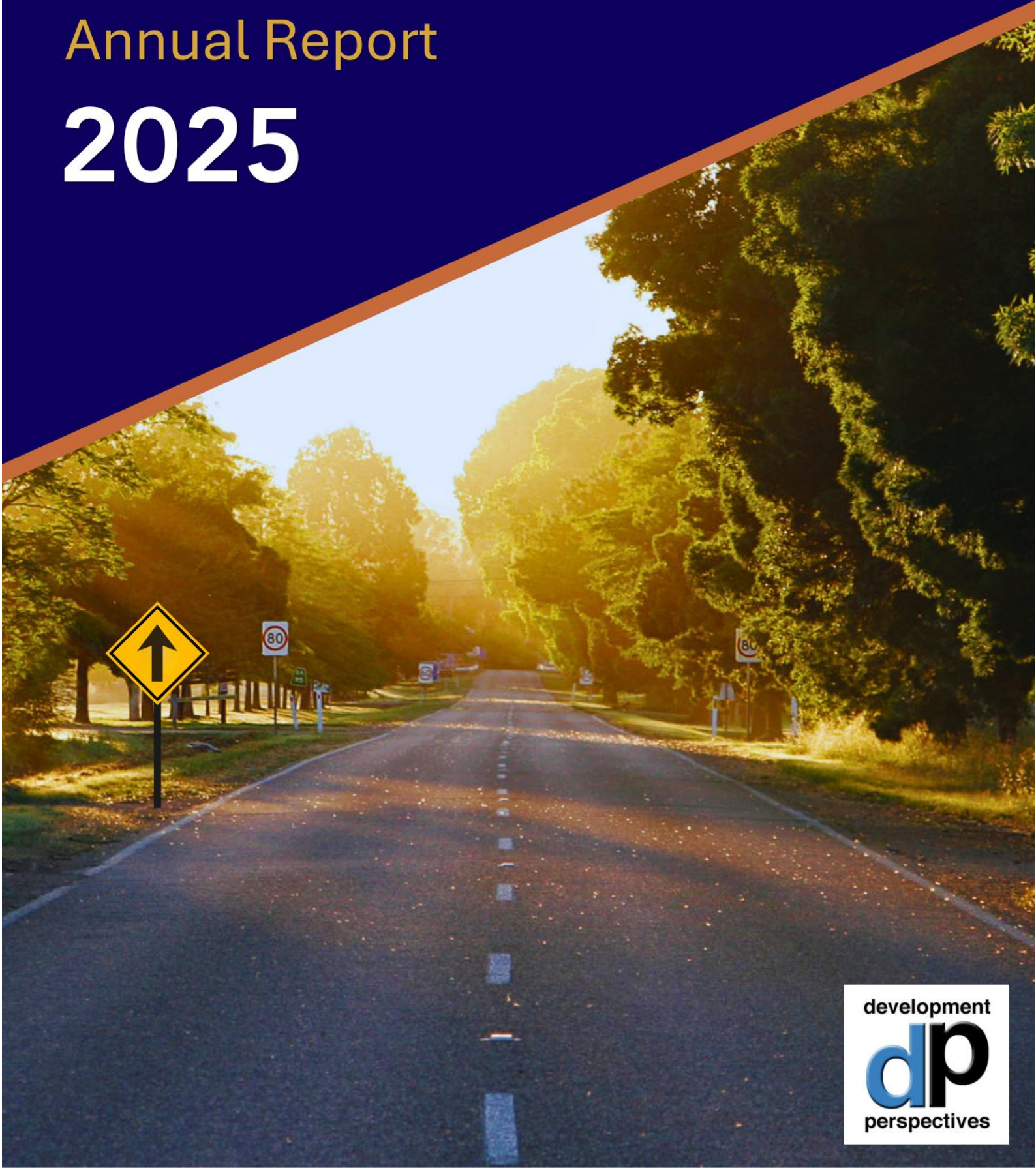


DEVELOPMENT PERSPECTIVES

Annual Report

2025



Development Perspectives

See the World Differently

Company registration number: **466659**

Registered charity number: **20071424**

Charity revenue number: **CHY18555**

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MESSAGE FROM THE CHAIR

Dear Reader, Development Perspectives (DP) extended its Global Citizenship Education (GCE) work in 2025 through innovation, inclusion, growth, and dedication. Well done to Bobby and the entire Development Perspectives (DP) team for their commitment to achieving the DP vision: “...to live in an equitable, just and sustainable world.”

Please flip through, or scan online, the annual report narrative and financial statements that follow for a taste of DP’s activities and delve into the detail at <https://developmentperspectives.ie/wp-content/uploads/2026/08/AnnualReport2025.pdf>

This annual report presents qualitative and quantitative data on DP’s project milestones in 2025. These achievements need to be understood within the context of both global and local challenges. Indeed, like a two-way mirror, it is interesting how global challenges are reflected locally, while local experiences mirror wider global shifts. This is understandable in an increasingly interdependent and globalised world. Yet I still struggle to “not get lost” in the local and “not become disillusioned” by the global. DP’s projects, such as INVOLVIM, Saolta, and the SDG Advocate Training, continue to stretch our conception of what is possible.

Partnership and collaboration remain at the heart of DP’s ethos. The organisation continues to work closely with many valued partners, including Irish Aid, Trócaire, Concern Worldwide, IDEA, and Dóchas. DP has also broadened its engagement with local community development groups, local authorities, and statutory agencies. In 2025, DP collaborated with several Higher Education Institutions (HEIs) and community-driven non-governmental organisations, such as Drogheda Vacancy and Dereliction (DVD). These growing alliances create exciting opportunities while also presenting new challenges—challenges that the dedicated DP team continues to meet with professionalism and enthusiasm.

DP is deeply grateful for the ongoing support of Irish Aid, particularly through the Saolta programme. A key highlight of 2025 was the mid-term reviews of Saolta and the SDG Advocate Training, together with the review of DP’s Strategic Plan, bringing renewed focus and commitment to impact and innovation.

The voluntary Board of Directors continues to grow and welcomes expressions of interest from anyone who would like to contribute to its work. If you are interested in participating, please make contact through DP. We also warmly welcome those who wish to support the work of DP in any capacity.

As Chairperson, I extend my heartfelt gratitude to the Board for its dedication and leadership throughout the year. To Bobby and the DP team, the Board offers its sincere thanks and best wishes, confident that the organisation remains in the hands of a passionate, capable, and committed team.



Chairperson, Development Perspectives

MESSAGE FROM THE CEO

2025 was a positive and exceptionally busy year for Development Perspectives (DP).

The year began amid a storm as DP hosted the Displaced Theatre Forum Festival in late January. This festival led to the establishment of a theatre forum group in Drogheda later in the year.

Staying with festivals, DP contributed to the inaugural Festival of IDEAs, which was held in Drogheda in June 2025. The festival focused on the theme of dereliction and the importance of revitalisation. Both festivals were delivered in conjunction with local and national partners.

As the climate crisis deepened, so too did our efforts to address the challenge. Our evaluation and strategic planning work on the Climate Action Short Course, together with the completion of the Boyne Ripple project, illustrates DP's ongoing commitment in this area. Our environmental and climate work received a much-needed boost early in the year when planning permission for Dawn Meats' proposed development alongside the historic River Boyne was refused. Our advocacy also broadened internationally as DP visited Leinster House and engaged with TDs to advocate for the enactment of the Occupied Territories Bill. Practical educational resources on disinformation and leadership were created and disseminated alongside our monthly SDG information packs.

The work of Saolta (our strategic partnership with Irish Aid) continued throughout 2025. Highlights included a visit by adult and community education practitioners to Liberia in October and the hosting of a national conference at Marino Institute of Education in November. Continued engagement with local authorities, Public Participation Networks, and Education and Training Boards saw Saolta's educational footprint broaden and deepen.

Our EU work gathered pace as DP hosted two Erasmus+ residential training courses for more than 50 leaders from 11 countries across Europe. The Horizon Europe projects (Presilient and Prelab) also continued, with DP staff visiting Naples, Romania, Thailand, and Sri Lanka to learn from and network with colleagues from around the world. DP replaced Louth County Council in the INTERREG project, *Involvim*, in late 2025. *Involvim* has a clear focus on migration and inclusion, both of which are core themes of DP's work.

Our long-standing SDG Advocate Training programme also reached important milestones. A highly successful mid-term external review of the project was completed, alongside a long-term impact study covering the period 2018–2024. These important research findings, viewed alongside another outstanding edition of the programme in 2025, give the organisation great confidence in its ongoing contribution to a more just, equitable, and sustainable world.

In 2025, DP also initiated plans to establish a social enterprise and circular economy hub in Drogheda. These plans gathered momentum, and DP continued to meet with multiple stakeholders throughout the early part of 2026.

The year also presented DP with the honour of working with two Presidents. In June 2025, I had the privilege of presenting President Michael D. Higgins with the "Global Voice for Humanity" Award. Then, in August 2025, we welcomed President Catherine Connolly to the DP offices beside the River Boyne, where we discussed our work and the values that underpin it.

None of the work outlined above would have been possible without the financial and human resources that support our organisation. In 2025, organisational income increased by 31.5% to €788,929, enabling our staff team to grow to 17 people.

The achievements of 2025 would not have been possible without the dedication, skill, and commitment of the entire DP team.

Finally, I wish to thank our Board of Management for its ongoing leadership and guidance. In particular, I would like to acknowledge our Chairperson, Michael Kenny, and all Board members for their invaluable contribution to our mission and vision.



CEO Development Perspectives

HIGHLIGHTS 2025



**THEATRE
FORUM**



**FESTIVAL OF
IDEAs**



**CLIMATE
ACTION**



ADVOCACY



**EDUCATIONAL
RESOURCES**



**SAOLTA
CONSORTIUM**



**EUROPEAN
ENGAGEMENT**



**SDG ADVOCATE
TRAINING**



**SOCIAL ENTERPRISE
& CIRCULAR HUB**



**PRESIDENTIAL
ENGAGEMENT**



**FINANCIAL
GROWTH**



**STRONGER
TEAM**



**€788,929
INCOME
(+31.5%)**



**17
STAFF
MEMBERS**



**11
COUNTRIES
ENGAGED
(ERASMUS+)**



**2
FESTIVALS
DELIVERED**



**STRONGER
TOGETHER**

OUR STORY

Our story began with a simple realisation: we had as much to learn as we had to give.

