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Annual Report 2018

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Our Mission, Vision & Activities

Mission:
To transform the lives of children and young people through education.

Vision:
A world in which all children and young people have the opportunity to realise their rights and achieve their full potential.

Activities:
1. Children in disadvantaged settings, in Ireland and internationally, have a quality education, including 21st century skills, and greater life opportunities:
• Children have improved educational achievements and 21st century skills through quality education inputs.
• Children empowered to know their rights and believe in their own agency.
• Children become empowered through interaction with positive youth role models.

2. Young people and other concerned citizens, in Ireland and internationally, are educated as global citizens and take action to promote educational and other opportunities for children and young people in disadvantaged settings:
• Young people empowered to know their rights and to believe in and use their own agency to bring about change.
• Students and other young people take positive action on global issues in Ireland and internationally.
• Quality non-formal Education for Global Citizenship interventions are implemented in collaboration with third level institutions.

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The Year at a Glance

210%

Average rate of improvement in children's literacy relative to the national average.

1,008

Number of children supported in Ireland – up 20% compared with 2017.

16,300

Number of students engaged in development education – the highest figure to date.

83

Teaching assistants volunteered with Suas in Zambia and India in 2018.

2,700

Number of children supported in Zambia thanks to capacity building of 75 community teachers.

64%

Increase in organisational reserves over 2018 – an increase of €45,358 compared with 2017.

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CEO Review | John Logue

2018 was a year of considerable growth and exciting new developments for Suas. In Ireland, we increased the number of children supported in disadvantaged schools by 19.7% through one-to-one, literacy and numeracy programmes.

Our Irish Aid-funded global citizenship programme ('STAND') recorded the highest levels of participation in the organisation's history. 16,300 young people across Ireland engaged with our activities in 2018.

Internationally, we also expanded our impact. We sent 83 volunteer teaching assistants to volunteer with partner organisations in Zambia and India – an increase of 12% year-on-year.

With Irish Aid support, we also rolled out an exciting, technology-mediated teacher training programme in Zambia ('Fast Forward'). This pilot programme enabled 75 community school teachers to receive intensive training and classroom technology to better support 2,700 children in their classrooms.

We strengthened our funding relationships with existing corporate partners and philanthropic donors and established several new recurring funding relationships over 2018. The organisation ended 2018 with a surplus of €45,358, thanks in part to a 31% increase in income compared to 2017.

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CEO Review | John Logue

Continued...

2018 was not without its challenges, however. Staff turnover continues to be a challenge for the organisation. In 2019, we must re-double our efforts to make Suas an employer of choice in the NGO sector.

Success also brought its own challenges. With every programme area growing rapidly, it is becoming increasingly challenging to capture the essence of what Suas is – the mission, the vision, the values.

Next year marks the final year of our 2017-2019 organisational strategy. With much achieved, focus will turn to re-capturing the essence of the organisation. To that end, we want our next 3 year strategy to meet three criteria:

- Provide a clear, singular, compelling mission and vision for the organisation.
- Ensure we are having a sustained and measurably impact on beneficiaries.
- Ensure the organisation is sustainably resourced (financial and human).

Finally, the successes of 2018 and our optimism for 2019 are only possible because of the commitment of our staff, volunteers, mentors, Board members, donors and the support and engagement of our partner schools and Irish Aid. A sincere thank you to all involved and for your role in helping us bring about change in the lives of children and young people in disadvantaged settings.

Best wishes, John

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Chairperson Review | Bob Semple

The problem of literacy in Ireland has been well-understood for many years:

"We know too that children who do not learn to read, write and communicate effectively are more likely to leave school early and in later life to be unemployed or in low skilled jobs, to have poorer emotional and physical health, to have limited earning power, and are more likely to be imprisoned."

Source: The National Strategy to Improve Literacy and Numeracy among Children and Young People 2011-2020

Yet the latest OECD report suggests the problem is far from being solved (see panel across).

Suas is doing all it can – as the CEO's report outlines, 2018 was a year of major growth and development. We reached record numbers of children. And our programmes for global citizenship and international education delivered more impact than ever.

It is gratifying that these achievements have not happened at the expense of our financial stability. 2018 saw a welcome improvement in our reserves, to the great credit of the Suas team who operated within the tightest of financial constraints.

