



Fundraising Performance:  
The Third Annual Report on  
Fundraising in Ireland

**2013**

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With many thanks to Patricia Quinn of INKEx.



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## Foreword

This is the third Annual Fundraising Report prepared by 2into3 for the Irish not-for-profit sector, and can be read alongside other recent 2into3 papers addressing strategy and organisational leadership<sup>1</sup>. It provides a detailed overview of a representative sample of organisations and provides insights into their activities and experiences, especially in relation to fundraising.

This report finds that the total amount raised by the sector increased between 2010 and 2011. This follows an increase in fundraising between 2009 and 2010 found in the previous version of this report (2into3, 2011). However, this market recovery is not uniform, with some organisations experiencing a major surge in fundraised income between 2010 and 2011 (88% increase for the Developing and Housing subsector) while organisations in the Social Services and International subsectors witnessed a fall in receipts. The report highlights the variance in performances amongst organisations across a range of dimensions and raises the questions:

- Why are there differences in performance?
- Can these differences be addressed?
- What are others doing that is working?
- Are there areas of best practice that can be adopted and applied by others?

These questions highlight the critical importance of making improvements to the quality of data in the sector, increasing the level of transparency in public reporting and the need for implementation of regulation. The aim of this report is to increase the level of information available to not-for-profit leaders when making fundraising investment decisions.

Although it is commendable that fundraised income has increased and a testament to the generosity of the Irish people and the work of those in the sector, it appears that cost efficiency has fallen. A small sample has indicated an increase in the cost of fundraising, but due to the aggregation of data, a representative figure is not possible to extrapolate.

Continued rapid changes in international economics and intensified competition for financial resources makes it necessary for on-going reassessment of funding strategies for not-for-profit organisations. It appears the sector as a whole is lagging in its response to very clear evidence of **scale effect** in fundraising, with large organisations proving much more efficient. This finding is further evidenced in a forthcoming report from 2into3 on

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<sup>1</sup> *A Boardroom Guide to Organisational Capacity Building* (2012), *Steering your Nonprofit Organisation through the Storm* (2010), *Collaboration for Greater Impact* (2009), *Fundraising in a Cold Climate* (2008), *The First Annual Report on Fundraising in Ireland* (2010), *The Second Annual Report on Fundraising in Ireland* (2011). See [www.2into3.com](http://www.2into3.com)



philanthropy and Irish universities. The Irish not-for-profit sector has a huge number of very small bodies, and, as such, the sector's gateway to performance improvement is to unlock effective means of building alliances and managing effective collaboration.

We hope that this report will encourage debate, discussion and reflection and will encourage civic and private stakeholders to support the efforts of the sector in enhancing fundraising performance.

Dennis O' Connor,

Director, 2into3

March, 2013



## Executive Summary

Despite its importance in terms of GDP, employment and provision of services and facilities, there is a significant dearth of quantitative information on the Irish not-for-profit sector. Lack of data hinders effectiveness and efficiency by making it difficult for organisations to benchmark themselves against the rest of the sector, to identify best practice or to develop appropriate fundraising targets.

This report is based on the annual accounts of a representative sample of Irish not-for-profit organisations and is an attempt to provide a quantitative insight into the current status of the sector, especially in relation to fundraising performance and costs. The aim of the report is to provide objective information, to stimulate debate and discussion among and within organisations and to promote more open and detailed reporting of fundraising data.

Key findings from the report are presented below:

<b>% change in fundraised income between 2010 and 2011</b>	+3.7%
<b>Salaries as a % of total expenditure in 2011</b>	46%
<b>Change in expenditure on salaries between 2010 and 2011</b>	+4.6%
<b>State funding as a % of total income in 2011</b>	73%
<b>Change in state funding between 2010 and 2011</b>	-0.1%
<b>Average cost to raise €1 in 2011</b>	50.3cents*
<b>Estimated size of the sector in 2011</b>	€4.9 billion
<b>Estimated contribution of the sector in GNP in 2011</b>	3.9%

\* Estimates based on a small, non-random sample and should be viewed with caution. See Section 4.3



## **1 Introduction**

The not-for-profit sector plays a defining role in modern Ireland. From universities and hospitals, to youth groups and sports clubs, individuals engage with not-for-profit organisations on a daily basis. Local needs are met by housing and social service charities, while international development organisations, advocacy groups and religious bodies strive for justice. Meanwhile, art, sports and other special interest groups entertain, educate and create. Whilst the not-for-profit sector shapes life in Ireland it also reflects Irish society, revealing the priorities, passions and values of our national psyche.