Development Perspectives (DP) was founded in Drogheda, Ireland, in 2006 by co-founders Mog Downey and Bobby McCormack, whose determination to confront injustice, inequality and environmental harm inspired the organisation's beginnings.

Following a visit to Sri Lanka in the aftermath of the Indian Ocean tsunami, they came to an important realisation: they had just as much to learn from the resilience, culture and lived experiences of the communities they visited as they had hoped to contribute. This shift in perspective became the foundation of Development Perspectives.

From this experience, DP emerged as a platform for social justice, transformative education and the celebration of diverse perspectives, encouraging people to see the world through new lenses.

For over two decades, DP has worked across Ireland to deliver innovative Global Citizenship Education (GCE) programmes. Today, the organisation employs 17 staff members and collaborates with a wide network of partners, including Irish organisations such as Concern Worldwide, Trócaire and IDEA, as well as international partners including DEN-L in Liberia, Uvikiuta in Tanzania and CSDS in Vietnam.



DP's story is not simply the story of one organisation. It is a collective journey, shaped by the thousands of individuals, communities and partners who have contributed to its growth and impact over the years.

At its core, DP exists to support people in exploring, understanding, questioning and taking action towards a more just, equitable and sustainable world.

OUR CALL TO ACTION

We live in an ever changing, interdependent and unequal world. Issues of poverty, widening inequality and climate change are increasingly having negative impacts on marginalised populations. We believe that informed and engaged citizens are best placed to address these complex social, economic and environmental issues. Development Perspectives provide transformative education opportunities, encouraging individuals and communities to explore, understand, challenge, and act. Join us to make the world a better place.



OUR VISION

To live in an equitable, just and sustainable world.



OUR MISSION

To contribute to lessening poverty, inequality and climate change through transformative education and active global citizenship.



OUR PURPOSE

To challenge perspectives, narratives and stories about development in order to generate informed action.



OUR VALUES

Honesty: Expose root causes



Justice: Equality for all



Courage: Bravery in action



Connection: Reciprocal Care for People & the Planet



OUR BELIEFS

We believe in challenging global injustices through a diversity of perspectives and actions.



We believe in collective responsibility and partnership.



We believe in the interdependence between people and between people and the environment.

OUR STRATEGIC GOALS

TRANSFORMATIONAL GOALS



To Build Just, Equitable & Inclusive Communities

Global justice, equality and inclusive narratives and stories and their associated values become more dominant in our communities.



To Implement & Embed Global Citizenship Education

The power and potential of Global Citizenship Education (GCE) is embraced, embedded and implemented across the Adult and Community Education (ACE) and development sector.



Achieve Sustainable Development

Sustainable development is the dominant model and theory of development that is practiced in Ireland.

ENABLING GOALS



Learning & Reflection

Development Perspectives will maximise the impact of its work in Ireland and internationally through ongoing reflection, evaluation, learning and innovation. We actively and consistently reflect and learn from our own practice and participants' feedback. We encourage critical thinking and use participatory, creative methodologies.



Organisational Capacity

Consolidating our recent growth by increasing and diversifying our income, increasing our reserves and retaining talent by investing in our people. We will continue to strengthen our finance, human resource and governance capacities.

ENABLING ENVIRONMENT



Partnership & Collaboration

We will work collaboratively with a diverse set of partners that share our vision in order to maximise reach, impact and influence. We work with others to build knowledge, skills and attitudes for informed action that is collective in nature.

PROGRESS ON STRATEGIC GOALS

2025 marked the second full year of implementation of our 2024–2028 Strategy. Progress across the strategy has been strong, with many goals on track and several exceeding initial expectations.

TRANSFORMATIONAL GOALS



Build Just, Equitable and Inclusive Communities

1. Resource and facilitate the capacity development of strategic education and development sector stakeholders and multipliers.
2. Facilitate, support and contribute to global justice, equality and inclusion communities of practice.
3. Generate and amplify narratives and stories, which catalyse justice, equality and inclusion.
4. Develop and disseminate educational materials and resources, which focus on Global justice, Inclusion and equality.
5. Nourish and incubate the leadership potential and capacity of Global Justice, equality and inclusion advocates.
6. Build inclusive communities locally and nationally through increasing social capital.

The SDG Advocate Training contributed to Outcomes 1 and 5. The Saolta *Diversity, Equality and Inclusion* Community of Practice contributed to Outcome 2, as did the successful *Displaced – Theatre of the Oppressed* Festival, which was held in early 2025. The Erasmus+ training programme, *Change the Story, Change the World*, hosted and facilitated by DP in 2025, made a significant contribution to Outcome 3.

The SDG resources *Stories of Action*, the Communications Resource, and the Leadership Resource developed by Saolta all contributed to Outcome 4. In addition, the disinformation resource written by DP for AONTAS made an important contribution to both Outcomes 3 and 4. Support for the *Drogheda Stands with Palestine* and *Drogheda Vacancy and Dereliction* initiatives, together with the Saolta Communities of Practice, represents important activity in advancing Transformational Goal 1. The successful delivery of the *Displaced* Festival and the *Festival of IDEAs*, along with the ongoing Involvim Project, have also made significant contributions towards achieving this goal.



Implement and Embed Global Citizenship Education.

1. Increased accessibility, quality and effectiveness of GCE within the Adult and Community Education (ACE) sector in Ireland.
2. Play an active and leading part in the GCE Ecosystem (Policy and

practice) at a national and international level.

3. Design and implement high-quality GCE opportunities for adult learners who are key multipliers and stakeholders in Ireland and abroad with partners.
4. Develop GCE resources, materials and modules that can be used in formal and non-formal educational settings.
5. Embed GCE into development projects and programmes in selected geographical (overseas) areas.
6. Develop an advocacy plan and build advocacy capacity within and for DP

The ongoing implementation of the Saolta work plan ensured that Outcomes 1–4 were positively advanced throughout the year. The delivery of the SDG Advocate Training made an important contribution to Outcome 3, as did the co-design and co-facilitation of the *Leadership in GCE* training programme for LYCS. In addition, the design and facilitation of a two-day Continuing Professional Development (CPD) programme for adult education staff in Kildare and Wicklow Education and Training Board made a significant contribution to Outcome 3.

Outcome 2 was fully achieved in 2025, with the Development Perspectives team playing an active role in IDEA and its working groups (Quality and Impact, and Adult and Community Education), as well as in the Dóchas Development Education Working Group. Development Perspectives' CEO, Bobby McCormack, serves as Chairperson of IDEA, while

Saolta Programme Manager, Nick Doran, co-convened the Adult and Community Education Working Group throughout 2025.



Development Perspectives also actively participated in the IDEA Strategic Partnerships Forum. Both Bobby and Nick are members of the Further Education and Higher Education, the Education for Sustainable Development Advisory Group. The Erasmus+ training programme, *Local 2 Global*, also made a positive contribution to Outcomes 2 and 3.

In relation to Outcome 5, the first phase of the *Global Spaces* project saw a group of adult and community education practitioners travel to Liberia to work with DEN-L for a ten-day period. The second phase of the project will involve a reciprocal visit to Ireland in October 2026.



Development Perspectives adopted a more strategic approach to advocacy during 2025. Staff participated in advocacy capacity-building initiatives and engaged with TDs both in Leinster House and within their local constituencies regarding the Occupied Territories Bill. Advocacy efforts also contributed to several notable achievements. The *Save the Boyne* campaign successfully challenged the planning permission granted by Meath County Council to Dawn Meats, resulting in its reversal. Another significant development was the decision by Meath and Louth County Councils to undertake a joint Local Area Plan for Drogheda, a decision to which Development Perspectives contributed through its advocacy work.



Development Perspectives also played a role in the launch of IDEA's *Vision 2030: A Roadmap for Global Citizenship Education in Ireland*, further supporting the advancement of Global Citizenship Education at a national level.



Achieve Sustainable Development.

1. Build the knowledge, understanding, values and capacities of key educational, development and political stakeholders to achieve and implement sustainable development.
2. Increase public awareness and understanding of the Sustainable Development Goals in Ireland and with partners internationally.
3. Implement Education for Sustainable Development projects across the lifelong learning spectrum.
4. Develop and deliver climate action projects on a local and national level.
5. Address key development challenges through GCE informed projects and practice.
6. Advocate and lobby for delivery of the Government's commitment to .7% for ODA and that 3% of ODA is allocated to GCE.
7. Complete policy submissions to Local Authorities to ensure that the SDGs and GCE is integrated into the fabric of County Development Plans and associated documents

Saolta's work to embed the Sustainable Development Goals within Public Participation Networks contributed positively to Outcomes 1, 2 and 7. The SDG Advocate Training also made a significant contribution to these outcomes. Development Perspectives' work with Dundalk Institute of Technology to embed sustainable development principles within its practices and structures further supported the achievement of Outcome 1.

The successful completion of the *Boyne Ripple* project, our work on the Climate Action Short Course (CASC), and the development of the recent Creative Climate Action application, *CONFLUENCE*, contributed significantly to the achievement of Outcome 4.

In relation to Outcome 5, Development Perspectives continued to focus on key issues including clean water, renewable energy, the climate crisis, conflict, and dereliction. Through the application of Global Citizenship Education approaches, DP sought to maximise public engagement and participation in these important areas.

Development Perspectives has also continued to support the advocacy efforts of Dóchas and IDEA to ensure that Ireland maintains its commitments to international development and increases its support for Global Citizenship Education.

ENABLING GOALS



Learning and Reflection.

1. Cultivate an environment and culture of ongoing curiosity, innovation and entrepreneurship.
2. Ongoing Investment and resourcing for continuous professional development is made available
3. Support an active network of GCE practitioners critically engaging with efforts to improve our practice.
4. Engage in research and innovation projects, activities and networks.
5. Implement the IDEA code of good practice for GCE.
6. Play an active and leading role in impact measurement nationally and internationally.

This enabling goal comprises six outcomes/results. Development Perspectives' involvement in the Horizon Europe projects *PRESILIENT* and *PRELAB* has made important contributions to the achievement of Outcomes 1, 2 and 4. The addition of four PhD students to the team has significantly strengthened the organisation's research capacity and expertise.

Erasmus+ support for adult education accreditation has also expanded the range of Continuing Professional Development (CPD) opportunities available to staff. In addition, the establishment of four Communities of Practice through the Saolta programme has contributed positively to the achievement of Outcome 3.