The Board and Management must now turn to Suas's next stage of development – with a new strategy due by the end of 2019. I am confident that the best has yet to come.

My thanks to all who make Suas the success it is – donors, staff, volunteers, fellow board members and more.

Bob Semple

Chair, Suas

Adult skills in Ireland today at or below Level One (5-level scale):

- Literacy 550,000 adults
- Numeracy 750,000 adults
- Using technology: 1 million +

These low levels indicate that individuals may not be able to fill in an application form, add up a bill, search the web, vote or help children with homework.

(source: OECD)

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Directors' Report | Structure, Governance and Risk Management

The members of the Board hereby present their annual report and the financial review for the year 2018.

Structure

Suas Educational Development is an Irish company incorporated under the Companies Act 2014. It is a company limited by guarantee registered under part 18 of the Companies Act, 2014 and does not have a share capital.
Registered Company Number: 36231
Registered Charity Number: 14931

Suas' Board and Management

Suas is governed by members of the Board who are elected for three-year terms, which are renewable once (a total of six years). The Directors, who are non executive, represent a diverse range of relevant expertise.

The Board meets an average of six times each year and has responsibility for all the business of the organisation. The Board is supported by a Board committee structure which deals effectively with specific aspects of the business of the company. The Board committees in place are the Audit and Risk Management Sub Committee, Finance Oversight Working Group and Nominations Committee.

The Board delegates the day-to-day management of Suas to an Executive Management team, which comprises the Chief Executive, and a senior management team and other management groupings. No member of the Board received payment or reimbursement of expenses for 2018.

Directors' Report| Continued...

Audit and Risk Management Committee
The role of the Audit and Risk Sub Committee is to assist the Board in fulfilling its fiduciary responsibilities.

Nominations Committee
The role of the Nominations Committee is to monitor, review and evaluate the structure, size and composition of the Board and its Sub Committees, making recommendations to the Board in this regard. This Committee consists of a minimum of two Board members, one of whom is the Chairperson. This Committee meets as required, given Board and sub-committee requirements. The CEO is in attendance along with required members of the Executive Management Team.

Finance Oversight Working Group
The role of the Finance Oversight Working Group is to keep the financial management of Suas under review. The Group consists of one Board member who is the Chair and at least two other members who have financial experience. They meet five times a year in advance of Board meetings. The CEO is in attendance along with required members of the Executive Management Team.

Board Members:
- Bob Semple: Chairperson
- Martin Jacob: Secretary
- David Moffitt
- Mary Rose Greville
- Michael King
- Peter Finnegan
- Ronan O'Loughlin
- Sarah Gibney

Financial Oversight Working Group Members:
- Bob Semple, Chairperson
- Michael King
- Ronan O'Loughlin

Executive Management Team:
- John Logue: CEO
- Joanne Malone: Head of Programmes
- Stephen Cassidy: Volunteer Programme Manager (resigned in September)
- Alex Brock: Volunteer Programme Manager (promoted in September)

Directors' Report | Governance

In Suas, accountability and transparency are vitally important in everything that we do. We publish our financial statements annually which are prepared in accordance with UK best practice Statement of Recommended Practice (SORP) in the absence of statutory reporting standards for charities in Ireland. All our financial statements can be found on our website under 'Reports and Publications' on www.suas.ie.

Suas is formally on the journey to compliance with the Governance Code for the Community, Voluntary and Charitable Sector in Ireland – which is being closely monitored by our Board. The Governance Code is principles-based and voluntary. It has been designed by the sector, for the sector. We are also compliant with all the requirements of the Charities Regulatory Authority, particularly in relation to reporting obligations.

The Board has determined that the organisation complies with the following principles and codes of good practice:

- The Irish Development NGOs Code of Corporate Governance (as produced by the Corporate Governance Association of Ireland, partnered with Dóchas).
- Irish Charities Tax Reform Group (ICTR) Statement of Guiding Principles for Fundraising.
- The SORP reporting principle for Charities.
- Dóchas Code of Conduct on Images and Messages.
- Comhlámh Code of Good Practice.