Despite this, systematic research into the thousands of organisations that make up the Irish third sector is scant and we know relatively little about the day-to-day realities faced by not-for-profit organisations. The dearth of information about the activities, income, expenditure and challenges faced by the not-for-profit sector stifles progress, ideas and advancements. Policy makers make decisions based on estimates, and CEOs and fundraising managers are unable to benefit from knowledge spillovers or best practice of similar organisations. The on-going dialogue about the importance of growing and supporting the not-for-profit sector runs the risk of sounding hollow if not supported by a strong empirical foundation. This report aims to bridge the knowledge gap somewhat by providing an insight into the composition of the sector and its current status, especially in terms of fundraising activities, performance and cost. Our key aims are to provide objective information, to stimulate debate and discussion within and among organisations and to encourage further analysis of this important sector.

### **1.1 Regulation of Not-for-Profit Organisations**

There are a number of challenges associated with obtaining an accurate picture of the Irish third sector. Firstly, even determining the population of not-for-profit organisations is quite difficult. In Ireland, charitable status does not exist as a legal concept. This will change when the 2009 Charities Act is enforced, but as of now, there is no such thing as a 'registered



charity' in Ireland. Not-for-profit entities can receive a charity number (or charitable recognition) from the Revenue Commissioners, but this only enables tax exemption and does not bestow a legal status on the organisation. However, as Donoghue et al note in the 2006 Hidden Landscapes study *"many organisations assume that this is the case for it is not uncommon to hear of representatives from nonprofit organisations referring to being from 'a registered charity' or to refer to the organisation as having 'charitable status'"* (pg. 28). In addition, organisations can register with the Companies Registration Office, but are not obliged to do so; the Revenue Commissioners do not require an organisation to be incorporated before granting charitable tax exemption. INKEx (2012) reported that in December 2011 there were 7,874 entities with a charity number, 4,011 (50.9%) of which were incorporated and 3,863 (49.1%) unincorporated. As such, there is a lack of clarity about the boundaries and composition of the sector.

In 2009, the Charities Act was enacted to address the lack of regulation in the sector. Its provisions include:

- The creation of a register of all charities operating in the State, including charities from outside the State who wish to operate in Ireland. The Charity Register will be made available to the public online.
- A definition of charitable purposes for the first time in primary legislation.
- The establishment of a Charities Regulatory Authority designed to ensure compliance and encourage the better administration of charities.
- Charities will be required to submit an Annual Activity Report to the new Authority
- Statutory accounting and audit (or independent examination) obligations imposed on all charities which are not incorporated under the Companies Acts. The Companies Acts continue to apply to charities incorporated under those Acts.

However, the Act has not yet been enforced, and a 2012 study by The Wheel found that 20% of not-for-profit organisations are still unaware of it, and of those that are aware, only 61% are prepared for its requirements.



## 2 Data used in this Analysis

A complete list of the 7,090 not-for-profit organisations registered with the Companies Registration Office was supplied to 2into3 by INKEx in 2012. As each of these organisations is incorporated, they are obliged to submit their annual accounts to the Companies Registration Office. These accounts can be accessed by the public<sup>2</sup>. This list comprises 3,636 entities with a Charity number and 3,454 without. INKEx classified each organisation into one of the 12 subsectoral groups devised by the Johns Hopkins Comparative Nonprofit Sector Project, a classification system now adopted by the UN.

Two main samples of organisations were used in this study. The main sample used is 10% of all incorporated not-for-profits in Ireland, while the second is a 24% sample of all organisations with total incoming resources exceeding €1 million. Our hypothesis is that larger organisations may have a different cost and fundraising structure arising from economies of scale and these are thus analysed separately. Unless explicitly stated otherwise, the figures presented in the report are for the main sample. The easiest way to obtain a representative sample is through simple random sampling whereby the appropriate number of organisations are randomly chosen from the population. However, here, a more appropriate process called stratified random sampling is used. The use of stratified random sampling means that the results arising from these two samples can be extrapolated as being representative of their respective populations. This technique is explained in detail in Appendix A.

