my family's living condition has improved. Importantly, my daughter is healthier because I can afford milk for her every day and I know how to take care of her."

In November 2017, the Can Chu Phin primary school created a 'child-friendly library'. This library, funded by the European Commission and Plan International, now consists of 1,504 books, which are appropriate for primary school children and suitable for ethnic minorities in mountainous areas. Students do not only read books there, but also play chess or traditional games, paint and do handicraft.

"I often join activities in our school library after classes. I really like the corner where I can practice handwriting and read Vietnamese fairy tales" said Ha Thi Lan – a 4th grade student. Her classmate Lau Ngoc Linh is excited to share: "During our breaks, I go to the library with other classmates to read books. There are many corners and activities that I can join, but I like the Arts corners the most. I can draw pictures or make colourful clay animals there. I love the library in my school."

Ahmad is a five year old boy, who was born in Syria during the civil war. His mother had a nervous breakdown when she was pregnant with him, and had to take relaxing medicine which created congenital malformation – a complete or partial absence of the upper arm and forearm. In 2012, when he was just 4 months old, his family had to flee Syria. They found refuge in Sater, the border area between Syria and Jordan, where they stayed for six months, without basic amenities and appropriate child nutrition.

Plan International Jordan provided him a safe and friendly space in the Early Childhood Care and Development (ECCD) Centre in Al Manshieh, where he can learn and have fun just like his friends. With the help of the care givers, he can now read, write, use the computer and do everything his friends do.

"If my mother peels me an egg I don't eat it, I like to do everything by myself".

Before he joined the ECCD programme, Ahmad was very introvert and now he has a strong and independent personality.

RESPONDING TO EMERGENCIES

In times of disaster, children are particularly vulnerable. Plan International focuses on children's urgent needs by responding to three basic types of emergencies: sudden-onset, slow-onset and complex. While our immediate response to an emergency seeks to meet basic survival needs, we then prioritise child protection and education in emergencies to re-establish a sense of security and normality.

A large proportion of our work is focused on the Lake Chad region. The complex Lake Chad crisis remains one of the largest humanitarian emergencies in the world, affecting around 17 million people as a result of violence by Islamic State in West Africa (known as Boko Haram). More than 2.3 million remain displaced – half of them are children.

Protection issues are of grave concern with evidence of violence against children as well as all the worst forms of child labour. Plan International provides Nigerian refugees in Cameroon with education and child protection, vocational training to empower refugees and host communities. Refugees in Niger are supported with education projects including teacher training and school governance. In Nigeria, Plan International provides Protection services for separated and unaccompanied children, at risk of economic exploitation and abuse, with a particular emphasis on GBV response.

Plan International also responded to the Rohingya crisis in Bangladesh, in which 58% of the 800,000+ refugees are under 18 years old. The lack of sanitation and hygiene in the refugee camps was a serious concern with the spread of communicable disease a major health threat. To combat this, we have helped more than 10,000 Rohingya refugees in Bangladesh by supplying 11,839 hygiene kits, constructing 6,814 gender-segregated pit latrines equipped with hand-washing facilities, and building 3,619 bathing spaces.

Following the catastrophic volcano eruption in Guatemala in June, over 1.7 million people were in need of assistance and over 650,000 children and adolescents were living in the affected areas. Plan International quickly responded to coordinate the delivery of essential items such as food, water, beds, and hygiene kits with the support of Irish Aid. Psychosocial support was also provided to children who were affected. This support has allowed families to slowly rebuild their lives despite the sudden-onset disaster.

YEAR AT A GLANCE

Irish Aid

27,682 Children in emergencies are being supported to access safe education projects in our Irish Humanitarian funded (HPP) projects

5,859 Children have received improved access to ECCD and primary education in Egypt (80% Syrian, 50% F), through receipt of cash grants or improvements in schools

457 Pre-primary and primary educators were trained in Egypt on child protection, positive discipline, active learning techniques and promotion of social cohesion and tolerance.

11,839 Rohingya refugees in Bangladesh have benefitted from improved hygiene through receipt of family hygiene kits.

CASE STUDY | VOLCAN EL FUEGO

On the day Volcan El Fuego – 'Fire Volcano' – erupted, nine-year-old Luis pleaded with his parents to evacuate. His father refused, but as the lava started approaching, Luis and his mother jumped onto a passing truck and fled for their lives. "We felt death on our shoulders" Luis' mother explained, as they watched the wave of gas, mud, and rocks chase the truck.

Eventually, they reached safety in Escuintla and are currently living in a gym that has been turned into a temporary shelter along with 200 other survivors. Luis' father survived, but many of his school friends died.

Plan International in Guatemala is working tirelessly in three shelters in Escuintla to provide emergency assistance for an estimated 1,635 survivors.

With the support of Irish Aid, Plan International is delivering mattresses, sheets and hygiene kits, including sanitary products for girls and women. Psychosocial support is also being provided to children and young people who have been affected by the traumatic incident.

As a result of these efforts, Luis and his family can regain a sense of normality and slowly begin to rebuild their lives.

RESPONDING TO THE REFUGEE CRISIS

Globally, more than 68.5 million people were forced to flee their homes, and 25.4 million of them have become international refugees. More than half are children under the age of 18, and are vulnerable to many risks, particularly around protection and the loss of education. Plan International works to support refugee children by promoting their rights and providing opportunities for a life of dignity.

In Jordan, Plan International supports refugees fleeing the violent conflict in Syria, and delivers non-formal education programmes for over-age children and adolescents, including refugees, who have missed significant parts of their education. In addition, Plan International provides basic services, education and Early Childhood Care and Development (ECCD) through a network of national partners.

In Egypt, Plan International continues to support Syrian refugees, who remain heavily dependent on humanitarian aid through a lack of access to basic services. We support these communities through education projects including cash grants specifically targeting Refugees and the most vulnerable Egyptians, as well as peace building and protection projects to ensure that children feel safe on their journeys to and from schools, and while in class. Plan International in Egypt has formal partnerships with the United Nations to support the integration of refugee children in Egyptian communities and promote their access to education and protection services.

The Lake Chad Crisis remains one of the largest humanitarian emergencies in the world, affecting around 17 million people as a result of violence by Islamic State in West Africa (known as Boko Haram). More than 2.3 million remain displaced – half of them are children. Protection issues are of grave concern with evidence of violence against children as well as all the worst forms of child labour. Plan International supports Nigerian refugees in Cameroon with education and child protection, vocational training to empower refugees and host communities. Refugees in Niger are supported with education projects including teacher training and school governance. In Nigeria, Plan International provides protection services for separated and unaccompanied children, at risk of economic exploitation and abuse, with a particular emphasis on GBV response.

KEY FACTS

5,859 Children have received improved access to Early Childhood Care and Development and primary education in Egypt, of whom 80% are Syrian and 50% are female through receipt of cash grants or improvements in schools

Irish Aid

457 Pre-primary and primary educators were trained in Egypt on child protection, positive discipline, active learning techniques and promotion of social cohesion and tolerance.

11,839 Rohingya refugees in Bangladesh have benefitted from improved hygiene through receipt of family hygiene kits.

CASE STUDY

In Nigeria, the Islamic extremist group Boko Haram threatens education and safety, leaving an estimated 10.5 million children are out of school – more than in any other country in the world. Schools have been razed, teachers killed, classrooms destroyed and furniture looted. The few wooden desks left in some schools became firewood for cooking for a people who barely had enough food to survive. Plan International responded to the crisis constructing 70 Temporary Learning Spaces, and providing desks and chairs for over 10,000 children.

"Kujera mu ya zo!, "Kujera mu ya zo! Hausa expression meaning "Our desks have arrived", "Our desks have arrived". This was the chant of joy by excited children when the desks from Plan International arrived at their school. The excitement reached a feverish pitch when the offloading from the vehicle commenced. Some children had never seen such classroom desks before. Children now have a school that lets them learn, lead, thrive and decide.

DEVELOPMENT EDUCATION

Plan International Ireland's Development Education Programmes aim to mobilise, educate and influence support for children's rights and equality for girls in Ireland.

We have continued its work with the formal education sector. The development of smartboard and age appropriate primary school resources in late 2016 strengthened our existing relationship with Hibernia College. Plan International Ireland facilitated a webinar in January 2017 to almost 100 Hibernia Students which introduced students to the concept of Development Education and highlighted the benefits of incorporating it into their teaching practice. In November 2017 the Development Education Officer facilitated a training on the resource to 20 Hibernia faculty primary school staff. They in turn delivered the material to approximately 550 students via regional on-site training days. In addition, 22 faculty members from Hibernia's post-primary school department participated in a training facilitated by Plan International Ireland. The purpose of the training was to encourage faculty members to incorporate Development Education into their lectures.

Following this success and the positive feedback, we developed a post-primary school resource in late 2017.

We continue to educate and engage in non-formal education particularly with the youth sector - through our Youth Advisory Panel (YAP).

The YAP participated in an ERASMUS youth mobility project with YAPs from Belgium and France. Part of the project was an exchange in Brussels in July where they met with MEPs for a roundtable discussion and presented their 'Educate a Girl, Employ a Woman, Empower a Nation' campaign. During this event the YAP met with Brian Hayes, MEP, to discuss girls' rights in Europe.

YAP members have also been proactive Ambassadors for Plan International Ireland by participating in activities such as our Lost Girls campaign and speaking at peer-led events in Bluefires Igniting Change Series. Two YAP members participated in Plan International's Day of the Girl advocating for Gender Equality by meeting with the Tánaiste and the VP of Dropbox, participating in interviews with national media and forming part of a panel discussion in Google.

650 Hibernia students engaged with Plan International's primary school resource.

Plan International Ireland's primary school resource was downloaded 180 times from our website.

Irish Aid

13 Youth Advisory Panel volunteers met with 12 counterparts from Belgium and France to host a roundtable discussion with MEPs in the European Parliament in Brussels.

CASE STUDY | NOTHING ABOUT US, WITHOUT US

The 'Nothing About Us, Without Us' project brought together Youth Advisory Panel volunteers from three European Countries (Belgium, France and Ireland) that learned and worked together to support the achievement of SDG 5 - Gender Equality, and demonstrated to Members of the European Parliament that young people have an important role to play in the decision making process surrounding the Sustainable Development Goals.

Through the process of Development Education, YAPs volunteers developed an understanding of the root causes of injustice and inequality in a local and global context and what actions may lead to positive change.

CHILD SPONSORSHIP

Plan International Ireland's child sponsorship model is child-centred and community driven, aimed at eradicating the causes and responding to the consequences of poverty. Through child sponsorship, we can support vulnerable, isolated and neglected communities to lift themselves out of poverty and claim their rights. It facilitates the sustained development of communities, laying the foundations for continued, community-led development.