In relation to Outcome 5, feedback received from IDEA on the 2025 Code of Good Practice submission highlighted

the quality of Development Perspectives' engagement:

"This submission from Development Perspectives reflects a very comprehensive engagement with the IDEA Code of Good Practice for Development Education. Evidence is consistently clear, focused and practical, and offers many good examples for sharing with other Code members. The videos accompanying the evidence in relation to numerous indicators are invariably informative and engaging."



Two external mid-term reviews were conducted in 2025: one of the Saolta programme and the other of the SDG Advocate Training. Both reviews highlighted a strong commitment within the organisation to continuously improve practice and deepen engagement with research. The findings contributed particularly to Outcomes 3 and 4.

Finally, in relation to impact measurement, the research being undertaken by two of the PhD students attached to the PRESILIENT project will make an important contribution to this area of work. Late 2025 and early 2026 will see the publication of significant findings, including impact research relating to the SDG Advocate Training. At an organisational level, Development

Perspectives has actively contributed to discussions on impact measurement within IDEA and its working groups and will continue to engage in this work throughout 2026.

Organisational Capacity.



1. Implement and deliver our fundraising strategy between 2024 and 2028 to meet our objectives of growing unrestricted income and reserves.
2. Continue to attract and retain skilled, motivated and empowered staff.
3. Conduct an external Governance review in 2025 to identify priorities and recommendations to implement during the strategy cycle.
4. Conduct a mid-term Strategy Review in 2026
5. Increase HR capacity across the org between 2024 and 2028.
6. Support personalized learning and development plans for staff

In 2025, Development Perspectives recorded its highest-ever level of income, generating €788,929, representing a 31.5% increase on 2024. Efforts continue to strengthen unrestricted income streams and build unrestricted reserves. This growth in income has also enhanced organisational capacity, with staff numbers increasing to 17.

During late 2025 and early 2026, Development Perspectives completed several funding applications which, if successful, will enable the organisation to recruit additional core staff. This would reduce the need for existing core staff to be directly involved in project delivery and

would further strengthen organisational capacity. These applications, alongside efforts to establish a regular giving scheme, are expected to make a positive contribution to the achievement of this goal.

An internal governance review is scheduled for completion by mid-2026 and will support the achievement of Outcome 3.

In addition, mid-term reviews of both the Saolta programme and the SDG Advocate Training have been completed. The findings from these reviews will inform the organisation's strategic review process in mid-2026 and contribute to the achievement of Outcome 4.

Continuing Professional Development (CPD) opportunities are available to all staff. Combined with improved pay scales and the ongoing work of the HR Committee, these measures demonstrate continued progress towards Outcomes 2, 4 and 5, strengthening staff development, organisational effectiveness, and overall sustainability.

4. Develop a European strategy for 2025 – 2028
5. Work with European partners to implement high quality Erasmus+, Horizon Europe and DEAR projects.
6. Deepen our relationships with existing international partners (DEN-L in Liberia, Uvikiuta in Tanzania and CSDS in Vietnam) by implementing civil society projects.

In relation to Outcome 1, Development Perspectives continues to lead the Saolta consortium and will do so until the end of 2026. The findings of the 2025 mid-term review of Saolta, together with the programme's performance during 2026, will help inform decisions regarding its future beyond the current funding period.

In relation to Outcomes 2 and 3, Development Perspectives actively contributes to a wide range of national networks and organisations, including Dóchas, IDEA, and Coalition 2030.

ENABLING ENVIRONMENT



Partnership and Collaboration

1. Nationally, lead the Saolta consortia until the end of 2026 with a view to extending the consortia post 2026 to 2030 and beyond.
2. Play an active and leading role in the GCE and Development eco systems in Ireland.
3. Nurture existing relationships and partnerships



The organisation also works closely with AONTAS, Irish Rural Link, Concern Worldwide, Trócaire, EirGrid, the Department of Adult and Community Education at Maynooth University, Technological University Dublin, Dublin City University, Dundalk Institute of Technology, Public Participation Networks (PPNs), Education and Training Boards (ETBs), particularly Cork

Education and Training Board, and numerous NGOs through a range of projects and programmes.

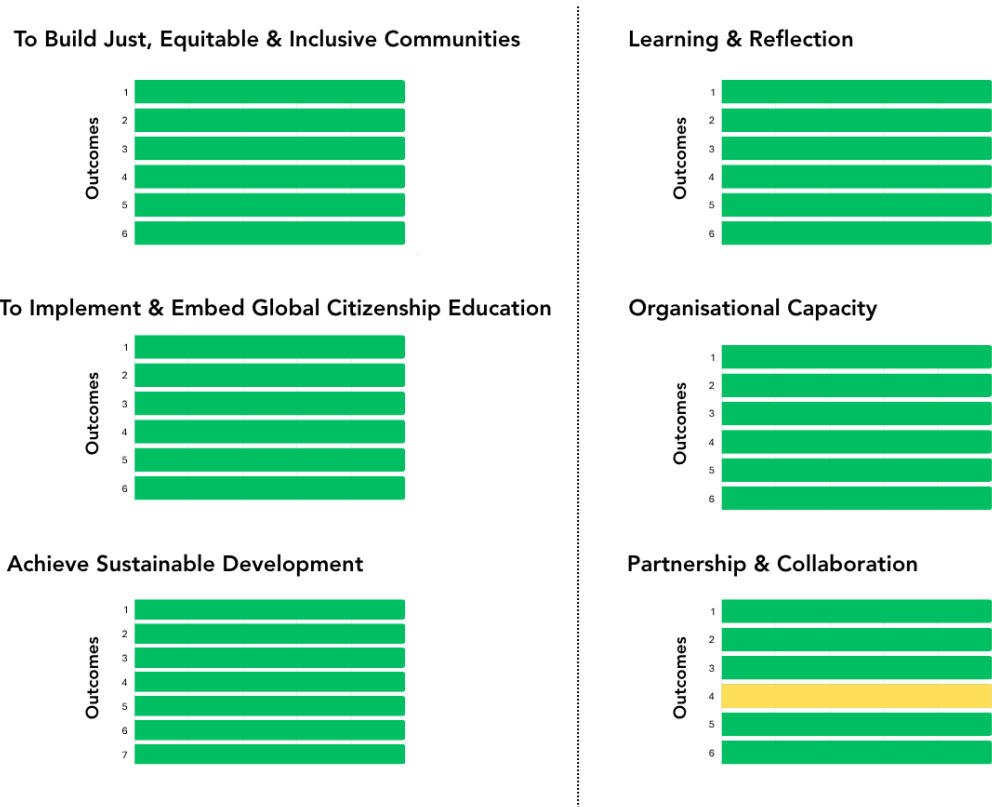
Renewed engagement with the Erasmus+ programme has expanded the organisation’s international partnerships. Participation in Horizon Europe projects (*PRESILIENT* and *PRELAB*) and the Interreg-funded *Involvim* project has also created valuable opportunities to strengthen international collaboration and extend Development Perspectives’ global network.

As noted earlier, Development Perspectives worked with partners across 19 EU countries, as well as in Georgia, Albania, Zambia, Brazil, Colombia, Vietnam, Laos, Thailand, Indonesia, Kazakhstan, Kyrgyzstan, Uzbekistan, and Sri Lanka through Erasmus+, Interreg, and Horizon-funded projects. These international connections have been further strengthened through the organisation’s renewed partnership with DEN-L in Liberia as part of the Saolta programme.

PROGRESS ON STRATEGIC GOALS

The colour coding below indicates the current level of progress towards each outcome over the lifetime of the strategy. **GREEN** indicates the outcome is on target, **YELLOW** indicates that progress has been made, and **RED** indicates that little or no progress has been made.

Progress on Strategic Goals



PROGRAMME UPDATES

SOCIAL INCLUSION & MIGRATION

In late 2025, Development Perspectives proudly assumed a central role in **INVOLVIM** (Informal and Voluntary Services for Work-Based Immigrants), a transnational Interreg Europe project dedicated to strengthening local integration policies. During this period, we began a strategic handover process to take over as the regional implementing partner for Co. Louth, with Louth County Council transitioning to the role of Associated Policy Authority. This shift established DP as

the bridge between European integration innovation and grassroots local action. Our ambition is to mobilize a robust network of local stakeholders. Our overarching goal is to champion the lived experiences of work-based immigrants and their families, ensuring that the power of informal, community-led services is fully recognized and embedded within the ongoing implementation of Louth's Local Economic and Community Plan (LECP).

SDG ADVOCATE TRAINING

23 Adult and Community Education Practitioners and Community leaders from 8 counties across Ireland started the 7-month GCE journey. The group was made up of diverse individuals whose geographical backgrounds, culture and experience contributed enormously to the collective shared learning. 15 countries were represented worldwide by the initial 23 participants who started the training. 91% of participants completed the training and 95% of those that completed the training went on as multipliers to design and implement SDG informed Action Projects in their educational or community practice. The SDG Advocate "Stories of Action" document, available on Development Perspectives website <https://developmentperspectives.ie/what-we-do/projects/advocate/> outlines 20 multiplier Action Projects.



The 2025 SDG Advocates organised in-person GCE events reaching a total of approximately 545 participants whilst a further 14 joined online. The SDG Advocate video was presented at the Saolta Showcase Event on November 7th, Marino College to 67 people.



SAOLTA

Saolta is the Global Citizenship Education (GCE) strategic partnership for the Adult and Community Education (ACE) sector across the island of Ireland. It is currently in year 3 of a 3-year programme from 2024 to 2026. Development Perspectives is the lead partner in the consortium that includes the following partners: AONTAS, Irish Rural Link (IRL), the Adult and Community Education Department Maynooth University (ACED), Concern Worldwide, and Cork Education and Training Board (Cork ETB).

Saolta has evidently grown in reach and profile with the ACE and Further Education and Training (FET) sectors over 2025. This is exemplified in the increase of organisations getting in touch with Saolta looking for trainings and resources.



We have also had broadly positive, or at the very least constructively critical, feedback on trainings and resources throughout the year which has shaped the direction we have gone with engagement and resource design.

Saolta's strategic goal is "Increased accessibility, Quality and Effectiveness of Global Citizenship Education within the Adult and Community Education Sector."



Saolta directly engaged with over 150 ACE organisations and institutions throughout 2025 including ETBs, state agencies and institutions, and local and national government bodies, NGOs, CSOs and international organisations. 863 ACE practitioners were directly engaged with the goal of embedding GCE through a whole-of-institution approach. Saolta registered a 71% increase in awareness and knowledge of GCE, the SDGs, and Global Development Issues, including

Irish Aid's work, amongst participants. 12 level four modules were reviewed for adaptation, and two new resources have been developed to facilitate embedding of GCE into ACE. 24 participants from Liberia and Ireland took part in the first year of the Global spACEs international reciprocal GCE learning exchange training.