Directors' Report | Governance

Accounting Records

The Board Members believe that they have complied with the requirements of Section 281 to 285 of the Companies Act, 2014 with regard to accounting records by employing personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of the company are maintained at the Company's registered office at Suas Educational Development, Floor 1/2 Unit 3, Whitefriars, Aungier St, Dublin 2.
These documents are prepared in accordance with the Companies Act, 2014 and, voluntarily in the absence of statutory reporting standards for charities in Ireland, in accordance with international best practice [Charities SORP (FRS 102)] as recommended by the Charity Commission for England and Wales.

Political Contributions

There were no political contributions in 2018 (2017: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

Post Balance Sheet Events

There have been no events subsequent to the year end that require any adjustment to or additional disclosure in the 2018 financial statements.

Disclosure of Information to Auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each director has taken all the steps that he/she ought to have taken as a director to make himself/ herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Directors' Report | Governance

Auditor

Brown Murphy Hughes have expressed their willingness to remain in office and, in accordance with Section 383(2) of The Companies Act, 2014, they will continue in office.

Risk Management

Suas works with children and young people. The nature of our work means that we take on a level of risk in our activities. We aim to minimise this through our ongoing risk assessment process and controls. The Audit and Risk Management Committee examines the effectiveness of the systems of internal operational and financial control annually and confirms the operating effectiveness of those systems to the Board.

The key components of Suas' internal control and risk management environment include the following:

- An approved plan and annual budget against which progress is reported on a regular basis, including bimonthly financial reporting of actual results compared with budgets and forecasts.
- Regular reviews across all areas of our operations with the results of each review reported to management and to the Board.
- Key policies on whistle-blowing, usage of IT, and in relation to child protection, health and safety, and complaints and reporting of same.
- Review the Board of risks at each board meeting.

Directors' Report | Governance

Vetting

Suas is fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act, 2012. Suas applies Child Protection policies, which are based on Children First 2011 and best practice recruitment policies and procedures.

Reserves

In accordance with best practice, Suas has an explicit policy concerning reserves. Taking into account the needs of the organisation, this has been set at 3 months' running costs.

In recent years, fluctuations in fundraising (due mainly to the loss of an anchor donor), we fell below this level of reserves. Concerted efforts to broaden and deepen our funding base has enabled us to rebuild reserves. Suas' free reserves at 31 December 2018 are €116,365, representing 2.8 months' running costs.

The Board continue efforts to build reserves and monitor the position at each board meeting.

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Our Work| Suas Ireland

Introduction

Suas is Ireland's leading charity to improve literacy and numeracy for children in Ireland's most disadvantaged schools. Suas has been supporting schools across Ireland to address the national crisis in literacy and numeracy for children in disadvantaged areas.

One in ten children in Irish schools has serious difficulty with reading or writing. However, in some disadvantaged schools this is as high as one in three students.
In the most recent PISA tests, the maths performance of Irish students was at "below average" standard. This all points to a national crisis in literacy and numeracy that must be addressed immediately.

Suas delivers measurable, evidence-based literacy and numeracy interventions to prevent school failure and reduce dropout. In partnership with designated disadvantaged (DEIS) schools, we support 8 – 14 year olds most at risk of failing in the Irish education system. Volunteer mentors are at the heart of the programme. They work 1-to-1 with girls and boys from DEIS schools nationwide.

Our literacy programme consists of 2 support interventions: Paired Reading and AcceleRead AcceleWrite. Our numeracy intervention is similar our literacy interventions in that it provides children who are struggling with numeracy an opportunity for repeated practice, further explanation and reinforcement, delivered in a 1-to-1 coaching session.

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We believe that, for children in disadvantaged communities, literacy changes everything.

Our Work| Suas Ireland

2018 Highlights

- 1,008 children in disadvantaged (DEIS) schools participated in Suas' literacy and numeracy programmes across Ireland – a 19.7% year-on-year increase.
- The average rate of improvement in children's literacy was 210% relative to the national average.
- The average rate of improvement in children's numeracy was 215% relative to the national average.
- 58% of children we supported read more often.
- 64% of children felt happier to read out loud.
- 85% of children agreed they were better at reading.
- 73% said they enjoyed solving maths problems.
- 75% felt the are better at maths.
- 81% said they are happier to take part in math class.

What's Next?

"Now we are embarking on our most ambitious work programme to date. We are harnessing our evidence-based experience and moving to the next level of measurable impact and success.