Sponsoring a child offers the child the opportunity to grow and develop together with his or her sponsored community. It provides Plan International with a regular and sustainable source of funding, and it gives a sponsor an opportunity to see how their donations are being spent and the impact of those donations.

SPONSORSHIP

€1,998,679 — **Income donated by Child Sponsors, Regular Givers, and tax reclaimed through the Revenue Commissioners Tax Rebate Scheme**

5,477 — **Children were sponsored by Irish supporters**

In July 2018, Mercedes Hedman and her two small children travelled from Charleville, Co. Cork to a small community in Honduras. There she visited Deslin, an eight year old girl who Mercedes and her family have been sponsoring since 2016.

The Hedman family were greeted in Deslin's school by a guard of honour and a performance of local songs. There they met Deslin's mother, shared pizza and played piñata with her school friends. Mercedes saw first-hand the school her sponsorship support had helped to build, where Deslin now attends class.

Mercedes told us "I am very impressed by all the work Plan International Honduras has done with this school. It has been an experience that has been worthwhile – congratulations!".

Deslin said "When I received the letters from my sponsor, I told myself, I think I'll never know her, she'll never come to see me if she lives so far away. I felt this will never happen, but finally my dream has come true. "

Anne Marie McCarthy, from Cork, meeting refugees in Cameroon.

SAFEGUARDING

Plan International Ireland continued and increased its ongoing commitment to Child Safeguarding throughout 2018. The organisation has been committed to developing and deepening its Safeguarding efforts across a number of areas, including staff training, improvement of policies and practices; and compliance with Ireland's newly enacted Children First Act.

The number of safeguarding focal points increased from one member of staff to two, with a third sitting on the Board of Directors. The two staff members sit across programmatic and public engagement teams, to ensure the highest standards in all areas of Plan International's safeguarding work.

In November, the Global Policy Safeguarding Children and Young People; Say Yes! To Keeping Children and Young People Safe and Protected, was approved by the Members Assembly and adopted across the Plan International Federation. Core advancements in this policy was the move from the term child 'protection' to child 'safeguarding' to bolster the internal and organisational structures within Plan International to protect children and young people.

This means creating: "child safe environments – internally and externally – where children are respected, protected, empowered, and active in their own protection, and where staff are skilled, confident, competent, and well supported in meeting their protection responsibilities through clear policies, procedures, and good practice"

The new policy includes not only those under 18, but also young people, between 15 and 24, to acknowledge the risks that this particular age group faces. The policy is particularly focused on acknowledging gender bias and discrimination that are faced by those with differing gender identities. In addition, there are explicit safeguarding requirements for partners and organisations we engage in our work.

To support the new policy, each member of staff in Plan International Ireland attended an intensive day course in Child Protection and Safeguarding with the head of the Plan International Global Child Protection Policy and Safeguarding team, Mariama Deschamps. An additional half day seminar was open to all INGOs to learn from Plan International's safeguarding policies and procedures.

Plan International Ireland participated in, and presented at, the Irish Aid hosted Safeguarding Good Practice Exchange workshop held in April. This was a roundtable session with participation from Ireland based INGOs working towards a complete understanding of our responsibilities as a sector and the best way forward in ensuring accountability to stakeholders involved in international development. The Plan International Safeguarding Focal Point, Amy Mulcahy, presented on the topic of strengthening organisational systems for effective safeguarding risk management. Plan International remains actively involved in discussions across the sector and is a member of the Dóchas safeguarding task group.

Plan International welcomed the full commencement of the Children First Act in December of 2017. As a relevant service Plan International Ireland has taken the necessary steps to ensure full compliance with all statutory responsibilities outlined in the Act. Among other criteria, this has included developing a Safeguarding Statement, which is available on our website, outlining the policies and procedures in place to manage identified risks. The Safeguarding Focal Points have become Designated Liaison Persons, responsible for reporting any reasonable suspicion that a child has been harmed, or is at risk.

PUBLIC ENGAGEMENT

Reaching out to the Irish people to inspire them about our work across Africa, Asia and the Americas is of critical importance to Plan International Ireland. Over the past year, we have engaged in a series of interesting, unique and creative activities to reach existing supporters and to expand our network of supporters.

WE NEED TO TALK, PERIOD

Plan International Ireland wanted to make Development Education a key part of lesson plans to educate young people on development and humanitarian agencies. In order to do this and to inspire the next generation to become global citizens, we created a teachers' handbook and interactive student resources which are fun and all linked to all aspects of the Primary Education curriculum.

Plan International Ireland surveyed 1,100 Irish girls aged 12-19 on period stigma and affordability.

Half of respondents of the survey said they had experienced issues around affordability of sanitary products. There is a large amount of shame and embarrassment with girls in Ireland and their period, with more than 61% stating they often feel embarrassed by their period and do not feel comfortable disclosing their period with their male family members and only 1 in 5 revealing the information to their father.

Caoimhe Dowling, 19 years old from Dublin, who took part in the survey said "No person should feel shame for having a period."

It was also revealed if a girl was feeling unwell as a result of her period, she would not feel comfortable discussing this with school teachers despite the fact that 61% have missed school as a direct result of their period and a staggering 88% feel less able to pay attention.

Shockingly 84 respondents believed it wasn't possible to get pregnant while on their period and 79 believed they could lose their virginity to a tampon.

Through this survey, we hope to start a conversation and end the taboos on menstruation. We want girls to know it is ok to talk about their period- especially if half of the girls Plan International Ireland spoke to nationwide cannot afford products for their periods.

In countries where Plan International works, menstruation is often a barrier for girls to receive an education. Many are too embarrassed or it is too difficult to manage their period while at school, so they drop out. We support girls to increase their knowledge and skills related to menstruation; to reduce stigma and taboos; to increase access to girl friendly toilet facilities; and to improve access to sanitary products.

In many parts of sub-Saharan Africa, girls can miss up to five days from school a month or drop out entirely, due to insufficient access to water, sanitation and hygiene facilities. Plan International is campaigning so that girls have access to female-friendly sanitation facilities at home and school; that girls, boys, women and men have improved knowledge and skills regarding menstruation through community and school platforms; and that girls have improved access to sanitary products that are affordable and meet their needs, or know how to safely manage menstruation using existing practices.

FUNDRAISING

Despite a challenging external fundraising environment, the fundraising team succeeded in raising €441,021 across income streams including, corporate partnerships, trusts and foundations, and public and online donations.

CORPORATE PARTNERSHIP - KPMG

KPMG entered a three year partnership with Plan International in 2016, to fund an education and e-governance programme for young women working on tea plantations in Sri Lanka to escape poverty.

This project is empowering marginalised women and girls from plantations and rural communities by providing them with livelihood grants and entrepreneurial training.

KPMG's support over the three years will directly benefit 12,650 women and girls in recognition that removing barriers for growth and development means a better life for them, but also a safer, healthier and more prosperous world for us all.

THE WOMEN'S INNOVATION FUND

The Women's Innovation Fund 2018 sponsored by Davy, connected top female entrepreneurs and leaders in business with their emerging counterparts in the developing world.

The event brought together the top Irish female figures in entrepreneurship and business, and this year's event raised funds to support Village Savings and Loan Associations in Ethiopia and Vietnam.

BECAUSE I AM A GIRL BALL - OCT 2017

The fourth annual 'Because I am a Girl' ball took place on the 21st of October 2017 in the Shelbourne Hotel.

There were 280 attendees from companies including Google, Hilton, LinkedIn, Facebook, Vidatum, and Cityjet.

With Maria Walsh acting as Master of Ceremonies, the night included a special drumming performance from Afroeire, a silent auction and luxury raffle, an emotional appeal from Syrian journalist and activist Razan Ibrahim and a live auction facilitated by Adams Auctioneers.

CROKE PARK ABSEIL

The Croke Park abseil was launched in 2018 as a new fundraising challenge in celebration of International Women's Day.

On the 10th of March 2018, a total of 45 brave supporters abseiled from the roof of Croke Park which is a 144 foot drop, with support provided by Adventure.ie

WOMEN GO WILD

The 'Women Go Wild' survival challenge is a new fundraising challenge launched in 2017.

Supporters started on a Saturday morning with a survival training session and learned about navigation, and the essentials for survival including shelter building, food, water and much more.

Then the real challenge began as they departed on their mission to find high camp, make their overnight shelter, build a fire and cook dinner.

PLAN INTERNATIONAL

PLAN IRELAND CHARITABLE ASSISTANCE

(A company limited by guarantee)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

Financial Year Ended 30 June 2018

Draft Dated: 18 September 2018

DIRECTORS AND OTHER INFORMATION

Board of Directors

Bernard Daly (Chairperson)	**Aoife Kelly-Desmond** (appointed October 2017)
Ian Brady	**Caleb Kyle**
Kevin Carroll	**Brian Lehane**
Jarlath Doyle	**Emily Logan**
Conor Faughnan	**Brighid Smyth**
Geraldine Kelly (resigned January 2018)	**Jennifer Victory** (appointed March 2018)

Secretary and Registered Office

Brian Lehane 11 Harrington Street, Dublin 8	**Registered Number:** 359578
Revenue Commissioners Charity No: CHY15037	**Registered Charity Number:** 20050764

Senior Management Team

Paul O'Brien Chief Executive Officer	**Donal Maher** Head of Finance and Operations
Ambrose Duffy Head of Public Engagement	**Dualta Roughneen** Head of Programmes
Anne-Marie McCarthy Emergency Programmes Manager	**Maria McLaughlin** Development Programmes Manager

Auditors

PWC
Chartered Accountants and Statutory Audit Firm One Spencer Dock, North Wall Quay, Dublin 1

Solicitors

McCann Fitzgerald 2 Harbourmaster Place, IFSC, Dublin 1

Bankers

Bank of Ireland 39 St Stephens Green, Dublin 2	**AIB** 1-4 Lower Baggot Street, Dublin 2

DIRECTORS' (TRUSTEES') REPORT

The directors present herewith the audited financial statements for the year ended 30 June 2018 (Financial Year 2018, or FY18). The Directors confirm that the financial statements of the company comply with the current statutory requirement of the companies governing documents and the provisions of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the Republic of Ireland (FRS102) hereafter denoted as the Charity SORP (FRS102). The Charity SORP (FRS102) is not yet mandatory in the Republic of Ireland and the Irish Charity Regulator has not yet prescribed accounting regulations for Irish Charities. In the absence of such prescriptive guidance this Board has adopted the Charity SORP (FRS102) as it is considered best practice.