An estimated 33,468 resources have been distributed throughout 2025. There were 6,300 website hits throughout the year although social media targets continue to prove difficult to reach. All in all, Saolta achieved or exceeded 90% of projected outcome and indicator targets and came close to and is addressing the remaining 10%. Saolta's reputation and impact evidently continues to grow at pace into 2026 as is evidenced by the increase in organisations reaching out for training and resources.



ERASMUS+

Through the support of Erasmus+ funding, we hosted the 'Local 2 Global' (L2G) Training Course in Sligo from May 21st to 28th. This week-long programme brought together 20 youth workers from seven countries to explore the intersection of local realities and global challenges through the lens of Global Citizenship Education (GCE). Highlights of the week included an immersive "Heroes' Journey" walk led by local activists, allowing participants to connect with nature and reflect on their roles as changemakers, alongside an engaging exploration of the UN Sustainable Development Goals (SDGs).



Similarly, we also successfully delivered "Change the Story, Change the World" (CSCW), a transformative Erasmus+ mobility project designed to equip youth workers with creative tools to tackle structural inequality and foster active citizenship. Hosted at Castle Sanderson, Ireland, the intensive training brought together 21 practitioners from six European countries to master Global Citizenship Education (GCE) alongside

Augusto Boal's "Theatre of the Oppressed" methodologies. The mobility culminated in the collaborative creation of an open-source digital resource bank, providing the sector with localized Forum Theatre scripts and facilitation guides. Beyond equipping frontline workers with highly engaging non-formal methodologies, CSCW acted as a powerful incubator for long-term European cooperation. The deep trust established during this project has directly catalyzed our ongoing development of larger-scale KA2 and KA3 strategic partnerships, laying the vital groundwork for a permanent EU Network of Practitioners in the years to come.

Furthermore, we brought our two-year strategic partnership, 'Integrate', to a highly successful close. Building on the foundational work, curriculum development, and toolkit creation from 2024, the final phase of the project focused on the development of two GCE-focused card games. We produced 50 physical packs of each game alongside an accessible online printable version. The project culminated on June 10th, 2025, with a final multiplier event in Dundalk titled, "The Changing Landscape of Youth Work". Approximately 30 youth workers, educators, and community leaders from across Ireland gathered to explore how GCE can foster inclusion for young migrants. The event featured a compelling panel discussion on the challenges facing young people—chaired by Paul Crewe and featuring Amina Moustafa (Louth Local Development), Kwasi Boyce (M.A.D. Theatre Company), and Ellen Corby (Lourdes Youth and Community Services)—followed by a hands-on workshop led by DKIT's Kevin

McParland on embedding GCE principles into contemporary youth work. The event provided a fitting conclusion to the project, equipping attendees with the resources and tools developed over the last two years.



HORIZON EUROPE

Development Perspectives is part of two projects that has Horizon Europe support.

One project is called “Presilient” and is led by Dublin City University and involves 14 partners from 11 countries. Presilient is an Industrial Doctorate programme which has the following theme “Post-pandemic resilient communities: is the informal economy a reservoir for the next generation of digitalized and green businesses in the Global South?” Development Perspectives is hosting 4 PhD candidates with a geographical focus on Brazil, Columbia, Zambia and Vietnam. Presilient will come to an end in late 2026.



The 2nd

Marie Skłodowska-Curie Actions project is called “PRELAB” and this network is led by the University of Latvia. The PRELAB network involves 18 partners from across Europe and Asia who are either academic or development organisations who focus on informality and development. This project focuses on staff mobility and will come to an end at the end of 2027.



SDG CHALLENGE SCHOOLS

The SDG Challenge Schools is a Global Citizenship Education (GCE) project within the post-primary sector. It offers a unique opportunity for teachers and students to explore and engage with global issues, develop invaluable skills (critical thinking, problem-solving, systems thinking), and take meaningful action towards achieving the Sustainable Development Goals (SDGs). This programme is funded by Irish Aid's World Wise Global Schools, Ireland's national Global Citizenship Education programme for post-primary schools.

In 2025, the SDG Challenge Schools worked with 12 schools across the East and Northeast of Ireland, engaging 30 teachers and 600 students. During this time, there were two in-person teacher trainings, two trainings for school management on how to embed GCE into their schools, and two teacher training webinars. This was in addition to 24 student workshops on GCE.

The in-person teacher trainings focused on introducing GCE and how teachers

can integrate it more into their classrooms. The training for school management explored specific topics relevant to leadership, including:

- AI and disinformation, and
- Schools of the Future.

The latter was hosted in the Rediscovery Centre in Ballymun to explore real-life, practical examples that schools could adopt to become more sustainable.

The teacher training webinars focused on:

- Ecosystem Restoration, and
- Peace, Justice and Strong Institutions, with a focus on Palestine.

Teachers, school management, and students gained a clear understanding of GCE, how to use the SDGs as a framework, and how to embed GCE into their school ethos. The workshops demonstrated the impact of active learning and participatory methodologies through practical and theoretical examples, as well as how to guide and support student-led action projects.



PUBLIC ENGAGEMENT

Engaging the public remains at the heart of our work. In 2025, we reached 26,875 people online, continuing a steady pattern of growth in recent years. This reflects our ongoing focus on strengthening how we connect with audiences and adapting to a constantly changing communications landscape. Saolta platforms have shown continuous growth since they launched in 2023. In 2025, we reached 606 followers on Facebook, 196 on Instagram, 215 on Twitter/X, and have a recent but growing presence on LinkedIn. These figures show an average growth rate of 16% in 2025 across these platforms.

Our established channels also continued to perform well throughout the year. Facebook grew to 9,423 followers, while Instagram reached 3,841. X saw a decline to 5,887 followers for @devperspectives, which reflects broader changes on the platform rather than reduced interest in our content.

Direct communication remains one of our strongest areas of engagement. Our newsletter audience, which reflects both Development Perspectives Insider News and our SDG Information Pack newsletters, continued to grow in 2025, reaching 6,582 subscribers—up from 6,373 in 2024. This steady increase shows the value of having a direct and reliable way to stay connected with an engaged audience.

Our presence on professional network, LinkedIn is our most organic growth across all our platforms. LinkedIn shows

an average of 26% increase in followers year on year, rising to 778 in 2025. This growth has helped increase visibility, strengthen partnerships, and enhance our presence within the sector.

Beyond digital platforms, engagement through events and media also strengthened. Eventbrite followers increased to 274 (Development Perspectives) and 165 (Saolta), reflecting ongoing interest in our events. While digital channels remain central to our communications, traditional media continues to play an important role in reaching local communities, building trust, and engaging audiences who may not otherwise connect with our work online. In 2025, we secured 22 radio interviews and newspaper features, including coverage in the Limerick Post, Drogheda Independent, and Sligo Champion, as well as interviews on Dundalk FM, Community Radio Kilkenny, and LMFM. This regional media coverage helped broaden our public profile, amplify key messages, and strengthen awareness of our programmes and their impact across Ireland.

Overall, 2025 presents a positive picture of public engagement. While some platforms reflect wider social media trends, our overall reach and audiences have continued to grow, our audiences are, and engagement is strong across most channels. The continued growth of our newsletters and LinkedIn, alongside increased coverage in traditional media such as radio and newspapers, points to a more balanced and resilient approach to public engagement going forward.

LOCAL ACTIVITY

The following themes were addressed locally in 2025 in partnership with relevant stakeholders.

Migration and Inclusion – An Interreg project called “Involvim” now involves DP as a local partner. DP has replaced Louth County Council as the partner in the consortium and this project will continue until the end of 2027.

Save the Boyne was successful in its appeal to An Bord Pleanála regarding the proposed planning application from Dawn Meats to Meath County Council. DP worked with Upstate Theatre, Creativity and Change and Theatre for Change to bring the “Displaced” theatre festival to Drogheda from the 23rd – 26th of Jan 2025. This led to the creation of a local Theatre forum group in Drogheda in September 2025.



Active Travel – This theme was addressed through working with Drogheda Cycling. A few funding applications were developed through 2025 to further this direction.

Justice and Freedom for the Palestinian people was addressed through working with “Drogheda Stands with Palestine” on a weekly basis as well as lobbying for

enactment of the “Occupied Territories Bill” with legislators at a local and national level.



Vacancy and Dereliction - Meetings of Drogheda Vacancy and Dereliction are held in the DP offices. The “Festival of IDEAS” was held in Drogheda from the 13th – 15th of June 2025.



Dundalk Institute of Technology – DP worked with the School of Health and Science, Informatics and Creative media and Business and Humanities to embed Sustainable Development into the programmatic review of all courses and modules available.

REGIONAL ACTIVITY

Outside of the Saolta programme and the SDG advocate training, which has a national focus, Development Perspectives has engaged communities and people further afield than Louth, Meath and Dublin, which we regard as local areas. Regionally, DP has worked in Waterford, Mayo, Sligo, Roscommon, Leitrim, Kildare, Cork, Longford, Cavan, Monaghan, Derry, Down and Donegal. Some of the highlights of that work include

Renewable Energy – DP chairs two of the EirGrid Community forums (Kildare Meath and North Connacht). Inputs on the UN Sustainable Development Goals are also provided to other forums as requested.

Clean Water – DPs work on the Boyne Vision was catchment wide so our efforts went much further than local.

TRAINING, FACILITATION & CONSULTATION

Development Perspectives regularly works with organisations in Ireland and with partners across the world on specific training courses. We utilise our skills and experience to bring in traded income to support our suite of programmes and projects. In 2025, DP facilitated sessions or courses with the following organisations.

- Eirgrid
- AONTAS
- Clann Mór
- Drogheda Vacancy & Dereliction
- Drogheda Stands with Palestine
- EPALE



Climate Action – DP led an evaluation and strategy development process of the Climate Action Short Course (CASC) that is available in the Junior cycle of 20-25 post primary schools across Ireland. The Boyne Ripple also contributed significantly to our Climate Action efforts in 2025.

Sustainable Development Goals - Embedding the Sustainable Development Goals into County Development Plans across Ireland.