**Table 1: Descriptions of Samples used in Analysis**

Description of Data	Population Size	Sample Size	Sample as % of Population
<b>All Incorporated Organisations</b>	7,089	713	10.06%
<b>Incorporated organisations with Total Incoming Resources &gt; €1million</b>	662	161	24.3%

<sup>2</sup> These accounts were accessed via VisionNet's database. <http://www.vision-net.ie/>



Data is very difficult to obtain on unincorporated not-for-profits. Until the Charities Act 2009 comes into force, they are under no regulatory obligation to make financial statements publically available, and, for reasons of confidentiality, Revenue will only publish information on their registered name, Charity number and registered address. A stratified random sample of all unincorporated not-for-profit organisations was constructed, and these were approached directly. However, although formal requests were made of 350 organisations, only six provided us with copies of their annual accounts. Thus, while we recognise the limitations of excluding over 3,800 unincorporated organisations, data constraints requires that this report focuses solely on bodies registered with the Companies Registration Office.

## 2.1 Data Collection Challenges

Unfortunately, even once accounts are obtained; extracting key data about fundraising costs and income of not-for-profits is still very challenging. Naturally, annual accounts were not compiled with the intention of inclusion in our analysis, and in many cases very limited information on fundraising is provided. As INKEx, 2012, note, the Accounting Standards Board standard permits income to be reported as a single line. However, such an aggregated format does not permit analysis of income sources. Some organisations present their income in a more disaggregated format but combine sources of funding (e.g. income from events and corporate sponsorship), or subsume fundraised income under another heading.

Only a very small proportion of organisations utilise the Statement of Recommended Practice for Charities (SORP) standards when preparing their accounts; INKEx (2012) estimate 3% and The Wheel (2012) find a higher figure of 10.1%. These standards require a high level of detail regarding sources of income and are mandatory for charities in the UK but optional in the Republic of Ireland.



## 2.2 Average vs. Median

The Irish not-for-profit sector is highly skewed, comprising a large number of small organisations and a very small number of extremely large bodies. This is a well-known feature of the sector, noted in the previous two versions of this report (2into3, 2011 and 2into3, 2010) and the Hidden Landscape Study carried out by Donoghue et al in 2006. This skewed distribution has an impact on the validity of certain summary statistics; in particular the use of average figures can be quite misleading. Instead, a more appropriate metric to use is the median.

**Average:** To find the average, all observations are added up, and divided by the number of observations. However, this means that if a few numbers are particularly high or low ('outliers') they will have a disproportionate effect on the calculated average, pulling it up or down.

**Median:** The median is simply the value separating the upper half of a set of numbers from the lower half. The median is calculated by arranging all of the observations from lowest to highest value and selecting the middle value. As such, it is not affected by especially high or low outliers.

Where appropriate, both the median and average figures will be reported. The proportion of observations that lie above and below the average will also be noted. These figures will give some indication of the severity of the skewedness – in an even distribution, 50% of the observations should lie above the average, and 50% below.

This skewedness is particularly evident in relation to income and staff numbers, as can be seen in Sections 3.4 and 3.5.