Structure
Plan Ireland Charitable Assistance is a company incorporated under the Companies Act 2014, limited by guarantee. The company was incorporated on 25 July 2002, and trades under the name Plan International Ireland. The company is exempt from corporation tax.

The objects of the company are charitable in nature with established charitable status, (Charity number CHY15037 and Charities Regulatory Authority number 20050764). All income is applied solely towards the promotion of the charitable objectives of the company.

Activities
Plan Ireland Charitable Assistance ('Plan International Ireland') is internationally associated with Plan International Inc. ('Plan International'), a not-for-profit corporation registered in New York, USA. Plan International is an international humanitarian, child-centred development organisation with no religious, political or governmental affiliations. Plan International implements programmes to create a better future for children who live in developing countries and whose quality of life and ability to fulfil their potential is affected by extreme poverty, the failure of care by adults, discrimination and exclusion by society, or catastrophic events such as conflict or disasters.

Plan International's aim is to achieve sustainable development: a better world for children now and in the long-term. This means working with children, their families, communities, governments and civil society organisations across Asia, Africa and Latin America and campaigning at national and international levels, to bring about sustainable change. Plan International's work benefits from the support of individuals, mainly through child sponsorship which connects children and families in developing countries with supporters of social justice for children around the world. Plan International Ireland has over 6,000 regular givers who support our work primarily through Child Sponsorship and our Because I Am a Girl campaign. In addition, funding is currently received from a variety of sources primarily the public through various fundraising initiatives, Irish Aid, the EU, corporates, and trust and foundations.

Through direct grassroots work, Plan International supports the efforts of children, communities and local organisations to enable children to access their rights to education, health, a safe environment, clean water and sanitation, secure family income and participation in decision-making. Plan International works to protect children at special risk; for example, child labourers, children who are vulnerable to trafficking, those who have lost parents to HIV/AIDS and those impacted by natural or economic disasters. Plan International strives to ensure that children's rights are recognised, through influencing policy decisions at local, national and international levels and through our global campaign for equality for girls ('Because I am a Girl'). In addition to our work overseas, Plan International Ireland strives to raise awareness of development issues in Ireland through media relations, key events, advocacy and development education.

Plan International's impact is the result of partnerships with local people and organisations, based on mutual understanding and a shared commitment to programmes which will benefit children for years to come. At a local level, Plan International's partners work directly with communities to identify the priority issues affecting children. Plan International actively encourages children to analyse their own situations, and raises their awareness of the fundamental rights to which they are entitled. Plan International then supports the community to build the skills and access the resources it needs to implement projects that will lead to positive changes in children's lives.

Plan International Ireland Strategy 2020
Our vision for the four years to 2020 is aligned to the Plan International Global Strategy, 100 Million Reasons. We strive for a just world that advances children's rights and equality for girls. Our strategy to 2020 sets the following broad ambitions for the organisation:

- We will have over 150,000 children participating in our education programmes annually by 2020;
- We will ensure over 75% of our programmes have a primary outcome for girls, with all programmes 'Gender Aware';
- We will have successfully engaged the Irish public on the rights of the child and equality for girls;
- We will have a core budget of €14.5m by 2020; and
- We will have further improved our reputation for collaboration in Ireland and across the Plan federation.

In FY19 we hope to reach 200,000 children through our education programmes, with 90% of programmes gender aware. We will continue to build our Development Education partnership with Hibernia College.

We will take part in the Great Place to Work survey in November 2018, and continue to implement our HR strategy to ensure we have the right blend of competencies across the organisation. A Gender Equality and Inclusion assessment of the organisation is also due to take place in early 2019.

We will improve engagement between our Board and our Youth Advisory Panel, and undertake a board self audit by the end of 2019.

A central effort in FY19 will be to refocus on increasing core unrestricted income to allow us to reach more children than ever before. This will involve building on our existing relationships with the public, corporates, trusts and foundations, and key institutional donors.

Staff and volunteers
The number of staff employed by Plan International Ireland changed from 24 to 22 during the year. The ratio of the gross salary of the lowest paid staff member to that of the highest paid (excluding interns and apprentices) is 1:4. All roles within Plan International Ireland are evaluated and assigned a grade. Each grade has a pay range or salary band. Each year pay bands are reviewed, based on market changes, using a range of sources and taking account of affordability. A pay review proposal is submitted by management to the HR and Remuneration Committee. The committee reviews this proposal and any significant issues relating to the development and makes the decision on the proposal. Staff costs are set out in note 11 of the financial statements.

Plan International Ireland is fortunate to benefit from the support of volunteers and people on work placements, who provided approximately 960 working hours in FY18. Their dedication has helped us to carry out research and improve our administration. They have also provided essential support to all parts of the organisation, meaning that we've been able to enhance our relationship with our supporters and our beneficiaries. We seek to continuously improve our work with volunteers. The Board of Directors of Plan International Ireland is very grateful to all staff and volunteers for their commitment to Plan International and their efforts over the last year.

The Environment
We are very aware of the environmental impact of our activities, and the fact that it is the most vulnerable communities in developing countries who are most impacted by climate change. We monitor electricity, water, and paper use in our Dublin office, and air travel to measure our environmental impact.

The board of directors and senior management held a half-day strategy update meeting in late June 2018. FY18 was the mid point of the Plan International Ireland four year strategy to 2020. Details of our four main strategic objectives, and our work in those areas, are detailed below. For further information on our activities and impact through FY18 please see pages 12 to 31.

1 Investing in Programme Quality
A key part of our four year strategy is strengthening our knowledge and expertise in our four core areas: **Education; Child Protection; Participation as Citizens**; and **Responding to core humanitarian needs**. In the year ended 30 June 2018 Plan International Ireland, with the assistance of Irish Aid, provided education and protection to over 210,000 children in West Africa, the Middle East, and the Central African Republic; nearly fifty per cent of our programmes had a primary outcome for girls, with eighty percent classed as gender aware; and supported over 5,000 sponsored children in 48 countries.

We were successful in partnering with a new global donor, Education Cannot Wait; and were awarded the global lead within the federation in relation to Inclusive Quality Education, expanding our expertise within this core strategic priority.

In 2018, Plan International was certified compliant with the Core Humanitarian Standard on Quality and Accountability (CHS).

2 Strengthening Our Voice
This objective primarily focuses on engaging with the Irish public on the rights of the child and equality for girls. In the year ended 30 June 2018, Plan International Ireland led on establishing the Dóchas Education Working Group; provided sector-wide training on Safeguarding; our Education Advisor presented on girls education at the World Literacy Summit in the UK; and continued to engage with corporate partners including Playstival and Naturalife. We conducted research with 1,100 young women in Ireland and developed a campaign called We Need To Talk: Period – addressing taboos and opening up a conversation on menstruation.

3 Growing Our Resources
Growing repeatable, sustainable core funding is essential to support the delivery of our vision and purpose. We also need to invest in our people and systems. In the year ended 30 June 2018 we raised in excess of €12m for our work overseas, €2m behind our strategic targets. In June 2018, the board approved management's recommendation to reduce the original strategic target of €18.5m by 2020. The new target is €14.5m

As in previous years, 3% of payroll was budgeted for training and development. During the year staff took part in a diverse range of training including safeguarding, HR, security and safety, languages, SORP compliance, and general computer skills. In 2018 Plan International Ireland also took place in the *Great Place to Work* survey for the first time. We will continue to build on its findings as we work through 2019.

4 Building Strategic Alliances
A key part of this objective is engaging with networks and consortia to achieve shared objectives in line with our vision. In the year ended 30 June 2018 we continued our coordination with academic institutions, signing additional agreements with both Trinity College Dublin and IT Tralee/UNESCO. We continue to build alliances across the Plan federation, and are proud that our small group of European offices (Belgium, Ireland, Italy, France, Spain, and Switzerland – called the BIIFES group) are viewed as an example of best practice in collaboration within the federation.

Our four main strategic objectives are underpinned by a final strategic pillar, **Being Fit for Purpose**. This pillar looks at four key areas: **Leadership and Governance; Decision-making and Structure; People and Culture**; and **Work processes and Systems**. Some highlights from FY18 include: increased involvement and engagement of youth within our governance and public engagement work through our Youth Advisory Panel; continued investment in staff development and organisational capacity; the creation of clear and transparent salary bands for all staff; and the continued upgrade of our existing CRM system which will allow us to show our impact in greater detail.

Financial Review of year to 30 June 2018 (FY18)
The financial outcome for FY18 is set out in the 'Statement of Financial Activities' on page 56.

Plan International Ireland income for the year to 30 June 2018 was €12.4m, a decrease of 5.9% on the previous financial year. This reduction was primarily in our long term development grants, specifically European Union funding, which is becoming more and more competitive in our priority region of West Africa and thematic areas of education and protection. Overall the results represent a relative success against a backdrop of a year in which securing income continued to be challenging, and is a validation of our supporters' faith in our ability to deliver change for girls and boys in the world's poorest countries.

Incoming resources from donations and legacies
Income from donations and legacies comprises donations from individual and corporate donors, child sponsorship and regular givers, trusts and foundations, trade unions, and tax refunds from the Revenue Commissioners. In FY18 we received €2.44m from these income streams (see note 5a to the Financial Statements). This represents a small decrease of 0.7% when compared to FY17, and this is mainly due to the continued decline in sponsor donations. This income stream is in decline across the Plan federation, and work on revitalising this core product has commenced at a global level.

Grants from governments and other co-funders
Plan International Ireland received a total of €8.031m in grants from governments and other co-funders in FY18 (see note 5b to the Financial Statements for analysis by donor). This represents an 8.3% decrease from our FY17 levels, and this is mainly due to the completion of a major KfW funded project in Guinea which commenced a number of years ago. As mention above, European Union funding is also continuing to decline. Our Programme Committee have commenced a review of this income line, and a report to the board is expected in early 2019.

The Irish Government was the single largest donor in FY18, providing €3.421m or 28% of overall income.

Donated commodities
Commodities donated to the organisation and distributed as part of its emergency response and relief programmes were valued at €1.947m in FY18, a small decrease of 1.8% from FY17 (see note 5c to the Financial Statements for details). The bulk of the donations relate to emergency distributions in Malawi.

Key Indicator	FY18	FY17	FY16	FY15
Total Income	**€12.4m**	**€13.2m**	**€15.161m**	**€13.051m**

Our total expenditure for the year was €12.2m, made up as follows:

Key Indicator	€	%
Charitable activities	11,513,773	94.2
Raising funds	712,098	5.8

Total expenditure, at €12.226m, represents a 4.1% decrease from the FY17 level of €12.747m.