- Dundalk Institute of Technology
- Meath Partnership
- Meath County Council
- Waterford City and County Council
- Lourdes Youth and Community Service

ORGANISATION INFORMATION

Board of Directors:

- Michael Kenny
- Stephanie Kirwan
- Jennifer Murphy
- Cathal Kearney
- Emmet Sheerin
- Aideen O'Dochartaigh
- Emma McEvoy

Chairperson: Michael Kenny

Company Secretary: Stephanie Kirwan

Charity Number: 18555

Charities Regulatory Authority Number: 20071424

Company Registration Number: 466659

Registered Office and Principal

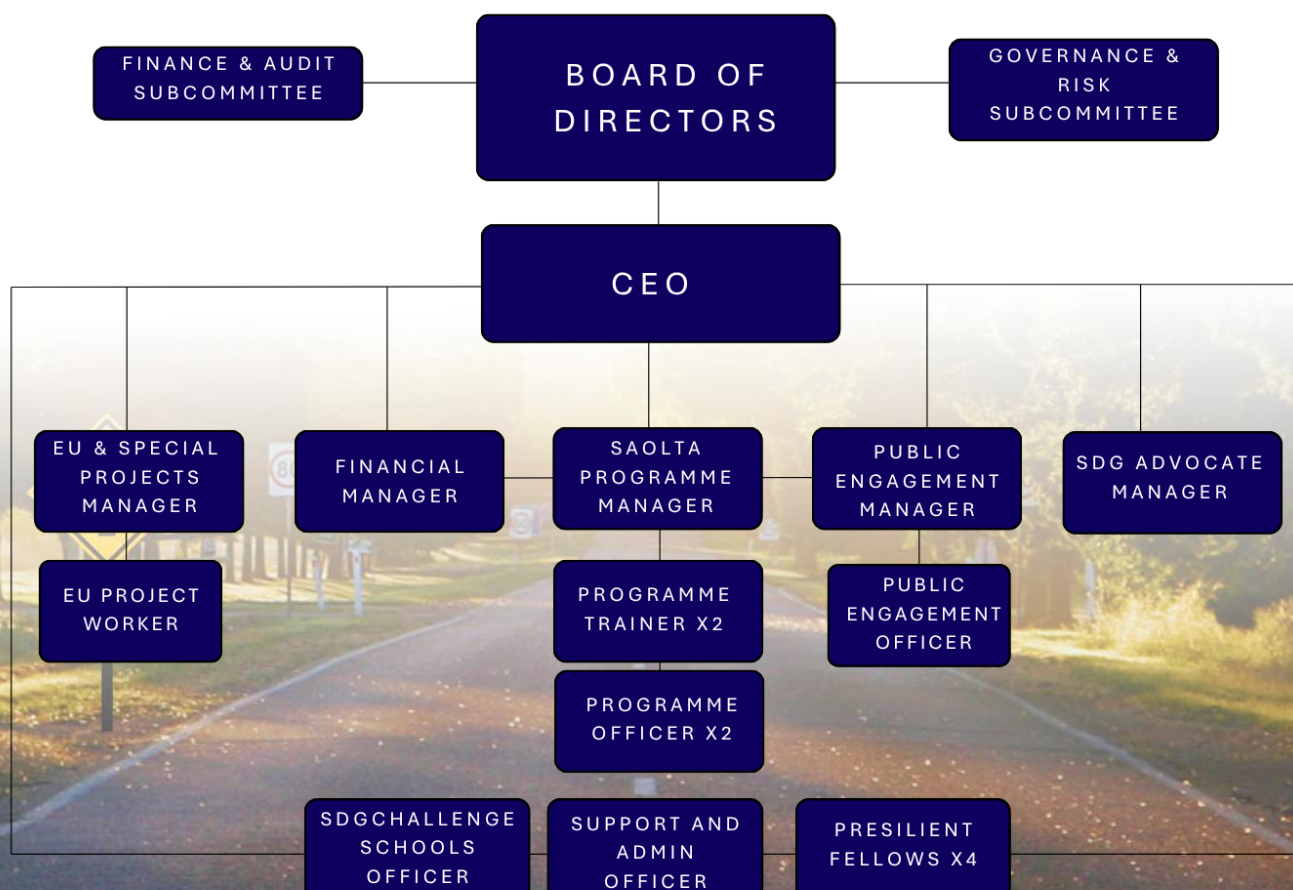
Address: The Mall, North Quay, Drogheda, Co. Louth, A92PY68

Registered Business Name:

Development Perspectives Company Limited by Guarantee.

Auditors: McEvoy Craig Accountants & Auditors, The Haymarket, Dyer St, Drogheda, Co. Louth, A92 YD28

Principal Bankers: Permanent TSB, Drogheda Branch, Scotch Hall Shopping Centre, Drogheda Co. Louth



Corporate Governance

The Directors are committed to maintaining the highest standard of Corporate Governance and they believe that this is a key element in ensuring the proper operation of the Company's activities. An effective Board and a competent Executive team head the company. The Board is responsible for providing leadership, setting strategy and ensuring control. It comprises of 7 non-executive directors. The Board's non-executive directors are drawn from diverse backgrounds of Development, Finance, Education and Business, who bring to Board deliberations, their significant leadership and decision making skills achieved in their respective fields together with a broad range of experience and views. There is clear division of responsibility at the company with the Board retaining control of major decisions under a formal schedule of matters reserved to the Board for decision and the Chief Executive responsible for devising strategy and policy within the authorities delegated to him by the Board. There is a comprehensive process for reporting management information to the Board, and they are provided with regular financial and operational information to allow decisions to be made. The Board is also responsible for appointing the Chief Executive Officer (CEO) and setting pay rates. The Board meets regularly as required and met 4 times in 2024. On appointment, directors receive briefing sessions and comprehensive briefing documents designed to familiarise them with the company's operations, management and Governance structures. All non-executive directors are appointed for an initial three-year

term, which may be renewed for one further three-year period, giving a maximum of six continuous years for any director. Board members have received training on the Governance Code for Charities as set out by the Charity Regulator. The Board completed a full review of the Charities Governance Code in October 2024 and submitted it to the Regulator.

Conflict of Interest

At the beginning of each board meeting all board members must declare any conflict of interest. This is a standing item on the agenda of all board meetings. A conflict of interest is any situation in which a board member's personal interests or loyalties could, or could be seen to, prevent the board member from deciding in the best interests of the charity. Any conflicts of interest are recorded and managed. Where a conflict of interest arises that board member will not be present in the room during the debate or allowed vote on the issue.

Board Committees - Finance and Audit

The Finance and Audit committee review the financial results of the organisation and the internal controls. They ensure that the company has relevant financial policies in place and they review the Financial Policy and Procedures manual and Reserves policy. They monitor and review the organisational Risk register and report its status to the Board at each board meeting. They also liaise with the Auditors. In 2025, the Finance and Audit Committee met on the 30th of April and the 30th of October. The members of the sub-committee are Michael Kenny, Cathal Kearney, Emma McEvoy and

Elaine Cronin (External member and former chairperson / board member)

Board Committees - Governance & Risk

The Governance and Risk committee review Governance compliance in the company. They work on improving the controls of the organisation and help identify risks affecting the organisation and its going concern. In 2025, the Governance and Risk Committee met on the 24th of April and the 21st of October 2025. The members of the subcommittee are Michael Kenny, Stephanie Kirwan, Emma McEvoy and Maeve McArdle (External member and former chairperson and board member)

Codes of Good Practice

Development Perspectives is a signatory to the Code of good practice for Development Education, which was developed by the Irish Development Education Association (IDEA).

The following feedback was received from IDEA in Nov 2025, “The 'rootedness' of Development

Perspectives in Drogheda and the surrounding area is a strength that illustrates well the local/global dimensions of the work. While previous submissions have listed numerous examples of practical manifestations of the Code in action, the current submission is rich with fresh and new evidence. In a number of cases, the evidence provided aligned with a broad number of indicators. The self-assessment ratings of 'Fully' fulfilled under all Principles is well supported by evidence. Indeed, as Development Perspectives is clearly a trailblazing organisation for GCE/DE, some further

detail on how DP undertakes GCE practice would be useful so that other Code members could learn from the processes within DP”.

Development Perspectives is also a signatory to the Dóchas guide to ethical communications. This is very relevant to our work and ensures that the values we espouse are in line with the images and messages we communicate through our work. This code is used directly when working with groups to illustrate the standards we hold ourselves and those we work with.

Comhlámh's Code of Good Practice is a respected set of standards for Irish Volunteer Sending Agencies facilitating international placements. The Code is based on a vision of volunteers working in solidarity for a just, equitable and sustainable world. It promotes responsible and responsive volunteering to ensure a positive impact for the overseas project and community, the volunteer and the sending agency. The Code promotes development education / global citizenship education, which enables people to more deeply understand the world around them and to address the root causes of inequality and poverty.

Every Volunteer Sending Agency, which is party to the Code of Good Practice, commits to the implementation of the Code's five values that underpin the work of international volunteer programmes. These are solidarity, respect, social justice, ecological sustainability and integrity. Development Perspective is a signatory to the Code of Good Practice and has achieved the standard of comprehensive compliance.

Future Developments

Development Perspectives has a strategy in place for 2024 – 2028 and this report contains progress made on year 2 of that strategy.

The launch of a regular giving scheme will take place in Summer 26, which will be built on throughout the remainder of the year. This allied to the increase in our training and facilitation offerings will see the organisation grow its unrestricted revenue. This will decrease donor reliance and increase levels of independence.

Saolta has a 3-year agreement with Irish Aid in place for 2024 – 2026.

The SDG advocate training, Horizon Europe, Erasmus +, Social inclusion and Migration work, our schools' projects and capacity building efforts all add significantly to our suite of organisational work. The short term (up to the end of 2026) is positive and indicators for the medium term (2027 – 2028) are also good.

Other Plans

2026 - 2027 will see Development Perspectives complete two Horizon Europe projects.

Saolta is in its final year of a 3-year programme with Irish Aid. Discussions regarding the next phase of the programme will kick off in mind 2026.

DP has applied to the Creative Climate fund for a 3-year project called CONFLUENCE and has also submitted an expression of interest to Pobal for their "Community services programme". DP has also applied to Pobal for support through their SSNO scheme and their SSES scheme.

Development Perspectives has a 3-year agreement with Irish Aid for the SDG advocate training for April 2024 – March 2027. A midterm review has recently been completed.

It is worth noting that aside from raising revenue for the organisation, the subject matter of the sessions outlined above contributed directly to the mission of Development Perspectives.