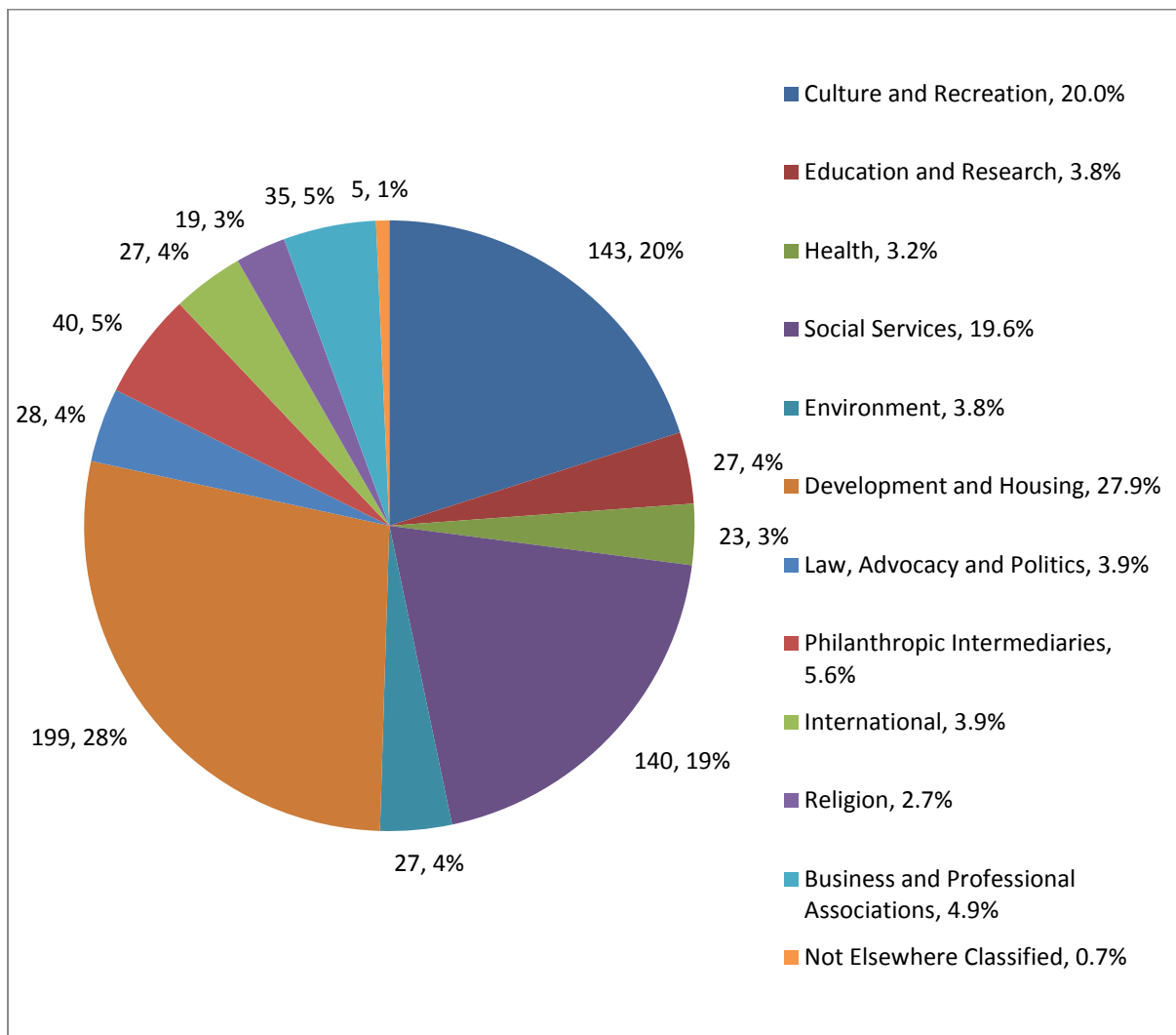
## **3 Overview of Sample**

### **3.1 Division into Subsectors**

Organisations were divided into one of 12 subsectors by INKEx. The process of stratified random sampling means that the proportion of organisations in each subsector is the same for both the sample and the entire population of firms. Figure 1 below shows the proportion of organisations by subsector. Development and Housing is clearly the largest subsector, comprising over a quarter of incorporated not-for-profits in Ireland, and therefore in our sample. The Culture and Recreation and Social Services subsectors are also very significant, with each accounting for one in five organisations. The remaining subsectors are each made up of a relatively small number of organisations.