Charitable activities
Expenditure on charitable activities in FY18 totalled €11.514m, a 2.8% decrease from FY17 levels (see note 6 to the financial statements for details).

Raising funds
The cost of raising funds totalled €712k in FY18, a 21% decrease from FY17 levels. This decrease is primarily due to limited fundraising activity in FY18 as a restructure of the department took place (see note 7 to the financial statements for details).

Support costs
The total costs set out above in relation to charitable activities and raising funds include attributable support costs. These support costs include the key services of finance, human resources, information technology, and governance. These services play a crucial role in providing organisational support to the delivery of our programmes.

Our total support costs for the year amounted to €551k, a 1.1% increase from FY17 levels (see note 8 to the financial statements for details).

Key expenditure indicators
There are a number of key expenditure indicators which, taken together, are used by management as a measure of performance. These are set out below:

Key Indicator	FY18	FY17
Return on fundraising spend (per one euro spent)	€3.43	€2.72
Charitable activities as a percentage of total costs	94.2%	92.9%
Support costs as a percentage of total costs	4.5%	4.3%

Charitable activities as a percentage of total costs – this details out how much of our total expenditure is spent on our core activities, such as emergency response, education, and advocacy. This percentage increased from 92.9% in FY17, to 94.2% in FY18. The increase is mainly due to our reduced fundraising spend. The board have committed to ensuring this percentage exceeds 90% on an annual basis for the life of the current strategy.

Support costs as a percentage of total costs – this illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. Support costs rose by 1.1% in FY18, and as a percentage of total costs it increased from 4.3% in FY17 to 4.5% in FY18. This is mainly due to our increased compliance activities which began in late FY16. Management benchmark this ratio against a number of NGOs in Ireland and across the Plan federation. On average, 4.5% would be viewed as the low end of the benchmark which currently varies from 4.7% to 7.1%

Return on fundraising spend – this essentially measures how much we get back for each euro spent on fund raising. This figure increased from €2.72 in FY17, to €3.43 in FY18. The increase is mainly due to our refocus on long term regular giving, and our reduced treks and challenges activities which typically provided a return closer to 2:1. Management also benchmark this ratio against a number of NGOs in Ireland and across the Plan federation. On average, €3.43 would be viewed as on par with most agencies reviewed (benchmark currently varies from €3.20 to €5.10).

The directors review the level of reserves to be held annually. The term 'reserve' (unless otherwise indicated) is used to describe that part of the Plan International Ireland's funds that are freely available for its general purposes. These were €723,682 at 30 June 2018 (2017: €686,523).

Plan International Ireland is able to predict a proportion of its total monthly income with a high degree of confidence. The Reserves Policy is based on a number of criteria and calculations:

a. Planned future deficits (if any) – while the current 2019 budget is forecasting a small operating deficit, it is expected that FY20 may return to surplus;

b. Provision for a downturn in unrestricted income – the provision is calculated based on a 10% reduction in unrestricted income;

c. Financing of Fixed Assets – a general provision for the financing of long-term assets. Management are currently reviewing the systems infrastructure to ensure it is fit for purpose. A global ERP project has also commenced, being managed through our HQ, and is due for completion by FY22;

d. Funding of working capital – it is our policy to hold at least three months working capital in reserves;

The remaining funds are passed across to Plan International where the treasury function controls the flow of funds to the programme countries. Under this policy, reserves are expected to be in the range of €800,000 to €600,000 with the most significant fluctuations around the start and the end of each calendar month due to significant volumes of receipts and payments. Any reserves above or below this operating level arise from a timing difference between receiving the cash and passing it to Plan International. In the unlikely event that an unexpected expenditure was to occur for which funds were insufficient, cash could be called back from Plan International. Such action has never been required nor is it desired.

In April 2018, the Finance Committee endorsed a reserves level of between €550,000 and €750,000. The Committee also requested management to prepare long-term budgets to FY22 to identify potential for maximising the use of the reserve fund. This was approved by the Board in May 2018.

Four year unrestricted reserves trend, and unrestricted reserves as a percentage of total income:

Key Indicator	FY18	FY17	FY16	FY15
Unrestricted reserves	€723,682	€686,523	€734,275	€690,206
Unrestricted reserves as a percentage of total income	5.8%	5.2%	4.8%	5.3%

DIRECTORS' (TRUSTEES') REPORT

Plan International Ireland is governed by a board of directors. The board's commitment to governance is reflected in the emphasis on transparency, accountability, effectiveness and on value for money in all aspects of Plan International Ireland's work. The board has taken action to ensure that the organisation is fully compliant with the principles outlined in the '*Irish Development NGO's Code of Corporate Governance*' (as produced by the Corporate Governance Association of Ireland, partnered with Dóchas) and the *Governance Code*. A review of the organisation's compliance with the principles of both codes is conducted annually.

Decision making
The board is responsible for the Vision, Mission and Goals of Plan International Ireland. They approve strategy, structure, annual plans and budgets, and ensure that the organisation is effective and accountable. The board appoint the Chief Executive (CEO) and delegate a range of day-to-day decision making powers to the CEO and the senior management team. These delegated powers are reviewed annually by the board.

Each year the board approves a board calendar, which outlines the main agenda items for the coming twelve month period. The board meets at least five times a year, and at its meetings it reviews management accounts, the risk register, an update on the implementation of the strategic plan, updates from the various board committees, and on a rotating basis an update from a senior manager on their specific area.

Board structure and appointments to the board
Board directors, all of whom are non-executive, are drawn from diverse backgrounds and bring a broad range of experience and skills to the organisation. As at the 30 June 2018, there were eleven board directors. The names and biographies of the current board members appears on page 45 – 46.

Every two years the board conducts a self-audit, to review if it is still fit for purpose and holds the appropriate set of skills. Board recruitment is based on the gaps identified, as well as ensuring a balance of both age and gender among members. The most recent self-audit process was completed in September 2016. The majority of findings in 2016 showed an improvement from the previous 2014 survey. Actions following the 2016 survey include providing the board with more information in relation to the wider Plan federation and the creation of an annual extended board meeting with management to discuss and review the progress of the strategic plan.

New potential board directors are voted on at board meetings, after an evaluation and vetting process. On appointment, all new board directors attend an induction with the CEO and senior management, where they receive an overview of the organisation, a copy of our Directors Handbook outlining their roles and responsibilities, a copy of the *Institute of Directors Guide for the Officers and Directors of Not-For-Profit Organisations*, and a session with our Safeguarding Officer.

In line with our constitution, board directors must resign every three years, at which point they can put themselves forward for re-appointment. The current term limit for board directors is nine years (three terms of three years). All board directors are required to visit a field project during their tenure, as well as attend training and events related to Plan International, corporate governance, and the wider not-for-profit sector.

DIRECTORS' (TRUSTEES') REPORT

The table below lists the number of meetings held from the time the member was appointed and the number of meetings s/he attended:

Attendance of board directors in FY18

Name	Attended
Bernard Daly (Chairperson)	**6 / 6**
Ian Brady	**5 / 6**
Kevin Carroll	**5 / 6**
Conor Faughnan	**6 / 6**
Jarlath Doyle	**4 / 6**
Geraldine Kelly (resigned January 2018)	**4 / 4**
Aoife Kelly-Desmond (appointed October 2017)	**5 / 5**
Caleb Kyle	**6 / 6**
Brian Lehane	**6 / 6**
Emily Logan	**4 / 6**
Brighid Smyth	**5 / 6**
Jennifer Victory (appointed March 2018)	**1 / 2**

Committees of the board
There are four standing committees of the board. All committees have terms of reference which are reviewed and approved by the board on a three year cycle. As well as the four main committees, from time to time the board will appoint a special project committee. For example, a committee of the board was appointed in June 2015 to oversee the strategic planning process, which culminated in the approval of the current strategy by the board in September 2017. Details of the committees are set out below.

Attendance of committee members in FY18
The tables below list the number of committee meetings held from the time the member was appointed and the number of these meetings he/she attended.

Programme Committee
Chaired by Kevin Carroll, this committee is responsible for overseeing the programme work carried out by the organisation; reviewing policies and positions; providing technical input; and providing support to the Head of Programmes as required. The committee currently consists of three board directors, as well as three external members (Dr Pat Gibbons, Director of UCD's Centre for Humanitarian Action, Mary Corbett, a Food Security and Nutrition Consultant, and Charles Keane, a Development Banking Consultant). The CEO and Head of Programmes attend meetings by invitation.

Name	Attended
Kevin Carroll	**3 / 3**
Mary Corbett (external)	**2 / 3**
Bernard Daly	**3 / 3**
Pat Gibbons (external)	**1 / 3**
Charles Keane (external)	**3 / 3**
Emily Logan	**2 / 3**

Committees of the board - continued

Marketing and Fundraising Committee
Chaired by Conor Faughnan, the committee is responsible for overseeing the fundraising activities of the organisation; ensuring the activities are in line with the Dóchas Code of Images and Messaging, the Charities Institute Fundraising Standards; and that the organisation is achieving appropriate return on investment on all our fundraising activities. The committee currently consists of two board directors, as well as two external members (Shane Nolan, Director of Sales with Google Ireland and Margaret Gilsenan, Director with Boys and Girls Marketing and PR Company). The CEO and Head of Public Engagement attend meetings by invitation.

Name	Attended
Conor Faughnan	3 / 5
Margaret Gilsenan (external)	3 / 5
Shane Nolan (external)	2 / 5
Brighid Smyth	4 / 5

Finance Committee
Chaired by Brian Lehane, this committee is responsible for monitoring the financial reporting process; monitoring the effectiveness of the internal control and risk management systems; annually reviewing and endorsing the Reserves Policy; reviewing and endorsing the annual operating budget; and reviewing the effectiveness of internal and external auditors. In line with the CEO Delegation of Authority Policy, the Finance Committee approve CEO expenses. The committee currently consists of three board directors, as well as one external member (Siobhan Blackwell, Head of Financial Control with the Bank of Montreal Ireland). The CEO and Head of Finance attend meetings by invitation.

Name	Attended
Ian Brady	4 / 6
Siobhan Blackwell (external) (appointed August 2017)	6 / 6
Jarlath Doyle	6 / 6
Brian Lehane	6 / 6

HR and Remuneration Committee
Chaired by Brian Lehane, the committee is responsible for recommending to the board the remuneration levels for the CEO and senior management. The committee currently consists of two board directors. See note 11 to the financial statements for a breakdown of employee numbers and costs.

Name	Attended
Bernard Daly (appointed January 2018)	1 / 1
Geraldine Kelly (resigned January 2018)	1 / 1
Brian Lehane	2 / 2

Board officers
The members of Plan International Ireland are the current board of directors, plus twelve former directors who have stayed on as members, and their liability is limited to €1.