Board of Directors

Michael Kenny, Chairperson, Governance and Risk Committee

I am an Adult and Community Educator with a particular interest in engaged participation. My Co. Meath upbringing is rural within a West of Ireland migrant family. My higher education is an Agricultural Science degree (BAgrSc 1980), Rural Development masters (MAgrSc 1990), a Higher Diploma in Higher Education (HDHE1998), and a

level-10 Post-Graduate Diploma in Educational Management (Bristol University. 2021). My experience is Further Education (FE) teacher education, community work in Ireland and Africa, and extensive engagement with formal, non-formal, and voluntary rural and urban organisations. I am the principal investigator of Erasmus+ European programmes, a member of the SAOLTA steering project committee,

active in Tidy-Towns, a voluntary secretary to the Irish Rural Link board, a regional council twinning officer with the Saint Vincent de Paul Society, and a recent past member of the board of Concern Worldwide in Ireland and Concern UK.

Stephanie Kirwan, Company Secretary

Stephanie is the Senior Education and Training Manager in Meath Partnership responsible for the management and coordination of their EU-funded Adult Education programmes and their QQI training centre. Stephanie has over 10 years' experience working in the Development Education sector in Ireland and holds an MA in International Development, a BA in Public Health and Health Promotion and various other certificates in areas of Programme Design and Validation for FET.

Jen Murphy

Jen Murphy is an Anthropologist, Educator and Innovator. She has worked in the INGO sector in Ireland for 15 years, 13 of which she spent in Trócaire, most recently as Development Education Manager and Innovation Team Lead. Jen's passion for Development Education and global justice is rooted in her bones. She is also committed to the holistic arts as a Feminine Embodiment Coach and Kundalini Yoga & Meditation Teacher. Her current passion project focuses on Irish Mythology and indigenous ancestral wisdom, and how this might be weaved into feminine embodiment practices as an exploration of personal power for women.

Emma Mc Evoy

Dr. Emma McEvoy, Assistant Professor at Dublin City University, specializes in socio-economic law, particularly examining its impact on small businesses, social inclusion, and sustainable growth. Renowned for her expertise in public procurement law, her research is widely published and cited. Emma actively engages in partnership research to promote legal avenues for social change in Ireland. Previously, she contributed to national procurement surveys and co-authored influential reports. With continuous funding since 2012, her work assesses the social and environmental effects of EU legislation. Notably, in 2019, she led a European project on social considerations in procurement, hosting a pivotal conference. Emma's past roles include positions at Maynooth University, where she conducted Ph.D. research and contributed to an H2020 project. She is also a co-author of an upcoming textbook on the project's findings.

Aideen O'Dochartaigh

Dr O'Dochartaigh is Assistant Professor in Accounting at the Dublin City University Business School, Dublin, Ireland, specialising in sustainability accounting and responsible business. Her research includes ongoing interdisciplinary work on supply chain sustainability accounting, carbon budgeting and sustainability networks. She completed her PhD on sustainability accounting at the University of St Andrews in Scotland. She is a chartered accountant with extensive experience in industry and practice. Aideen is also an experienced environmental campaigner who is an active member of several

grassroots campaigns including Not Here Not Anywhere and the Dublin Ecofeminists.

Emmet Sheerin

Emmet has been working for over a decade in the international development sector with a number of INGOs. He has extensive experience leading public campaigns on various global justice issues and has a particular interest in the areas of Business and Human Rights, as well as Israel's occupation of Palestine. Emmet is also an award-winning independent documentary filmmaker. He has an MA in Public Advocacy and Activism - NUIG, an MA in Cultural Policy and Arts Management (UCD) and a BA in Media Studies - Maynooth University.

Cathal Kearney

Cathal is a Mayo man who now lives in Louth. He worked in the multinational business sector before working in the education sector. He has worked in higher education management for more than twenty years and in consultancy roles for almost ten years. As a proud Mayo man, he is fanatical about his GAA

roots and is an eternal optimist. He has given many years of service to local sporting organisations, credit unions and church bodies. He is a passionate gardener and has a keen interest in horse racing and cycling.

Board Meetings 2025

- 4th March
- 13th May
- 26th August
- 18th November

Attendance

- Jen Murphy (2/4)
- Emmet Sheerin (3/4)
- Stephanie Kirwan (4/4)
- Michael Kenny (4/4)
- Cathal Kearney (4/4)
- Emma McEvoy (4/4)
- Aideen O Dochartaigh (4/4)

Internal Controls

The Directors acknowledge their overall responsibility for the company's systems of internal control and for reviewing its effectiveness. They have delegated responsibility for the implementation of this system to the Executive Management. This system includes financial controls, which enable the Board to meet its responsibilities for the integrity and accuracy of the Company's accounting records. There is a financial

policy and procedures manual in place which clarifies the roles, authority levels and responsibilities for the financial management activities and decisions. Management accounts are prepared monthly and results compared with budgets set.

Health and Safety

It is the policy of the company to ensure the health and welfare of its employees and clients by maintaining a safe place and systems within which to work. This policy is based on the requirements of the

Safety, Health and Welfare at Work Act 2006. The company engaged an external advisor to ensure that they are were fully compliant with latest Health and Safety regulations.

Risks and Uncertainties

The directors have ultimate responsibility for ensuring that the Charity has appropriate systems of risk controls. The company has devised and adopted a risk policy which the Board has considered and approved. A risk register is maintained. All financial, reputational, operational and other risks are monitored and reviewed on a regular basis. The Governance and Risk sub-committee and the finance and audit subcommittee evaluate all aspects of the company's potential risks and makes recommendations to the Board at each board meeting. Top risks were:

Financial security

Reputational risk

Human Resources

Development Perspectives employs a staff team to meet the requirements of the organisation. In 2025 the employee headcount was 17. DP engages Adare Human resources to ensure that they are fully compliant with current Employment law. There is a Staff handbook which covers all HR policies and procedure available to staff. The pay scales were reviewed and updated in 2025. These scales will be implemented through 2026 and 2027.

Current Payscales

CEO: 52,000 – 58,000

Management: 42,000 – 48,000

Project staff: 35,000 – 41,000

New Pay Scales

CEO: 70,000 – 78,000

Direction Functions – Head of Programme / Head of Finance / Head of Public Engagement: 60,000 – 68,000

Management: 48,000 – 56,000

Project Staff: 40,000 – 46,000

Management and Staff

The Directors acknowledge with appreciation the committed work of the management, staff and volunteers. The success and achievements of the charities' work is due to their dedication and contribution.

Environment

The company has a proactive approach to assisting all personnel conduct our business in a manner that reflects the values we place on the environment and the biosphere while ensuring that our team, participants and public are safe while doing so. The codes of conduct we have signed up to and the policies we have in place bring these values into implementation. One example is that we encourage all staff to use public transport where possible for all our work.

Dividends and Retention

The Company is precluded by its Memorandum of Association from paying dividends either as part of normal operations or on a distribution of its assets in the event of a winding-up.

Reserve Policy

The company has a Reserve policy which has set a target to bring the level of Unrestricted reserves to 3 months running costs in order to secure financial stability. The end of year reserves for 2025 was €17,045.

Political Donations

The Charity did not make any political donations during the financial year.

Post Balance Sheet Events

There are no significant or material subsequent events affecting the Company since year end.

Going Concern

The short term (up until the end of 2026) is positive while the medium to longer term is also positive because of the implementation of the fundraising strategy, the Saolta programme, Horizon Europe projects and our growing reputation. This will be subject to continued ongoing review as events unfold.

The Charity meets its day to day working capital requirements through committed State Grants and donors, in respect of which it has received reassurance that they will continue at current levels through 2025. The director's note that Irish Aid has outlined its commitment to support the work of the organisation. Saolta is in the final year of a 3-year programme agreed with Irish Aid for 2024 – 2026. The SDG advocate training is also at the beginning of year 3 of a 3-year project (April 24 – March 27 - funded by Irish Aid) while the SDG challenge schools project is nearing the end of year 2 (24-26) of a 2-year agreement with Worldwise Global Schools. DP has also received reassurance from the other funders that they will continue at current levels through 2026.

The directors have a reasonable expectation that the Charity will secure sufficient funding to continue to operate for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Accounting Records

The measures taken by the directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 regarding the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records of the company are located at The Mall, North Quay, Drogheda, Co. Louth.

Relevant Audit Information

The directors believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Charity's statutory auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Charity's statutory auditors are unaware.

Auditors

The auditors will continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Director's Responsibilities Statement

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with FRS 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland, including the requirements of the Charities Statement of Recommended Practice.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Charity and of its profit or loss for that year.

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

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern;
- and use the going concern basis of accounting unless they either intend to liquidate the Charity or to cease operations or have no realistic alternative but to do so.

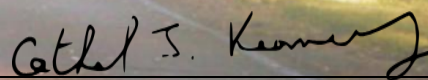
The directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Charity and to prevent and detect fraud and other irregularities. The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

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

This report was approved by the board of directors on and signed on behalf of the board by:



Director



Director

FINANCIAL STATEMENTS

Statement of Financial Activities
for year ending 31 December 2024

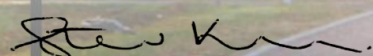
Continuing Operations

		Unrestricted Funds 2025 €	Restricted Operational Funds 2025 €	Restricted Capital Funds 2025 €	2025 €	2024 €
TOTAL INCOME	5	37,725	536,658	-	788,929	599,931
Total Expenditure	6	-	- 534,018	- 1969	-	- 582,153
		69,329			819,712	
Net Income before Interest		- 31,604	2,640	- 1,969	- 30,783	17,778
Interest payable and similar charges						
Net Income / (Expenditure)		- 31,604	2,790	- 1,969	- 30,783	17,778
Transfer between funds		2,790	- 2,790		-	-
Net movement in funds		- 28,814	-	- 1,969	- 30,783	17,778
Reconciliation of funds:						
Total funds brought forward		45,859	-	9,846	55,705	37,927
TOTAL FUNDS CARRIED FORWARD		17,045	-	7,877	24,922	55,705

All the activities of the company are from continuing operations.

The company has no other recognised items of income and expenses other than the results for the financial year as set out above.