In so doing, we are targeting the most challenging cases – Ireland's most disadvantaged children who live in some of Ireland's poorest areas. Through a unique and tested mentoring system, and in partnership with Ireland's DEIS schools, we will work with 1,500 children next year to reverse the decline in their literacy and numeracy skills.

We will ensure they acquire the tipping point improvement in their ability and confidence to participate fully in their school life and wider social opportunities."

Suas Ireland Team

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Our Work| Suas International

Introduction
Suas runs two major programmes – a volunteering programme and a technology-mediated teacher training programme.

Our International Volunteer Programme offers young people the opportunity to volunteer as teaching assistants, working alongside local teachers in our partner organisations and schools in disadvantaged communities in India and Zambia. Teaching assistants focus primarily on English lessons with children aged between 4 - 18 years old.

Volunteers undergo intensive training that helps them to prepare for living and working with their teams overseas. The Global Perspectives strand of the programme helps volunteers understand the complex root causes behind the issues facing the communities in which they are working, and how they can continue to take action for change after the programme has ended.

Our technology-mediated teacher training programme, Fast Forward, aims to improve educational achievements and life opportunities for children in disadvantaged settings in sub-Saharan Africa. The programme is designed to address the barriers to quality education in disadvantaged communities – particularly the lack of educational resources, and lack of training for teachers.

What's Next?

"We will work with our partner organisation in Zambia, Zambia Open Community Schools, to create an expansion plan for Fast Forward. We will aim to maintain the number of volunteer teaching assistants sent to Zambia and India while improving the quality of volunteer training and partner capacity building."

Suas International Team

Our Work| Suas International

2018 Highlights

- We rolled out a new, technology-mediated teacher training programme called Fast Forward to three districts in Zambia supporting 75 teachers and 2,700 children.
- In 2018 we sent 83 volunteer teaching assistants to locations in India and Zambia.
- Three teams in Kolkata, India working with our partners Development Action Society, Sabuj Sangha and Thoughtshop Foundation.
- One team in the Sundarbans region, India working with Sabuj Sangha.
- One team in Southern Province, Zambia working with our partners in the Chikuni Jesuit Mission.
- Two teams working in the town of Kabwe in the Central Province of Zambia. These teams worked across four partners schools: St Mary's School, Ben Kapufi School, Makululu Primary School, Caleb School.
- Our volunteers worked with over 3,000 children across Zambia and India.

Our Work| STAND (Global Citizenship Programme)

Introduction

Our Global Citizenship Programme, STAND, seeks to support the progressive engagement of third level students with global justice issues through an integrated programme of activities that correspond to different 'stages' of participation and learning:

'Inspire' activities to reach out to a new audience on campus, that might not have previously engaged with global issues.

'**Educate' activities** give students the opportunity to learn more about global development issues in an accessible way. They are framed as 'introduction to development' courses which don't assume knowledge on behalf of participants.

'**Engage' activities** for students who want to take action on an issue that they are passionate about. Typically these students have gained a deeper understanding of an issue, sometimes from having taken part in an 'Inspire' or 'Educate' event.

Activities include the STAND 8x8 Festival, STAND Global Issues Course, STAND Ideas Collective and STAND on Campus.

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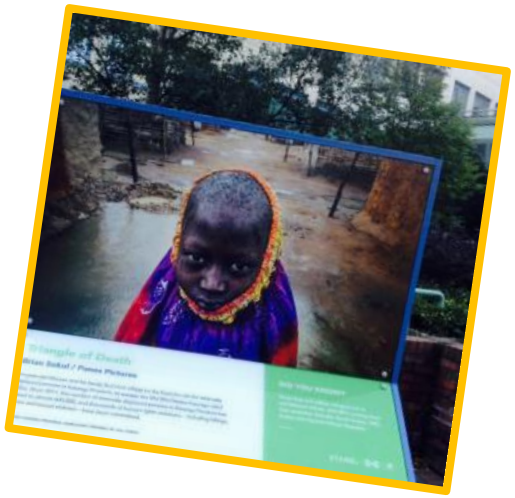
We believe in the ability of young people to create a just and sustainable world.

Our Work| STAND (Global Citizenship Programme)



2018 Highlights

Approximately 16,300 young people engaged with our activities in 2018, with activities delivered in 7 third level institutions across Ireland.