**Figure 1: Participating Organisations by Subsector – Main Sample**

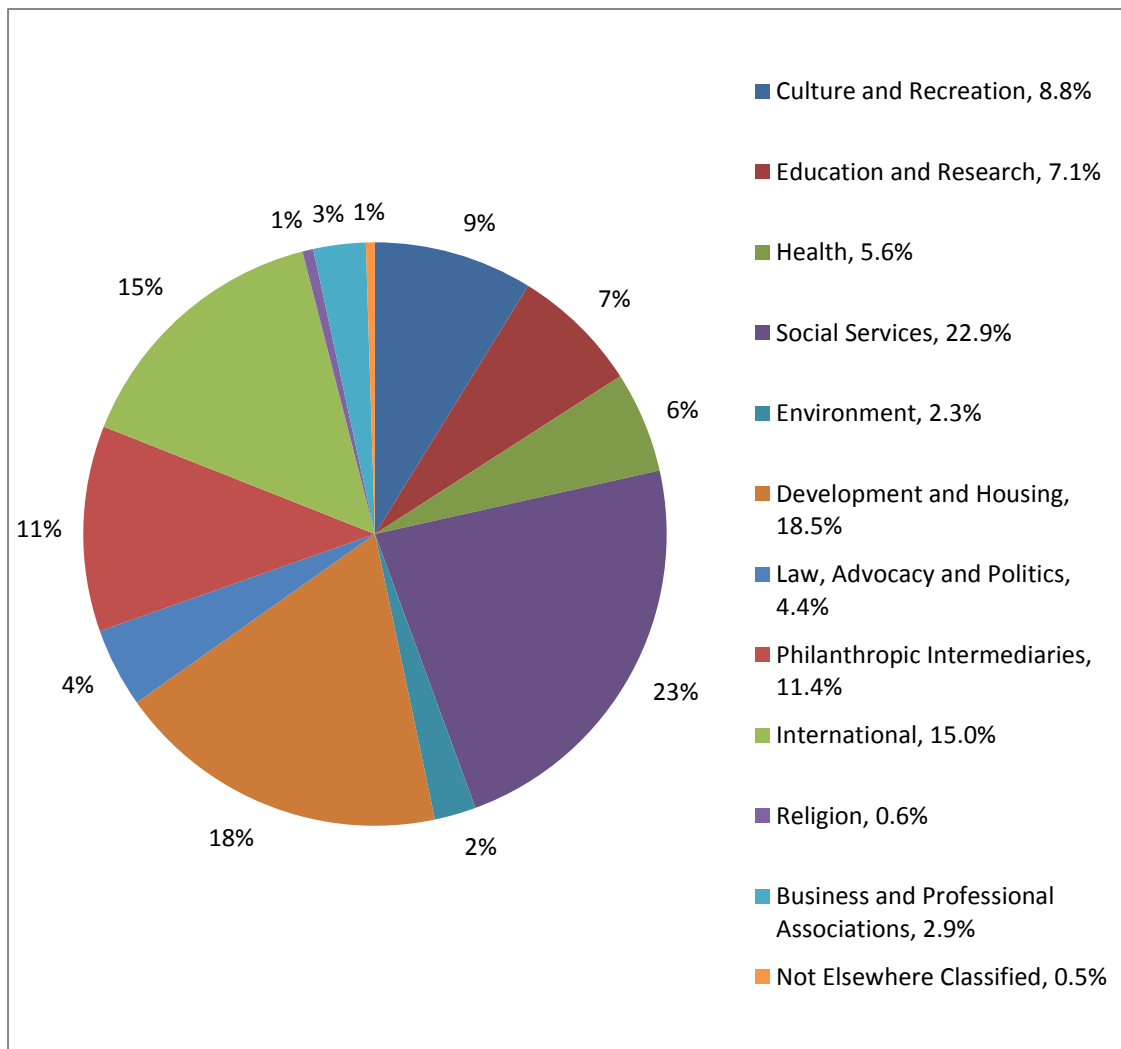


Sample Size: 713

However, the pattern changes significantly when the size of subsectors is determined by income rather than number of organisations. Using this metric, the Social Services subsector is the largest, accounting for almost one in every five euro of income to the sector. The Development and Housing subsector is very significant, accounting for 18% of the total, with International organisations and Philanthropic Intermediaries yielding 15% and 11% respectively.