On behalf of the board



Stephanie Kirwan
Director



Cathal Kearney
Director

	2025 €	2024 €
Cash Flows from Operating Activities		
Net Income for the year as per the financial statement	- 30,783	17,778
<i>Adjustments for:</i>		
Depreciation of tangible assets	3,473	3,473
Interest Payable and Similar Expenses		
Accrued Expenses (Income)		
<i>Changes in:</i>		
Trade and other debtors	5,131	- 30,617
Trade and other creditors	- 258,441	45,250
Cash generated from operations	- 280,620	- 54,616
Interest paid		
Net Cash used in Operating Activities	- 280,620	54,616
Cash Flows from Investing Activities		
Purchase of Tangible Assets	-	-
Net Cash from Investing Activities	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents	- 280,620	54,616
Cash and Cash Equivalents at beginning of Financial Year.	429,148	483,764
Cash and Cash Equivalents at end of Financial Year.	148,528	429,148

Notes to the financial statements

Financial year ended **31** December 2025

General Information

The company is a private company limited by guarantee, registered in Ireland. The address of the registered office is Development Perspectives, The Mall, North Quay, Drogheda, Co. Louth. The nature of the company's activities and its principal activities are set out in the directors' report.

Statement of Compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK

and Republic of Ireland ("FRS 102"). The financial statements have also been prepared in compliance with the methods and principles of accounting and reporting by Charities Statement of Recommended Practice in accordance with FRS 102 (Charities SORP - FRS 102), and in accordance with the Companies Act 2014.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Accounting policies and measurement bases

Basis of preparation

The financial statements have been prepared on a going concern basis, under the historical cost convention. The financial statements have been prepared in accordance with the Financial Reporting Standard 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") and voluntarily in accordance with the Statement of Recommended Practice, as applicable to charities preparing their accounts in accordance with FRS

102. Development Perspective meets the definition of a public benefit entity under FRS 102, where assets and liabilities are initially recognised at historic cost on transaction value unless otherwise stated.

The financial statements are prepared in Euro, which is the functional currency of the entity.

Going Concern

The Charity meets its day to day working capital requirements through State Grants, Private donors, and Self-Generated income. As with all charities, Development Perspective is limited in its ability to generate its own income and is dependent on grants and donations from government and the private sector. The directors have a reasonable expectation that the Charity will secure sufficient funding to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. As at 31 December 2025, the charity has unrestricted cash balances of €15,638 and restricted cash

balances of €132,890. The directors are satisfied that the current cash reserves are sufficient to continue operating at the forecasted cost level through to Q4, 2026. The Charity will continue to apply for funding and will reduce the costs as deemed necessary.

Income Recognition

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been satisfied, it is probable that the economic benefits associated with the transaction or gift will flow to the Charity and the monetary value or amount of income can be measured reliably and the costs to complete the transaction can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Income that has not yet met the requirement but has been received is recognised as deferred income until the criteria is met.

Taxation

As a result of the Company's charitable status, no charge to taxation arises under the provisions of Section 207 of the TCA 1997.

Tangible Assets

Tangible assets are initially recorded at cost and are subsequently stated at cost less any accumulated depreciation and impairment losses.

Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in capital and reserves, except to the extent it reverses a revaluation decrease of the same asset previously recognised in profit or loss. A decrease in the carrying amount of an asset as a result of revaluation is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in capital and reserves in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation, gains accumulated in capital and reserves in respect of that asset, the excess shall be recognised in profit or loss.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fittings fixtures and equipment - 12.50%
Straight line

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of tangible assets, the depreciation is revised prospectively to reflect the new estimates.

Impairment

A review for indicators of impairment is carried out at each reporting date, with

the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

When it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

Financial Instruments

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Where investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value

recognised in profit or loss. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in profit or loss, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets or either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Reserves

In accordance with recommended best practice for charities Development Perspectives maintains a reserves policy which was approved by the board. Reserves are funds that have built up over time when income has exceeded expenditure and generated a surplus. These funds help to maintain the financial stability of the charity and ensure sufficient funds are available for the continuation of its services. The Board has set the target level of unrestricted reserves at 3 months of budgeted annual expenditure. The Finance subcommittee review the level of unrestricted reserves twice annually and report to the Board on whether the target for unrestricted reserves is being met.

Limited by Guarantee

The company is limited by guarantee not having a share capital. The liability of each member, in the event of the company being wound up, is €1.



INCOME

The total income of the company for the financial year has been derived from its principle activity wholly undertaken in Ireland.

	2025 €	2024 €
Unrestricted Income		
Donations	1,747	1,108
EirGrid	13,077	21,578
Self-generated income	22,901	40,587
Total unrestricted income	37,725	63,273
Restricted Income		
Operational State Grants		
State Grants – Irish Aid - Saolta	326,000	311,753
State Grants – Irish Aid – SDG	71,440	51,560
State Grants – Reach Fund	-	1,343
State Grants – IPIF	-	34
DECC	-	1,523
ESD Grant	-	16,390
Erasmus - Spinning A Yarn	1,647	21,227
Erasmus - United for Social Transformation (UxST)	-	7,684
Erasmus - Youth in Europe (YinEU)	-	18,689
Erasmus - G4TG	-	1,385
Erasmus - Adult Accreditation	1,083	12,706
Erasmus - Integrate	18,166	20,156
Erasmus – Local to Global	22,776	-
Erasmus – CSCW	14,004	-
Erasmus - Involvim	6,916	-
WorldWise Global Schools	22,131	17,068
Other Grants		
Concern	-	16,000
Trocaire	4,500	4,500
Momentum	913	4,087
Louth Sport LSP	-	1,000
Freedom Football	-	18,680
Integrate	-	-
Boyne Vision	-	1,554
Presilient	256,144	8,514
CIAF	2,000	805
Festival of IDEAs	650	-
Community Foundation – Boyne Ripple	5,000	-
	751,204	536,658
Total Restricted	751,204	536,658
TOTAL INCOME	788,929	599,931

EXPENDITURE

	2025 €	2024 €
Expenditure		
Expenditure on charitable activities (Note A)	819,712	582,153
Expenditure on raising funds	-	-
Total Expenditure	819,712	582,153

Note A	2025 €	2024 €
Staff Costs – Total	588,660	394,937
Project Costs	166,715	134,841
Support	51,550	41,864
Governance	12,787	10,511
	819,712	582,153

Analysis of Expense Category	2025 €	2024 €
Salaries incl ER's Contribution	588,660	394,937
Programme: Training and Facilitation	-	5,067
Programme: Consultancy Fees	54,936	37,059
Programme: Room Rental & Catering	51,242	44,121
Programme: Tools & Equipment	2,070	3,483
Programme: Travelling and Subsistence	26,050	20,161
Programme: Video / Photography	400	3,279
Programme: Web Maintenance, Design & Social Media	10,434	9,184
Programme: Printing, Postage, and Stationary	9,663	9,973
Programme: Bank Charges	3,813	32
Programme: Other Materials / Tools	8,107	2,482
Rent & Rates	20,400	20,400
Insurance	2,402	2,316
Light & Heat	2,746	1,632
Training & Facilitation	7,330	2,300
Travel & Subsistence	3,197	2,944
Printing, Postage & Stationary	1,170	1,606
Advertising & Marketing	1,790	977
Telephone	1,542	1,544
Legal & Professional	3,813	2,299
Consultancy Fees	2080	-
Accountancy Fees	4,974	5,014
Auditors Remuneration	4,000	3,198
Bank Charges	18	20
Staff Welfare	-	1,500
General Expenses	729	970
Memberships	4,673	2,182
Depreciation of Tangible Assets	3,473	3,473
	819,712	582,153

Expenditure split Restricted and Unrestricted	2025 €	2024 €
Expenditure on charitable activities - Unrestricted	69,329	46,166
Expenditure on charitable activities - Restricted	750,383	535,987
	819,712	582,153

STAFF COSTS

The average number of persons employed by the company during the financial year as follows:

	2025	2024
	€	€
Administrative	17	11
	17	11

The aggregate payroll costs incurred during the financial year were:

	2025	2024
	€	€
Wages & Salaries	531,360	356,421
Social Insurance Costs	57,300	38,516
Other Retirement Benefit Costs		
	588,660	394,937

Analysis of Expense Category

	2024	2023
	€	€
Number of employees whose total employee benefits (excluding employer pension costs) for the period fall within each band of €10,000 from €40,000 upwards.		
Band €40,000 - €50,000	4	1
Band €50,000 - €60,000	1	1
Band €60,000 - €70,000	-	-
	5	2

Total salary paid to the Chief Executive Officer for his services to the Charity for the year were €58,000 (2024- €58,000). There were no additional benefits paid during the year. The Board are unpaid volunteers and none of the board claimed any expenses or had their expenses met by the Charity during the year. Throughout the year the company benefitted from the work of approximately 30 volunteers.

	Fixtures, Fittings & Equipment	Total
Tangible Assets		
Cost	29,614	29,614
At 1 January 2025	-	-
Additions		
At December 2025	29,614	29,614
Depreciation		
1 January 2025	13,471	13,471
Charge for the financial year	3,473	3,473
At December 2025	16,944	16,944
	12,670	12,670
Carrying Amount		
At December 2025		
At December 2025	16,143	16,143
Debtors	2025	2024
	€	€
Trade Debtors		
Other debtors	33,381	38,426
Prepayments	965	1,051
	34,346	39,477

Bank	2025	2024
	€	€
Cash at Bank Restricted	132,890	395,752
Cash at Bank Unrestricted	15,638	33,396
TOTAL	148,528	429,148

	2025	2024
	€	€
Creditors: Amounts falling due within one year		
Tax and Social Insurance		
PAYE and Social Welfare	31,582	27,161
Accruals	6,150	6,150
	37,732	33,311
<i>Deferred Income</i>		
Government Grants		
Worldwise Global Schools Grant	20,773	17,903
Erasmus – Adult Accreditation	-	8,580
Erasmus – Integrate	-	5,319
Erasmus – Spinning A Yarn	-	1,647
Erasmus – CSCW	9,312	-
Irish Aid	-	8,440
Presilient	96,805	352,950
Coalition	6,000	-
Momentum	-	913
	132,890	395,952
<i>Other Income</i>	-	-
Total Deferred Income	132,890	395,752
Total Creditors	170,622	429,063

The deferred grant income is planned to be spent on the charity's purpose in 2026.

Events after the end of the reporting period:

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

Controlling party

The directors are the controlling party.

Contingent liability

There were no contingent liabilities at the year end.

Reserves Note

Restricted Capital Reserve

This represents the value of grant funding received towards the cost of capital expenditure which under SORP is required to be recognised in the Statement of financial activity. This

reserve will reverse over time as the depreciation related to the funding received is charged against it on a yearly basis.