Key achievements in 2018 included:

- our highest number of attendees at the 8x8 Festival to date
- increased numbers engaging with STAND online
- the piloting of the STAND Book Club and a custom version of the Ideas Collective
- increased and improved development education inputs within the Volunteer Programme
- the development of a working relationship with the Union of Students in Ireland.

What's Next?

"We will continue to both improve the programme quality of our Global Citizenship Programme and expand programme reach through a new nationwide partnership with the Union of Students in Ireland (USI)."

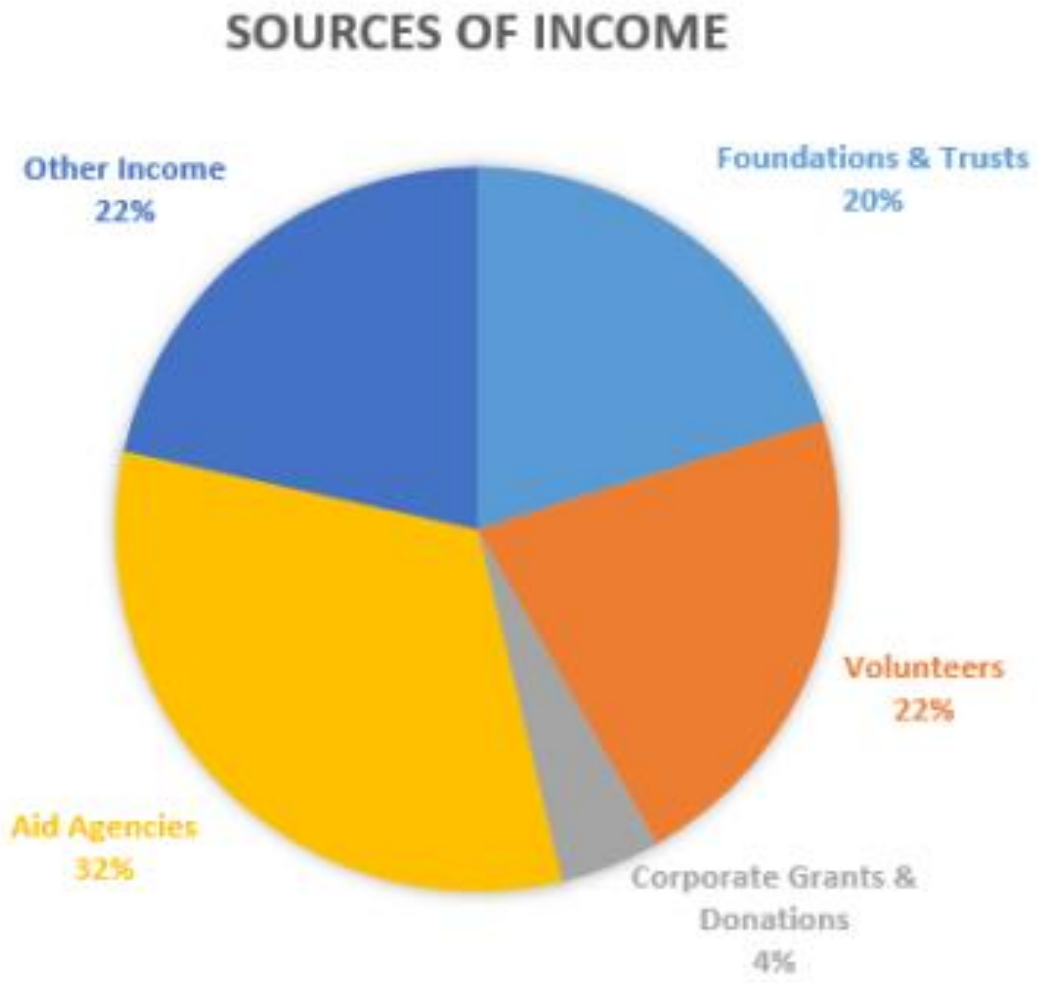
STAND Team

Finances | Income

Total income for 2018 amounted to €1,221,029 of which €966,583 (79% approx.) was in the form of restricted funds.

The remaining €254,446 was unrestricted. Income increased by €290,525 (31%) compared to the previous year, largely due to higher donated services and increased income from Foundations and Trusts.

In 2018, Suas received increased funding from Aid Agencies, including a further extension of Irish Aid funding to support the Global Citizenship Programme.