**Figure 2: Relative Size of Subsectors by Income – Main Sample**

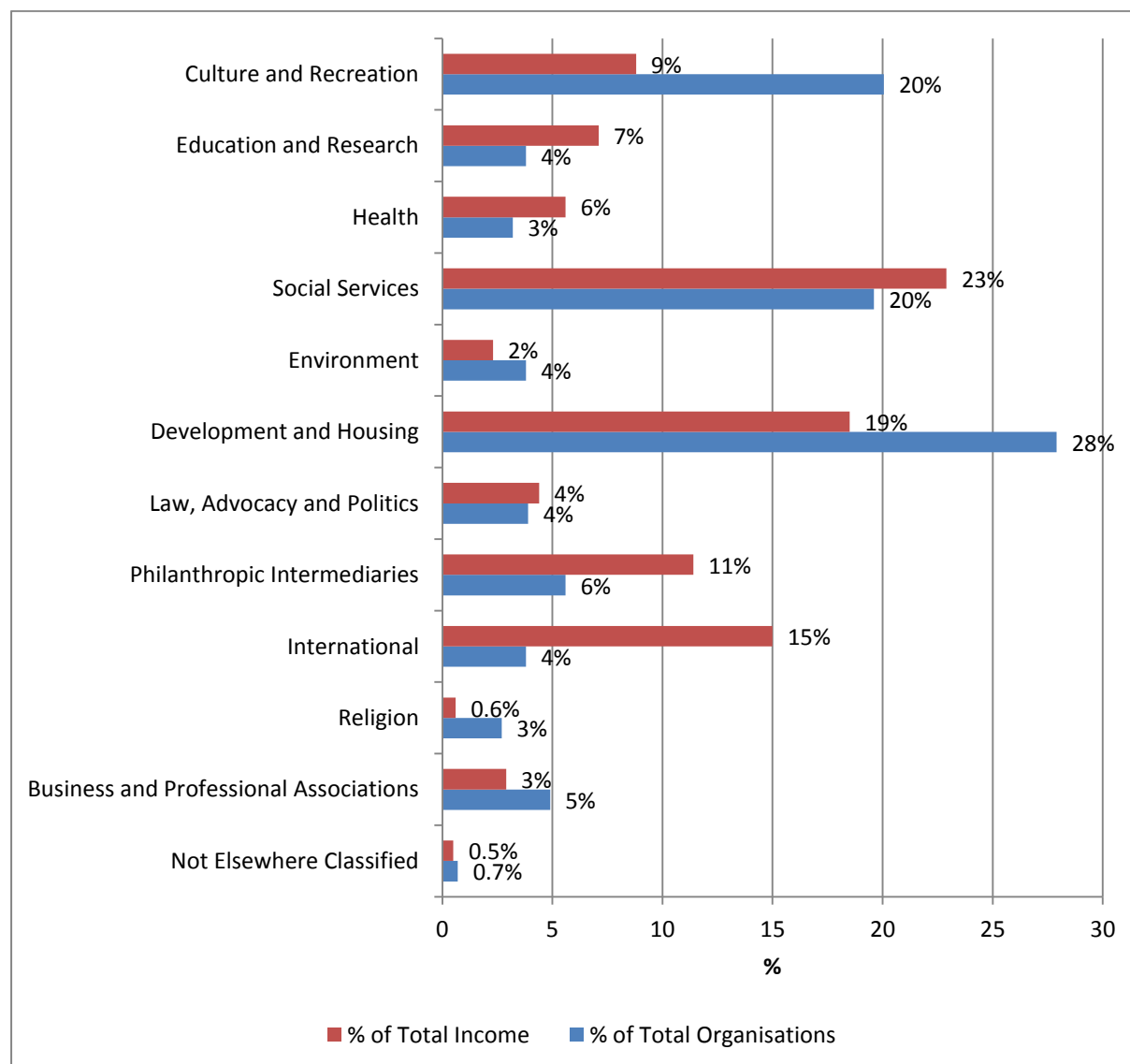


Sample Size: 694

It is evident that some International organisations are very large, because, although they only account for 4% of the organisations in the sample, they receive over 15% of total income. By contrast, although one in every five organisations is in the Culture and Recreation space, between them they only account for 9% of income. This pattern is more clearly shown in Figure 3 which shows the proportion of total income and of total organisations accounted for by each subsector. It is very clear that the average income of organisations varies across subsector.