DIRECTORS' (TRUSTEES') REPORT

Bernard Daly (Chairperson): Bernard has been a board director since 2015, and was appointed Chairperson in January 2018. After graduating with an economics degree from TCD in 1978, he worked for the Irish State Development Bank, Industrial Credit Corporation (ICC), and as a consultant with the World Bank. He obtained a Masters Degree in Development Studies in UCD in the mid-1990's and afterwards he taught in the Centre for Development Studies for a number of years. Bernard is also a former Treasurer of Comhlámh. In 2000 ICC was sold to Bank of Scotland and and as part of the sale agreement, Bernard set up and managed the Employee Share Ownership Plan (ESOP) for ICC Bank employees who transferred to Bank of Scotland. He served as a Director and Company Secretary of ICC ESOP Trustee Ltd until its closure in 2016. Until recently he was contracted by the Unite union to represent employees in the Finance sector. He is currently a Trustee of the Bank of Scotland (Ireland) Pension Scheme.

Brian Lehane (Secretary): Brian, a chartered accountant, has been a board director since 2012. Brian has 25 years' experience in risk management and insurance having previously worked with Willis as a Senior Manager and Aon as Director/Chief Financial Officer. In 2018 Brian joined Pobal as Chief Financial Officer. Brian has been a chartered director since 2012.

Kevin Carroll: Kevin has been a board director since 2016. He has worked in development for almost 30 years in over 20 countries, including work at management level in both Bilateral Aid and the NGO sector, as well as on a consultancy basis. This included five postings overseas with the Department of Foreign Affairs and Trade, Trócaire, and Concern. He is currently an independent consultant.

Conor Faughnan: Conor has been a board director since 2013. Conor is one of Ireland's most senior public affairs and media professionals. Since 1990, Conor has worked for AA Ireland in a number of roles, including Roadwatch Broadcast, Public Affairs Officer, Director of Policy and since 2012, has been its Director of Policy and Consumer Affairs.

Caleb Kyle: Caleb has been a board director since 2015. He is a Chartered Surveyor by background and has worked as senior executive for a range of real estate organisations including Irish Life, Bank of Ireland, and State Street Global Advisors. Since 2015, he has been self-employed, providing consultancy and project management services to international clients in the Real Estate and not-for-profit sectors. He is currently providing full-time Real Estate consultancy services to Deloitte.

Brighid Smyth: Brighid has been a board director since 2016. Brighid is Head of Corporate Communications at Vhi Healthcare since 2004. Prior to this she was Director of Communications at MCO Projects, and at COMREG as its Public Affairs Manager. Brighid spent ten years with Enterprise Ireland, first as its Programme Co-ordinator and then as Press Officer.

Emily Logan: Emily has been a board director since 2017. Emily is the Chief Commissioner of the Irish Human Rights and Equality Commission appointed by President Michael D Higgins in October 2014. In the decade prior to her appointment, Emily served as Ireland's first Ombudsman for Children. Emily has 25 years management experience in Ireland and the UK, including Director of Nursing at Crumlin Children's Hospital, Director of Nursing at Tallaght Hospital, and Directorate Manager in Great Ormond Street Hospital London. Emily graduated from Queens University with an LLM in Human Rights Law, University College Dublin with an MBA and Diploma in Mediation, and from City University London with an MSc in Psychology. She was awarded two honorary Degrees of Doctor of Laws (LLD) from the National University of Ireland, Maynooth and from University College Dublin.

Ian Brady: Ian has been a board director since 2017. Ian is Head of the Institutional Advisory Group at Davy, where he advises institutions ranging from charities to corporations on how to preserve and grow their assets. A significant element of his work involves engaging with the non-profit entities he advises on financial strategies that can allow them to sustain and enhance their valuable Mission. Ian has qualifications in business, finance, financial planning, law, corporate governance, and non-profit financial stewardship.

Jarlath Doyle: Jarlath, a Management Accountant, has been a board director since 2017. Jarlath is Finance Director at Hilton Hotels Ireland Ltd since 2005. Prior to this he was Director of Finance for Hilton Group in the UK. A career hotel and finance professional, Jarlath has been with Hilton Group since 2004.

Aoife Kelly-Desmond: Aoife has been a board director since October 2017. Aoife an Associate Solicitor in the Regulatory Risks and Investigations Group at A&L Goodbody, a tier-one corporate law firm in Dublin, Ireland. Aoife advises companies and financial institutions on contentious and non-contentious financial regulatory matters and disputes. Prior to this role, Aoife was a solicitor in the Regulatory & Investigations team in Matheson, where she advised Irish and international commercial and public clients on regulatory matters and complex litigation and disputes. Aoife is a member of the Law Society of Ireland, a graduate of University College Cork and has completed post-graduate programmes in law and business disciplines with Queen Mary, University of London, the Leicester Castle Business School, DeMontfort University of Leicester, and the United Nations Institute for Training and Research.

Jennifer Victory: Jennifer has been a board director since March 2018. Jennifer was appointed Group Compliance Manager for Smurfit Kappa Group plc, a FTSE 100 company, in 2013. She has the responsibility to drive and develop the compliance, risk management and internal control culture across the global operations of Smurfit Kappa. She joined the company in 2010 and worked as an Internal Auditor before joining the Group Finance Department as a Group Accountant. She is a Fellow of the Association of Chartered Certified Accountants (FCCA) and holds a degree in International Business and German from Dublin City University.

Plan International federation

Plan International is an international development organisation that works with children, families, and communities in the world's poorest countries. The purpose of Plan International is to 'strive for a just world that advances children's rights and equality for girls'. To enable us to do this, Plan International is organised into separate legal entities which, in the year ended 30 June 2018, included 21 National Organisations, Plan International Inc, and their subsidiaries.

Programme delivery is carried out through country offices in 51 countries by Plan International Inc, a not-for-profit organisation incorporated in the USA. Plan International Ireland and the other National Organisations raise funding for these programmes from a range of donors (e.g. institutional donors, corporations, trusts and foundations, and major donors), signing contracts with the donors as applicable and then providing grant management support to the country offices which directly implement the programmes. The National Organisations also represent Plan International's work in their own countries through raising funds from individual giving, through campaigning, and through managing the relationship between child sponsors and their sponsored children.

Members' Assembly

The 21 National Organisations (NOs) are the members of Plan International Inc. The Members' Assembly, which takes place twice every year and to which each NO sends delegates, is the highest decision-making body of Plan International. It is responsible for setting high-level strategy, approving the budget and financial statements for the organisation. The Members' Assembly also elects the board of Plan International and ratifies the appointment of the Chief Executive Officer of Plan International. The Members' Assembly consists of one or more delegates from NOs. Each NO is entitled to a minimum of one delegate and one vote. Entitlement to further delegates and votes is determined by the level of funds transferred to Plan International.

In June 2017, the Members' Assembly approved our new global strategy to 2022, entitled 100 Million Reasons. The global strategy is available on Plan International's website www.plan-international.org

DIRECTORS' (TRUSTEES') REPORT

International Board

The board of Plan International ("International Board") directs the activities of Plan International and is responsible for ensuring that the management of the organisation is consistent with the by-laws and with the strategic goals of the organisation as determined by the Members' Assembly to whom it is accountable.

The International Board is comprised entirely of non-executives, none of whom are paid by Plan International.

The by-laws prescribe a maximum number of 11 non-executive directors, who are elected by the Members' Assembly. As at 30 June 2018 there were 11 non-executive directors on the International Board including seven non-executive directors who sit on the Board of an NO, three non-executive directors who are independent from Plan International and come from developing countries and one further non-executive director who is independent of the NOs.

All non-executive directors have fiduciary duties to act in the interests of Plan International Inc. Members of the International Board are nominated on the basis that they provide a range of skills and experiences of importance to Plan International according to criteria defined by the Members' Assembly. The International Boards of directors hold office for a term of three years, upon completion of which they are eligible for re-election for up to two further consecutive terms. The chair of the Members' Assembly is also chair of the International Board and may serve up to two consecutive terms of three years as chair. In June 2017, the current Chair was re-elected for a further term of three years commencing in January 2018.

The responsibilities and powers of the International Board are prescribed by the by-laws and include the following: the management of Plan International's affairs in a manner consistent with the by-laws; the preparation of recommendations to the Members' Assembly; implementing the vision, mission and overall strategic goals and policies set by the Members' Assembly; overseeing the development and implementation of budgets and long-term financial plans approved by the Members' Assembly; the selection and evaluation of the performance of the Chief Executive Officer; measurement and evaluation of Plan International's programme, financial and other performance; and assuring the financial integrity of Plan International including reporting the results of assurance activities to the Members' Assembly.

Risk management and internal control

In order to implement Plan International Ireland's strategy, and to keep it updated to reflect current circumstances, it is essential that significant risks facing the organisation are identified as they arise, and are monitored and managed.

Plan International Ireland finances its operations mainly from grants, sponsorship, regular giving and other donations from the public. As such, Plan International Ireland is exposed to different financial risks that include credit risk, foreign exchange rate risk, and liquidity risk. Financial risk management policies are in place which seek to limit the impact of these risks.

The policies for managing each of its main financial risks are broadly as follows:

Credit risk:

Credit risk is the risk that the financial institutions in which deposits are held default on the cash deposited and the risk that debtors may default on their obligations.

Plan International Ireland may hold its deposits in accounts across a number of financial institutions. The credit ratings of these financial institutions is monitored regularly by finance staff and appropriate action is taken based on Plan International Ireland's investment policy. Plan International Ireland has no external borrowings or investments.

The majority of amounts receivable at year-end relate to institutional donors, and the associated credit risk is therefore considered to be low.

Foreign exchange risk:
Most of Plan International Ireland's transactions are denominated in Euro and therefore we do not face significant currency risks. The purchasing power of funds transferred to Plan International Inc is affected by the strength of the donor currency against the local currencies in the countries in which those funds are spent. This risk is managed by Plan International Inc. Plan International Ireland does not enter into foreign exchange contracts for speculative reasons.

Liquidity risk:
Liquidity risk is the risk that Plan International Ireland will be unable to meet financial commitments arising from the cash flows generated by its activities. The risk can arise from mismatches in the timing of cash flows relating to assets and liabilities.

Plan International Ireland's liquidity is managed by ensuring that sufficient cash and deposits are held on short notice, and by retaining sufficient unrestricted reserves to cover short term fluctuations in income. Our reserves policy, combined with our remitting funds to Plan International Inc. only after receipt, results in low exposure to liquidity risk.