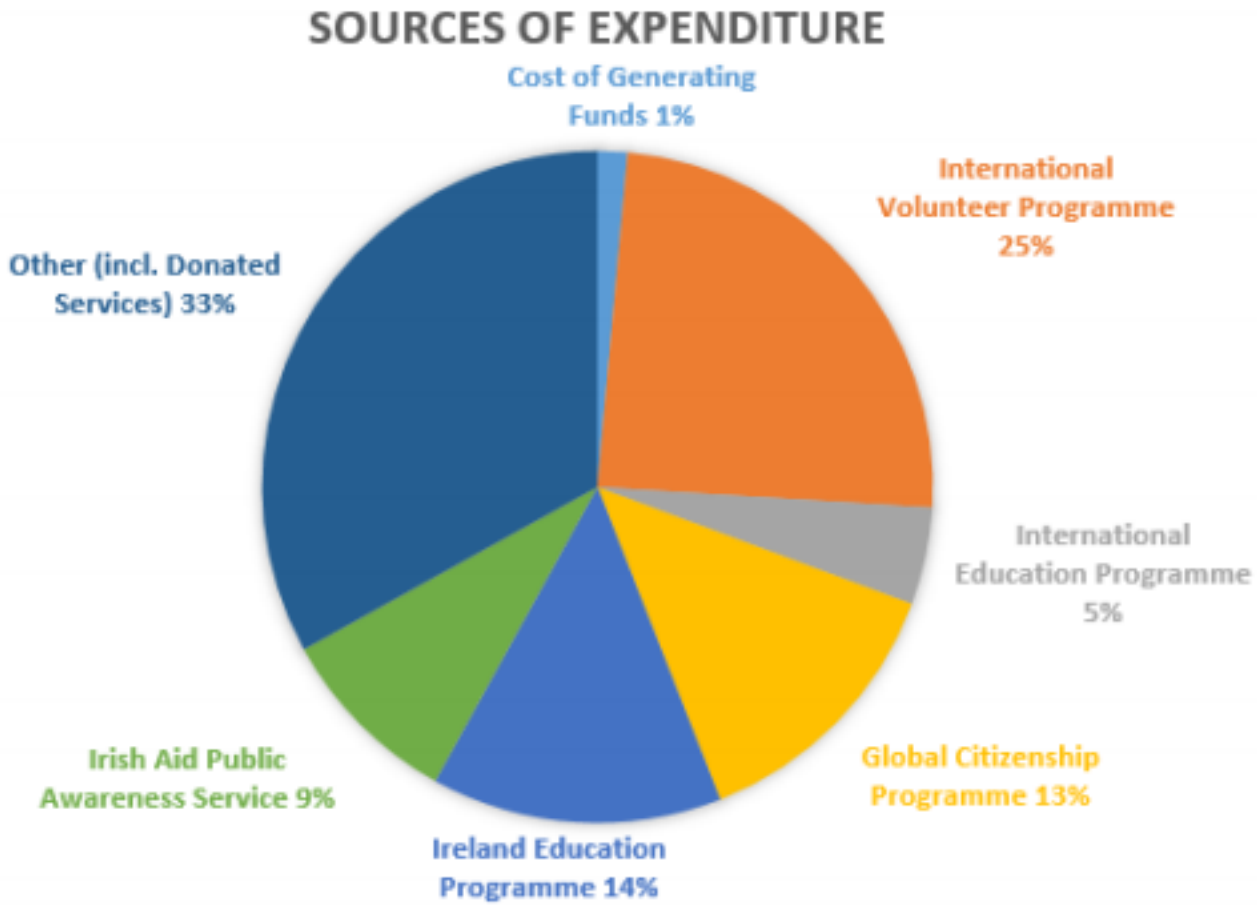
Finances| Expenditure

Total expenditure for 2018 amounted to €1,175,671, an increase of €280,895 (31%) on the prior year expenditure of €894,776.

This increase was due mainly to once-off donated advertising services (increasing income and expenditure by €212,800), higher Volunteer Programme costs and the commencement of a new International Education Programme.

Expenditure on core programmes increased from €676,736 to €792,510.

The Cost of Generating Funds reduced from €60,976 to €22,320 due to an in-sourcing of fundraising activity.



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Company Number 362631
Company Limited by Guarantee

Pictures used in this publication have been taken in relation to Suas activites & events.