Unrestricted Reserve

This includes all current and prior periods retained surplus' and deficits.

Approval of financial statements

The board of directors approved these financial statements for issue on the 19th of May 2026.

APPENDICES

DEVELOPMENT PERSPECTIVES



VISION



To live in an equitable, just and sustainable world.

MISSION



To tackle the root causes of poverty, inequality and climate change through transformative education and active global citizenship.

PURPOSE



To explore perspectives, narratives and stories about development. We catalyse informed, impactful action.

BELIEFS



We believe in challenging global injustices through a diversity of perspectives and actions.
We believe in the interdependence of humanity and its connection with the environment.
We believe in collective responsibility and partnerships.

VALUES



Courage:
Bravery in Action



Honesty:
Expose Root Causes



Justice:
Equality for all



Connection:
Reciprocal Care for People and the Planet

OUR STRATEGIC GOALS 2024 -2028



TRANSFORMATIONAL GOALS

Build Just, Equitable & Inclusive Communities

What this mean to us:

Global justice, equality and inclusive narratives and stories and their associated values become more dominant in our communities.

How we will achieve it:

- Resource and facilitate the capacity development of strategic education and development sector stakeholders and multipliers.
- Facilitate, support and contribute to global justice, equality and inclusion communities of practice.
- Generate and amplify narratives and stories, which catalyse justice, equality and inclusion.
- Develop and disseminate educational materials and resources, which focus on Global justice, Inclusion and equality.
- Nourish and incubate the leadership potential and capacity of Global Justice, equality and inclusion advocates.
- Build inclusive communities locally and nationally through increasing social capital.

Implement & Embed Global Citizenship Education

What this mean to us:

The power and potential of Global Citizenship Education (GCE) is embraced, embedded and implemented across the Adult and Community Education (ACE) and development sector.

How we will achieve it:

- Increased accessibility, quality and effectiveness of GCE within the Adult and Community Education (ACE) sector in Ireland.
- Play an active and leading part in the GCE Ecosystem (Policy and practice) at a national and international level.
- Design and implement high-quality GCE opportunities for adult learners who are key multipliers and stakeholders in Ireland and abroad with partners.
- Develop GCE resources, materials and modules that can be used in formal and non-formal educational settings.
- Embed GCE into development projects and programmes in selected geographical (overseas) areas.
- Develop an advocacy plan and build advocacy capacity within and for DP.

Achieve Sustainable Development.

What this mean to us:

Sustainable development is the dominant model and theory of development that is practiced in Ireland.

How we will achieve it:

- Build the knowledge, understanding, values and capacities of key educational, development and political stakeholders to achieve and implement sustainable development.
- Increase public awareness and understanding of the Sustainable Development Goals in Ireland and with partners internationally.
- Implement Education for Sustainable Development projects across the lifelong learning spectrum.
- Develop and deliver climate action projects on a local and national level.
- Address key development challenges through GCE informed projects and practice.
- Advocate and lobby for delivery of the Governments commitment to .7% for ODA and that 3% of ODA is allocated to GCE.
- Complete policy submissions to Local Authorities to ensure that the SDGs and GCE is integrated into the fabric of County Development Plans and associated documents

OUR STRATEGIC GOALS 2024 -2028

ENABLING GOALS

Learning and Reflection

Development Perspectives will maximise the impact of its work in Ireland and internationally through ongoing reflection, evaluation, learning and innovation. We actively and consistently reflect and learn from our own practice and participant's feedback. We encourage critical thinking and use participatory, creative methodologies.

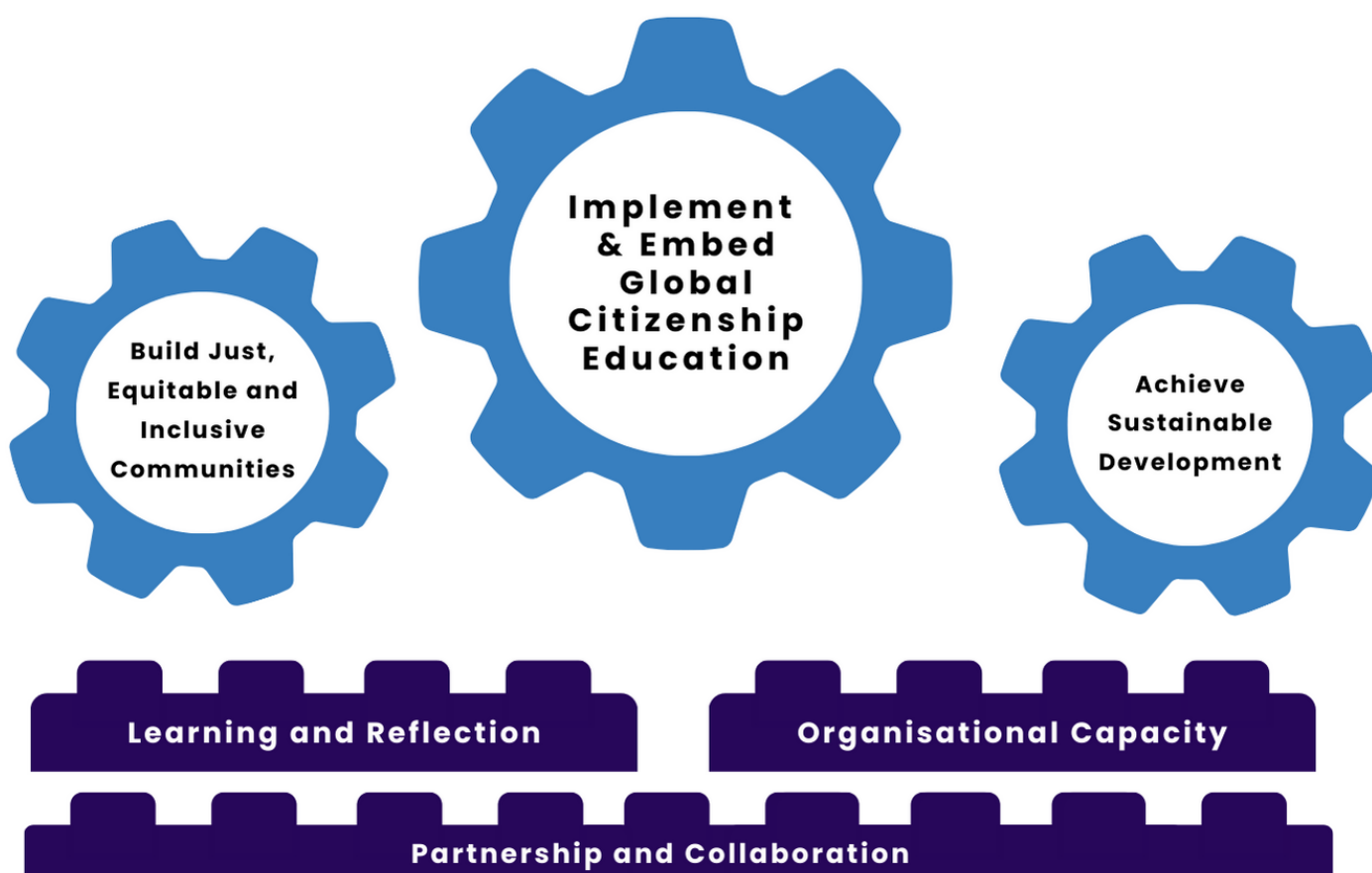
Organisational Capacity

Consolidating our recent growth by increasing and diversifying our income, increasing our reserves and retaining talent by investing in our people. We will continue to strengthen our finance, human resource and governance capacities.

ENABLING ENVIRONMENT

Partnership and Collaboration

We will work collaboratively with a diverse set of partners that share our vision in order to maximise reach, impact and influence. We work with others to build knowledge, skills and attitudes for informed action that is collective in nature.



SEE THE WORLD DIFFERENTLY

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McCormack presenting
President Michael D. Higgins
with the Global Voice for
Humanity Award at the IDEA
Conference 2025. Credit: Picture
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spACES during the visit to DEN-
L, Liberia. September 2025.
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DP CEO Bobby McCormack
speaking at the launch of IDEA's
Vision 2030.
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Sonairte. May 2025. Credit:
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DP CEO Bobby McCormack at
the launch of the AONTAS
Community Education Against
Disinformation Workbook which
he co-authored. October 2025.
Credit: AONTAS

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SDG Advocate Training 2025.
Group Photo in Sligo.

SDG Advocate Training 2025.
Teambuilding exercise,
Common Knowledge, Co. Clare.

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SDG Advocate Training 2025.
Trust exercise.
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Saolta Training of Trainers with
Further Education Centre
Letterfrack/Clifden in
September 2025.

Saolta Training of Trainers
Peacebuilding through Outdoor
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Saolta: Environmental Justice
Community of Practice visit to
Siolta Chroí, Monaghan. August
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Local2Global Erasmus+
Training. Sligo, May 2025
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EU & Special Projects Manager
Paul Crewe facilitating as part
of an LTTA in Graz, Austria for
Integrate. March 2025

The Presilient PhD fellows along
with Bobby McCormack and
Mog Downey from Development
Perspectives at a programme
meeting in Romania, November
2025.

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Page 17: Finance Manager
Annamaria Balazs on
placement with VSA / ICYE
Thailand as part of PreLab.

Kevin McParland from DkIT
facilitating a session as part of
“The Changing Landscape of
Youth Work” June 2025.

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SDGChallenge Schools,
teaming up with St Joseph's
School, Rush to plant trees
alongside Rush Tidy Towns.
March 2026. Credit:
Development Perspectives

Page 20:

Performance of 'UnHoused' as
part of DisPlaced, a Theatre of
the Oppressed Festival. January
2025. Credit: Development
Perspectives

Relaunch the OTB campaign,
September 2025.
Credit: Eva Crowley, Daryl
Feehely.

Patrick and Heather from
Amicitia with DP CEO Bobby
McCormack at the Speculative
Futures Workshop as part of the
Festival of IDEAS. Credit:
Development Perspectives

Page 21:

DP's Eolain Downey updates
the team on the outcomes of
The Boyne Ripple.

EU and Special Projects
Coordinator Paul Crewe with
the participants of the
Leadership and GCE course in
partnership with LYCS. June
2025.

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Development Perspectives

See the World Differently

Company registration number: **466659**

Registered charity number: **20071424**

Charity revenue number: **CHY18555**

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