Plan International Ireland operates in highly unpredictable environments. Consequently our work is often shaped and influenced by the taking or avoidance or risk. The expectation is not to eliminate all risk, but rather to set out a management system and governance oversight whereby significant risks can be identified, assessed, mitigated, monitored, and reported across the organisation. Each risk item is analysed according to its perceived potential impact together with actions that either have or will be taken in mitigation. The quarterly movement of each risk listed in the Risk Register is also analysed.

Our organisation risk register is kept up-to-date by management and reviewed quarterly by our Senior Management Team, our Finance Committee, and our Board of Directors.

The risk management process has resulted in a high priority being placed on the following five risks:

1. **Failure of fundraising and regular giving to generate sufficient unrestricted funds to provide match for Programme growth.**

   Mitigating strategies
   Annual operating budget targets approved by the board, including four year high level strategic targets.

   Rolling 18-month forecasts reviewed by management on a monthly basis and reviewed by the board and Finance Committee on a quarterly basis.

   Annual budget targets are stress-tested to ensure income portfolio risk stays within pre-defined boundaries.

   Continuous investment and testing of fundraising activities and products to ensure long-term pipeline of unrestricted income.

   Monthly review of fundraising return on investment by management, which informs future fundraising activities.

   Review of programme proposals to ensure that the organisation can afford to take on new grants of scale.

DIRECTORS' (TRUSTEES') REPORT

2. **Fraud concerning Plan International Ireland funds at NO or CO level.**

   Mitigating strategies
   Plan International has strong financial controls in place throughout the programme implementation cycle, including sophisticated financial systems, whistleblowing, anti-fraud and anti-corruption policies.

   Regular visits to local partners are conducted by Plan Country Office financial teams to assess and to review the quality and accuracy of their records and internal control systems.

   Our zero-tolerance approach to fraud throughout the organisation is evidenced by the creation of our global Counter Fraud Unit (CFU).

   All suspected cases of fraud are investigated and reported to donors, and internally reported to both the Finance Committee and Chair of the Board.

3. **Sponsorship programmes fail to delivered impact.**

   Mitigating strategies
   As part of the re-engineering of sponsorship by Plan International, ten commitments have been introduced to ensure that sponsors and sponsored children, their families, and communities' expectations in relation to communications, inclusion, and participation are met and effectively demonstrated.

   Realignment of sponsorship and grant-funded programme activities where possible.

   Digitalisation of sponsorship communications to reduce operational costs.

4. **Lack of capacity to implement donor funded projects and/or to comply with terms and conditions of the grant..**

   Mitigating strategies
   Capacity building for Plan International Ireland and its partners is carried out to develop the skills and knowledge needed to address these risks.

   Grants and compliance departments in Plan Country Offices maintain close technical support and mentoring of local partners to ensure timely and quality reporting.

   In 2016, Plan International finalised a suite of Grant and Fund Management Procedures which give clear direction on management of grant funding processes, in line with best practice.

   New Programme Quality Policy and Processes were finalised in June 2016 as federation-wide PCM approaches. Plan International Ireland has a Manual of Procedures in place to guide programme implementation.

   Plan International Ireland has dedicated Desk Officers with a geographical and technical focus, Programme Support Officers for humanitarian funds, and a Finance team, all of whom monitor and support compliance with donor requirements.

5. **Security and welfare issues for Plan International Ireland personnel while working overseas.**

Mitigating strategies
The Emergency Programmes Manager in Dublin is responsible for the security of all Plan International Ireland personnel.

Desk Officers track and monitor security in our priority countries.

We have a Security Policy in place, which is updated annually.

All staff receive a security briefing at induction and upon arrival in country programmes.

All staff working in very unsecure locations receive HEAT training prior to travel overseas.

We adhere to the Irish Aid Guidelines for NGO Professional Safety and Security Risk Management.

Plan International has Regional Security Advisors in place to support Security Focal Persons in assessing, monitoring and responding to security issues in each Country Office.

A new Code of Conduct for all staff was approved by the Members Assembly in June 2018.

The board is satisfied that systems are in place to adequately monitor, manage and mitigate Plan International Ireland's exposure to major risks.

Plan International federation
Plan International is affected by a number of risks and uncertainties, not all of which are within its control, but which impact on the delivery of its objectives. A global Risk Register is maintained by management, which seeks to capture the most significant risks facing the organisation, the owner responsible for monitoring and evaluating the risk, and the mitigation strategies in place. A formal review of the global Risk Register is undertaken by the Financial Audit Committee on a quarterly basis.

Risk management is a recognised part of Plan International's every day activities at all levels and Plan International takes a systematic approach to risk management considering both external and internal factors. Plan International's risk processes are designed to identify key and emerging risks and provide assurance that these risks are fully understood and appropriately assessed with regular reporting and monitoring routines. The approach is in accordance with ISO 31000 methodology. This risk management process is supported by a technology-based system that promotes greater consistency and clarity, the linkage between risk and control activities, and the ability to report and monitor a dynamic and evolving risk environment.

Plan International continues to develop its approach to risk management throughout Plan International as part of an on-going improvement plan overseen by Plan International Inc's Global Risk and Insurance Team.

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

Irish law requires the directors to prepare financial statements for each financial year giving a true and fair view of the company's assets, liabilities and financial position at the end of the financial year and the profit or loss of the company for the financial year. Under that law the directors have prepared the financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*, and promulgated by the Institute of Chartered Accountants in Ireland and Irish law).

Under Irish law, the directors shall not approve the financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and the profit or loss of the company for the financial year.

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 and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements; 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 keeping adequate accounting records that are sufficient to:

- correctly record and explain the transactions of the company;
- enable, at any time, the assets, liabilities, financial position, and profit or loss of the company to be determined with reasonable accuracy; and
- enable the directors to ensure that the financial statements comply with the Companies Act 2014 and enable those financial statements to be audited.

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

Going concern
Based on committed grant income, cash at bank, ongoing sponsorship and regular giving income and ongoing corporate and trust funds, the directors are satisfied that Plan International Ireland has adequate resources to continue for at least twelve months from the date of approval of these financial statements and it is appropriate to adopt the going concern basis in the preparation of the financial statements.

Accounting records
The measures taken by the directors to secure compliance with the company's obligations to keep adequate accounting records are the use of systems and procedures appropriate to the business and the employment of competent and reliable persons. The accounting records are kept at the company's premises at Plan International Ireland, 11 Harrington Street, Dublin 8.

Memberships
Plan International Ireland is a member of the following groups:

- select suitable accounting policies and then apply them consistently;
- Dóchas
- Irish Consortium on Gender Based Violence (GBV)
- Irish Development Education Association (IDEA)
- The Wheel
- Comhlámh
- Dublin Chamber of Commerce
- Charities Institute Ireland

Compliance with sector-wide legislation and standards
As part of Plan International Ireland's efforts to improve its work, the directors and staff of Plan International Ireland monitor and engage with legislation, standards and codes which are developed for the sector in Ireland. Plan International Ireland subscribes to and is compliant with the following standards:

- The Charities Act 2009
- Dóchas Code of Corporate Governance
- The Governance Code
- Dóchas Code of Conduct on Images and Messaging
- ICTR Statement of Guiding Principles for Fundraising
- The Lobbying Act 2015

Lobbying and Political contributions
There were no political contributions in the year ended 30 June 2018, and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, Plan International Ireland now records all lobbying activity and communications with Designated Public Officials (DPOs). We have made all returns and submissions required by the Act.

Health and Safety
Plan International Ireland's Health and Safety Policy is to:

- Comply, at a minimum, with all applicable legislation and continually improve Health and Safety stewardship towards industry best practice
- Ensure employees are aware of and implement the company's Health and Safety imperatives
- Ensure that a healthy and safe workplace is provided for all employees and take due care of all sponsors and visitors to our business premises
- Require all employees to work in a safe manner as mandated by law and best practice.

Results
The results for the year are set out in the Statement of Financial Activities on page 56.

Subsequent events
There have been no significant events affecting the organisation since year end.

Research and development
The organisation did not engage in any research and development during the year.

Transactions involving directors
There were no contracts in relation to the affairs of the company in which the directors had any interest, as defined in the Companies Act, 2014, at any time during the year ended 30 June 2018.

Disclosure of information to auditors
The directors in office at the date of this report have each confirmed that:

- As far as he/she is aware, there is no relevant audit information of which the company's statutory auditors are unaware; and
- He/she has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's statutory auditors is aware of that information.

Auditors
The Auditor, PwC, has indicated their willingness to continue in office, and a resolution that they be re-appointed will be proposed at the Annual General Meeting.

Brian Lehane Bernard Daly
On behalf of the board

Independent auditors' report to the members of Plan Ireland Charitable Assistance

Report on the audit of the financial statements

Opinion

In our opinion, Plan Ireland Charitable Assistance financial statements:

- give a true and fair view of the company's assets, liabilities and financial position as at 30 June 2018 and of its net income and cash flows for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and promulgated by the Institute of Chartered Accountants in Ireland and Irish law); and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Annual Report, which comprise:

- the balance sheet as at 30 June 2018;
- the statement of financial activities for the year then ended;
- the statement of changes in funds for the year then ended;
- the cash flow statement for the year then ended; and
- the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) ("ISAs (Ireland)") and applicable law. Our responsibilities under ISAs (Ireland) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which 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.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance 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 an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of 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 based on these responsibilities.

With respect to the Directors' and Trustees' Report, we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below.

In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' and Trustees' Report for the year ended 30 June 2018 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

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

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 51 and 52, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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 Irish Auditing and Accounting Supervisory Authority website at: www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsiblities_for_audit.pdf. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2014 opinions on other matters

- 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.
- The financial statements are in agreement with the accounting records.

Companies Act 2014 exception reporting

Directors' remuneration and transactions

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.

Aisling Fitzgerald
for and on behalf of PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
Dublin
30 October 2018

STATEMENT OF FINANCIAL ACTIVITIES

FINANCIAL YEAR ENDED 30 JUNE 2018

Description	Notes	Unrestricted funds €	Restricted funds €	Total 2018 €	Unrestricted funds €	Restricted funds €	Total 2017 €
Income and endowments from:							
Donations and legacies	5 (a)	2,188,487	251,213	2,439,700	2,203,021	255,009	2,458,030
Charitable activities:							
- grants from governments and other co-funders	5 (b)	314,617	7,716,477	8,031,094	369,996	8,389,044	8,759,040
- donated commodities	5 (c)	—	1,947,056	1,947,056	—	1,982,581	1,982,581
Investments		122	—	122	590	—	590
Total Income		**2,503,226**	**9,914,746**	**12,417,972**	**2,573,607**	**10,626,634**	**13,200,241**
Expenditure on:							
Charitable activities	6	1,499,356	10,014,417	11,513,773	1,608,752	10,235,813	11,844,565
Raising funds	7	684,812	27,286	712,098	870,950	31,274	902,224
Total Expenditure		**2,184,168**	**10,041,703**	**12,225,871**	**2,479,702**	**10,267,087**	**12,746,789**
Net income/(expenditure)		**319,058**	**(126,957)**	**192,101**	**93,905**	**359,547**	**453,452**
Transfers between funds	16	(281,899)	281,899	—	(141,658)	141,658	—
Net movement in funds		**37,159**	**154,942**	**192,101**	**(47,753)**	**501,205**	**453,452**
Reconciliation of funds:							
Total funds brought forward		686,523	1,580,301	2,266,824	734,276	1,079,096	1,813,372
Total funds carried forward		**723,682**	**1,735,243**	**2,458,925**	**686,523**	**1,580,301**	**2,266,824**

The company has no recognised gains and losses other than those included in the surplus above, and therefore no separate statement of total recognised gains and losses has been presented.

All of the amounts detailed above relate to continuing operations.

BALANCE SHEET

AS AT 30 JUNE 2018

Description	Notes	2018 €	2017 €
Fixed assets			
Tangible assets	12	65,900	19,806
Current assets			
Debtors	13	1,310,368	1,226,688
Cash at bank and in hand		1,246,076	1,348,222
Creditors: amounts falling due within one year	**14**	**(163,419)**	**(202,892)**
Net current assets		**2,393,025**	**2,372,018**
Provisions for liabilities	**15**	**–**	**(125,000)**
Total assets less current liabilities		**2,458,925**	**2,266,824**
The funds of the charity:			
Restricted funds	16	1,735,242	1,580,301
Unrestricted funds		723,683	686,523
Total charity funds		**2,458,925**	**2,266,824**

Brian Lehane Bernard Daly
On behalf of the board

CASHFLOW STATEMENT

FINANCIAL YEAR ENDED 30 JUNE 2018

Description	Notes	2018 €	2017 €
Cash flows from operating activities			
Net cash (outflow)/inflow from operating activities	17	(37,399)	(267,129)
Cash flows from investing activities			
Purchase of property, plant and equipment	12	(64,869)	(10,454)
Proceeds from disposal of fixed assets	12	—	1,934
Returns on investments and servicing of finance		122	590
Net cash (used in) investing activities		(64,747)	(7,930)
Change in cash and cash equivalents in reporting period		(102,146)	(275,059)
Cash and cash equivalents at the beginning of the reporting period		1,348,222	1,623,281
Cash and cash equivalents at the end of the reporting period		**1,246,076**	**1,348,222**

STATEMENT OF CHANGES IN FUNDS

FINANCIAL YEAR ENDED 30 JUNE 2018

Description	Unrestricted funds €	Restricted funds €	Total €
Balance at 1 July 2016	734,276	1,079,096	1,813,371
Net income/(expenditure)	(47,753)	501,205	453,453
Balance at 30 June 2017	**686,523**	**1,580,301**	**2,266,824**
Balance at 1 July 2017	686,523	1,580,301	2,266,824
Net income/(expenditure)	37,159	154,942	192,101
Balance at 30 June 2018	**723,682**	**1,735,243**	**2,458,925**

1. **General information**
   Plan Ireland Charitable Assistance is a not-for-profit entity which implements programmes to create a better future for children who live in developing countries and whose quality of life and ability to fulfil their potential is affected by extreme poverty.

   Plan Ireland Charitable Assistance is a company limited by guarantee incorporated under the Companies Act 2014, and trades as Plan International Ireland.

   The address of its registered office is 11 Harrington Street, Dublin 8.

   Plan Ireland Charitable Assistance is internationally associated with Plan International Inc. ('Plan International'), a not-for-profit corporation registered in New York, USA.

2. **Statement of compliance**
   The entity financial statements have been prepared on a going concern basis and in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Companies Act 2014.

3. **Summary of significant accounting policies**
   The significant accounting policies used in the preparation of the entity financial statements are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated.

   The significant accounting policies adopted by the Company are as follows:

(a) Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), and the Companies Act 2014.

Plan Ireland Charitable Assistance meets the definition of a public benefit entity under FRS 102. In preparing the accounts, the directors have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102) the restatement of comparative items was required.

(b) Income
Incoming resources are recognised by inclusion in the statement of financial activities only when Plan International Ireland is legally entitled to the income, the amounts involved can be measured with sufficient reliability, and it is probable that the income will be received.

Income from donations and legacies
This income (which consists of monetary donations from the public received through child sponsorship, appeals, other donations and events) is recognised when the donations are received. The related tax refunds are recognised when all legislative requirements have been met and the amounts can be measured with reasonable certainty.

Grants from corporates, trusts, and major donors are recognised on the same basis as grants from governments and other co-funders.

Income from charitable activities - grants from governments and other co-funders
Grants from government, institutional donors, corporate and trusts and foundations that are subject to significant restrictions or reporting requirements are recognised when Plan International Ireland is legally entitled to the income, virtually certain of receipt and the amounts can be measured with sufficient reliability and after any related performance conditions have been fulfilled.

NOTES TO THE FINANCIAL STATEMENTS

Income from charitable activities – donated commodities
Donated commodities are included at market value and recognised within income when they are distributed to beneficiaries and programmes. Donated commodities typically include emergency supplies, tents, cooking equipment, and food items.

It is the policy of Plan International Ireland to distinguish restricted income from unrestricted income. Restricted income refers to funds given subject to conditions imposed by the donor or implied by the nature of the appeal.

(c) Expenditure
Resources expended are analysed between costs of charitable activities and costs of raising funds. The costs of each activity are separately accumulated and disclosed in the Statement of Financial Activities. The major components of each are analysed as part of the accompanying notes. Direct to the field comprises amounts paid to Plan International, which manages the funds transferred to the programme countries for the programmes funded by Plan International Ireland.

Where support costs are attributable to a particular activity the costs are allocated directly to that activity during the year. Where support costs are incurred to further more than one activity they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs.

Charitable activities
Costs of charitable activities comprise costs of overseas programmes and of development education and advocacy work, together with related support costs.

Raising funds
Costs of generating funds comprise the costs incurred in fundraising, including the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas and an appropriate allocation of central overhead costs.

All costs of generating funds are recognised on an accruals basis.

(d) Funds
All transactions of the organisation have been recorded and reported as income into or expenditure from funds which are designated as "restricted" or "unrestricted".

Income is treated as restricted where the donor has specified that it may only be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or the terms under which it was raised. All other expenditure is treated as unrestricted.

(e) Accounting convention
The financial statements are prepared under the historical cost convention.

(f) Income tax
The company has been granted charitable tax exemption by the Revenue Commissioners and is recognised as a charity under Section 207 of the Tax Consolidation Act 1997, registered number CHY 15037.

(g) Financial instruments
The company has chosen to apply the provisions of Sections 11 and 12 of FRS 102 to account any financial instruments. As at 30 June 2018 there were none (2017: none).

(i) Financial assets
Basic financial assets, including trade and other debtors and cash and cash equivalents 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 a similar debt instrument.

At the end of each financial year financial assets are assessed for objective evidence of impairment. If there is objective evidence that a financial asset 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 asset's estimated cash inflows discounted at the asset's original effective interest rate.

Therefore, known bad debts are written off and a specific provision is made for those, the collection of which is considered doubtful.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decrease 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.

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 and loans from fellow group companies 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 and financial liabilities from arrangements which constitute financing transactions are subsequently carried at amortised cost, using the effective interest method.

Trade creditors are obligations to pay for goods or services that have been acquired in 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.

(h) Fixed assets
Fixed assets are stated at cost less deprecation. Depreciation is calculated on a straight line basis by reference to the expected useful lives of the assets concerned. The depreciation for fixtures and fittings is calculated at a rate of 20%. The depreciation for computer software and website costs is calculated at a rate of 33%. The depreciation of leasehold improvements is calculated at 10%.

(i) Reserves policy
Unrestricted funds are general funds which are available for use at the discretion of the directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The use of each restricted fund is set out in the notes to the financial statements.

(j) Pensions
The company operates a defined contribution scheme for employees. The annual contributions are charged to the profit and loss as incurred.

4. Critical accounting judgments and estimation uncertainty
Estimates and judgements made in the process of preparing the charity entity financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There were no critical accounting judgements or estimates included in these financial statements.

5. Incoming resources

(a) Income from donations and legacies	Unrestricted funds €	Restricted funds €	Total 2018 €	Unrestricted funds €	Restricted funds €	Total 2017 €
Committed giving	1,542,714	1,132	1,543,846	1,598,145	37,350	1,635,495
Refund from Revenue Commissioners	447,252	—	447,252	419,313	—	419,313
Legacy income	7,500	—	7,500	—	6,331	6,331
Public appeals and other donations	131,309	74,769	206,078	95,735	61,806	157,541
Trek income	47,804	—	47,804	65,403	2,029	67,432
Corporates, major donors, and trusts	11,908	175,312	187,220	24,425	147,493	171,918
Total	**2,188,487**	**251,213**	**2,439,700**	**2,203,021**	**255,009**	**2,458,030**
Number of sponsored children			**5,477**			**5,827**
Because I am a Girl Members			**1,885**			**1,945**

(b) Income from charitable activities – grants from governments and other co-funders	Unrestricted funds €	Restricted funds €	Total 2018 €	Unrestricted funds €	Restricted funds €	Total 2017 €
Irish government grants	161,891	3,258,692	3,420,583	197,321	3,626,966	3,824,287
European Union development grants	15,316	126,687	142,003	51,002	742,429	793,431
ECHO humanitarian grants	109,274	1,445,932	1,555,206	113,665	1,363,398	1,477,063
Human Dignity Foundation	—	(37,919)	(37,919)	8,008	114,401	122,409
Education Cannot Wait	—	1,008,764	1,008,764	—	—	—
KfW	—	—	—	—	733,772	733,772
Bernard van Leer Foundation	—	112,872	112,872	—	—	—
UN agencies	28,136	1,801,449	1,829,585	—	1,714,012	1,714,012
Total	**314,617**	**7,716,477**	**8,031,094**	**369,996**	**8,389,044**	**8,759,040**

(c) Income from charitable activities – donated commodities	Commodity Received	Country	Total 2018 €	Total 2017 €
Donor				
Irish Aid	Non-food items	Niger	—	439,025
Irish Aid	Non-food items	Haiti	—	260,634
Irish Aid	Non-food items	Central African Republic	—	9,400
Irish Aid	Hygiene / WASH Equipment	South Sudan	—	272,858
UNICEF	Non-food items	Guinea	—	15,659
UNICEF	Educational Equipment	Central African Republic	26,282	371,195
WFP	Foodstuffs	Mali	361,567	386,000
WFP	Foodstuffs	Malawi	1,559,207	—
IOM	Shelter and Household Kits	Nepal	—	227,810
Total			**1,947,056**	**1,982,581**

In 2018 and 2017 all donated commodities were restricted.

6. Charitable activities

Charitable activities	Unrestricted funds €	Restricted funds €	Total 2018 €	Unrestricted funds €	Restricted funds €	Total 2017 €
Direct to the field	771,910	9,562,186	10,334,096	894,236	9,662,109	10,556,345
Staff costs	312,755	253,559	566,314	286,150	304,832	590,982
Development Education	22,006	19,547	41,553	38,561	23,831	62,392
Programme management	65,587	137,383	202,970	77,802	192,129	269,931
Support cost allocation	327,098	41,742	368,840	312,003	52,912	364,915
Total	**1,499,356**	**10,014,417**	**11,513,773**	**1,608,752**	**10,235,813**	**11,844,565**

7. Raising funds

Raising funds	Unrestricted funds €	Restricted funds €	Total 2018 €	Unrestricted funds €	Restricted funds €	Total 2017 €
Marketing and advertising	194,606	2,064	196,670	300,134	4,392	304,526
Fundraising	52,994	3,818	56,312	116,935	732	117,667
Treks and challenges	38,443	845	39,288	38,814	89	38,903
Staff costs	237,661	—	237,661	261,394	—	261,394
Support cost allocation	161,108	20,559	181,667	153,673	26,061	179,734
Total	**684,812**	**27,286**	**712,098**	**870,950**	**31,274**	**902,224**

8. Support costs

Support costs	Charitable activities €	Fund raising €	Total 2018 €	Charitable activities €	Fund raising €	Total 2017 €
Finance and ICT	164,508	81,026	245,534	159,552	78,585	238,137
Premises costs	42,169	20,770	62,939	36,322	17,890	54,212
Communications	35,778	17,622	53,400	32,186	15,853	48,039
General management and governance	126,385	62,249	188,634	136,855	67,406	204,261
Total	**368,840**	**181,667**	**550,507**	**364,915**	**179,734**	**544,649**

Where support costs are attributable to a particular activity the costs are allocated directly to that activity. Where support costs are incurred to further more than one activity, they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs.

9. Other information

Other information	Total 2018 €	Total 2017 €
The net income for the year is stated after charging/(crediting) the following items:		
Depreciation	18,775	18,200
Audit of entity financial statements	17,122	15,277
Interest receivable	(122)	(590)

Auditors remuneration (including expenses) relate to the audit of the entity's financial statements.

10. Taxation

As a result of Company's charitable status, no charge to corporation tax arises under the provision of Section 207 of the Taxes Consolidation Act 1997.

11. Employees

Employees	Total 2018 €	Total 2017 €
(a) Staff costs were as follows:		
Wages and salaries	1,045,224	1,064,113
Social insurance costs	111,850	114,573
Other employee benefit costs	28,834	32,193
Other retirement benefit costs	21,806	16,928
Total	**1,207,714**	**1,227,807**

Plan International Ireland has a defined contribution pension scheme, which matches employee contributions up to a maximum of between 5% and 9% of pensionable salary.

Other employee benefit costs include the cost of health insurance to employees.

No staff costs have been capitalised during the year (2017: nil).

(b) Staff numbers	2018 Number	2017 Number
The average number of employees during the financial year, analysed by activity was as follows:		
Programmes	11	13
Public Engagement	6	6
Finance, ICT, and HR	4	4
CEO	1	1
Total employees	**22**	**24**

11. Employees

(c) Salary range	2018 Number	2017 Number
Salary banding for all employees earing over €60,000		
€60,000 to €70,000	2	4
€70,001 to €80,000	–	–
€80,001 to €90,000	–	–
€90,001 to €100,000	1	–

Remuneration includes salaries and benefits in kind, but excludes employer pension scheme contributions. The remuneration of Senior Management (including the CEO) are reviewed annually by the HR and Remuneration Committee. The CEO salary is €99,500 (2017: €99,500).

Directors

Directors received no remuneration (2017: €nil) or expenses (2017:€nil) during the reporting period. There were no loans advanced to directors during the year and no loans outstanding at 30 June 2018.

Key management compensation

Key management are defined as the senior management team, details of which can be found on page 34. The compensation paid or payable to key management for employee services is shown below:

	2018 €	2017 €
Wages and salaries	407,485	337,874
Social insurance costs	44,582	37,036
Other employee benefit costs	7,207	7,629
Other retirement benefit costs	12,346	5,026

The variance from 2017 to 2018 primarily relates to gaps in headcount during 2017. The Head of Marketing and Sponsorship position was vacant from September 2016 until May 2017 when, after a restructure, a new Head of Public Engagement was recruited. Additionally, both the Emergency Programmes Manager and Development Programmes Manager were added to the extended Senior Management Team in late FY17. Comparative figures have been updated where appropriate.

12. Fixed assets

Cost	Website and software €	Computer equipment €	Fixtures and fittings €	Leasehold improvement €	Total €
At beginning of year	71,711	68,331	10,279	—	150,321
Additions in year	—	8,916	1,538	—	10,454
Disposals in year	(25,400)	(21,265)	(2,704)	—	(49,369)
At the end of year	**46,311**	**55,982**	**9,113**	**—**	**111,406**
Depreciation					
At beginning of year	53,887	56,670	10,279	—	120,836
Depreciation charge for year	10,182	7,804	214	—	18,200
Depreciations on disposals for year	(25,400)	(19,332)	(2,704)	—	(47,436)
At the end of year	**38,669**	**45,142**	**7,789**	**—**	**91,600**
Net book value					
At 30 June 2017	7,642	10,840	1,324	—	19,806
At 30 June 2016	17,824	11,661	—	—	29,485

Cost	Website and software €	Computer equipment €	Fixtures and fittings €	Leasehold improvement €	Total €
At beginning of year	46,311	55,982	9,113	—	111,406
Additions in year	—	19,418	2,354	43,097	64,869
Disposals in year	—	—	(3,942)	—	(3,942)
At the end of year	**46,311**	**75,400**	**7,525**	**43,097**	**172,333**
Depreciation					
At beginning of year	38,669	45,142	7,789	—	91,600
Depreciation charge for year	5,242	9,035	890	3,608	18,775
Depreciations on disposals for year	—	—	(3,942)	—	(3,942)
At the end of year	**43,911**	**54,177**	**4,737**	**3,608**	**106,433**
Net book value					
At 30 June 2018	2,400	21,223	2,788	39,489	65,900
At 30 June 2017	7,642	10,840	1,324	—	19,806

All fixed assets have been purchased using unrestricted funds.

13. Debtors

Debtors	Total 2018 €	Total 2017 €
Accrued income	1,283,907	1,032,941
Prepayments	25,129	21,736
Other debtors	1,332	5,045
Amounts due from Plan International	—	166,966
Total	**1,310,368**	**1,226,688**

All amounts included within debtors and fall due within one year. The receivable balance is unsecured, interest-free and repayable on demand.

14. Creditors

Creditors: amounts falling due within one year	Total 2018 €	Total 2017 €
Trade creditors	39,395	57,575
Tax and social insurance	37,694	36,466
Accruals	25,802	31,188
Other creditors	1,470	8,412
Deferred income	59,058	69,251
Total	**163,419**	**202,892**

Trade and other creditors are payable at various dates in the next three months in accordance with the suppliers' usual and customary credit terms. Tax and social insurance are repayable at various dates over the coming months in accordance with the applicable statutory provisions. Deferred income relates to child sponsorship income paid in advance by sponsors.

15. Provisions for liabilities and charges

Provisions for liabilities and charges	As at 1 July 2017 €	Provision created €	Provision released €	Provision utilised €	As at 30 June 2018 €
Grant provision	125,000	—	(2,438)	(122,562)	—

Grant provision represent the estimated funds returnable to donors where Plan has not been able to spend funds received in accordance with donor wishes, including losses incurred from fraud and disallowances at country office level. Any loses will be recovered from Plan International Inc.

The provision utilised in FY18 relates to an investigation completed in FY17 at Plan Sierra Leone relating to confirmed fraud. All funds have been repaid to donors in 2018.

NOTES TO THE FINANCIAL STATEMENTS

16. Restricted funds

Restricted funds	Opening restricted funds €	Restricted income €	Restricted expenditure €	Transfer between funds €	Closing restricted funds €
Irish Aid	489,302	3,258,692	2,789,307	732	959,419
European Union	206,735	126,687	411,933	23,785	(54,726)
ECHO	647,465	1,445,931	1,580,263	5,897	519,030
Institutional grants	73,205	2,885,167	2,925,049	(70,584)	(37,261)
Other donations	163,594	251,213	388,095	322,069	348,781
Donated commodities	—	1,947,056	1,947,056	—	—
	1,580,301	**9,914,746**	**10,041,703**	**281,899**	**1,735,243**

17. Net cash flow from operating activities

Net cash flow from operating activities	2018 €	2017 €
Net (expenditure)/income for the reporting period	192,101	453,452
Adjustments for:		
Depreciation charge	18,775	18,200
Investment income	(122)	(590)
(Increase)/decrease in debtors	(83,680)	(758,144)
Increase/(decrease) in creditors	(164,473)	19,953
Net cash inflow from operating activities	(37,399)	(267,129)

18. Pension scheme

The company operates a defined contribution scheme for its employees. The contributions are paid to an independently administered fund. The pension cost for the year to 30 June 2018 represents contributions payable to the fund and this amounted to €21,806 (2017: €16,928). The fund was in credit of €1,341 as at 30 June 2018 (2017: €1,878).

19. Related party transactions

The accompanying statements of activities include allocated interest income from Plan International of €nil for year ended 30 June 2018 (2017: €nil). There were no other related party transactions in the year.

20. Operating leases

Future minimum lease payments under non-cancellable operating leases at the end of the financial year were:

Payments due:	2018 €	Total 2017 €
Not later than one year	42,500	42,500
Later than one year and not later than five years	127,500	170,000
Later than five years	—	—

21. Approval of financial statements

The financial statements were approved by the board of directors on 24 October 2018.

Plan International Ireland
11 Harrington Street
Dublin 8
D08 EK7D
1800 829 829

Reg Charity 20050764

www.plan.ie