**Figure 3: Subsectors as Percentage of Total Income and of Total Organisations – Main Sample**



Sample Size for % of Total Organisations: 713

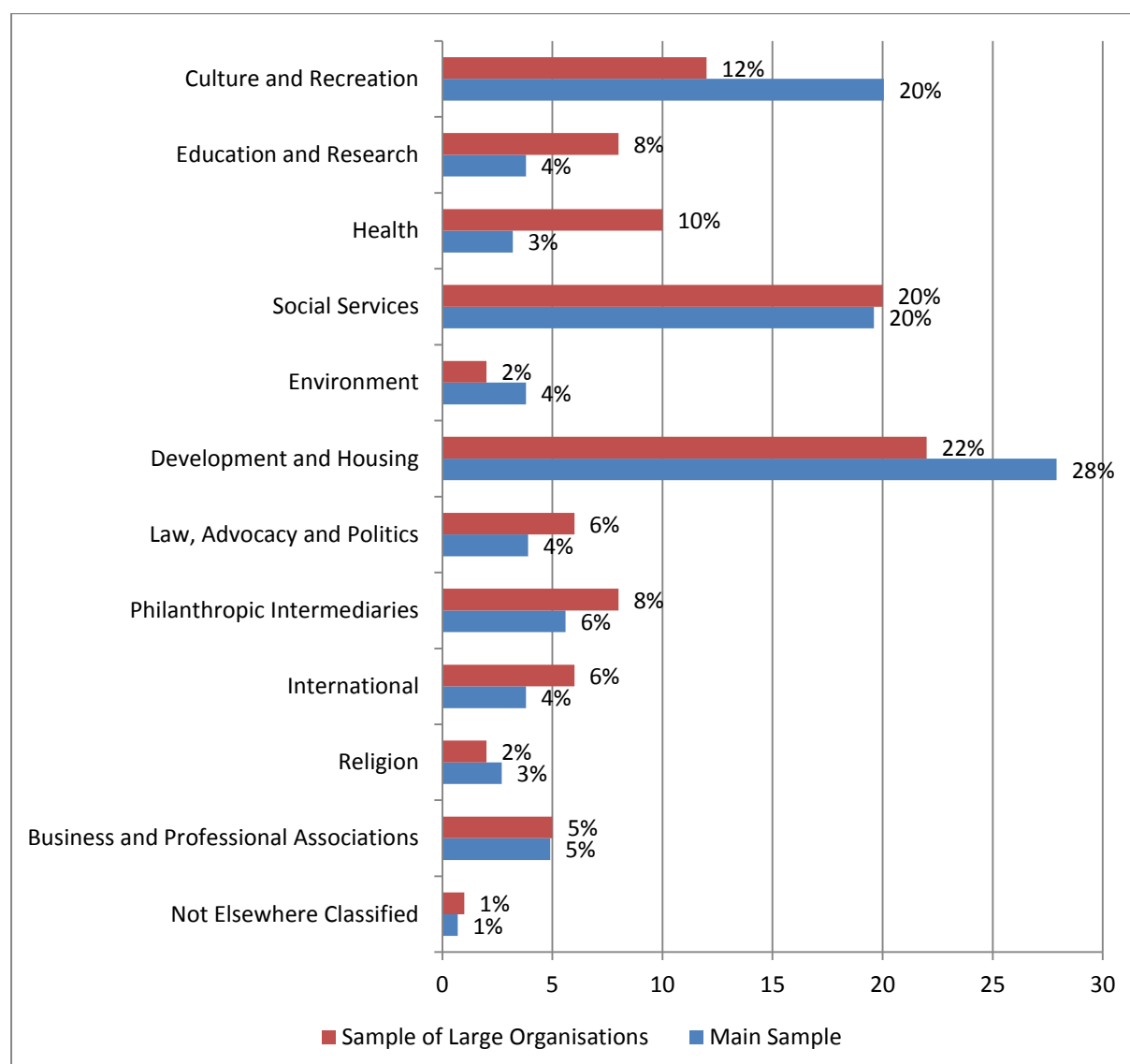
Sample Size for % of Total Incomes: 694

Figure 4 shows the sector distribution of both the main sample and the sample of large organisations. The results don't change qualitatively for those organisations with total incoming resources exceeding €1 million; Development and Housing is still the most populous sector, followed by Culture and Recreation and Social Services. However, when compared to the main sample, there are a greater proportion of Education and Health



organisations and fewer Cultural and Recreation and Development and Housing bodies in the sample of large not-for-profits.

**Figure 4: Participating Organisations by Subsector – Main Sample and Sample of Large Organisations**



Sample Size for Main Sample: 713

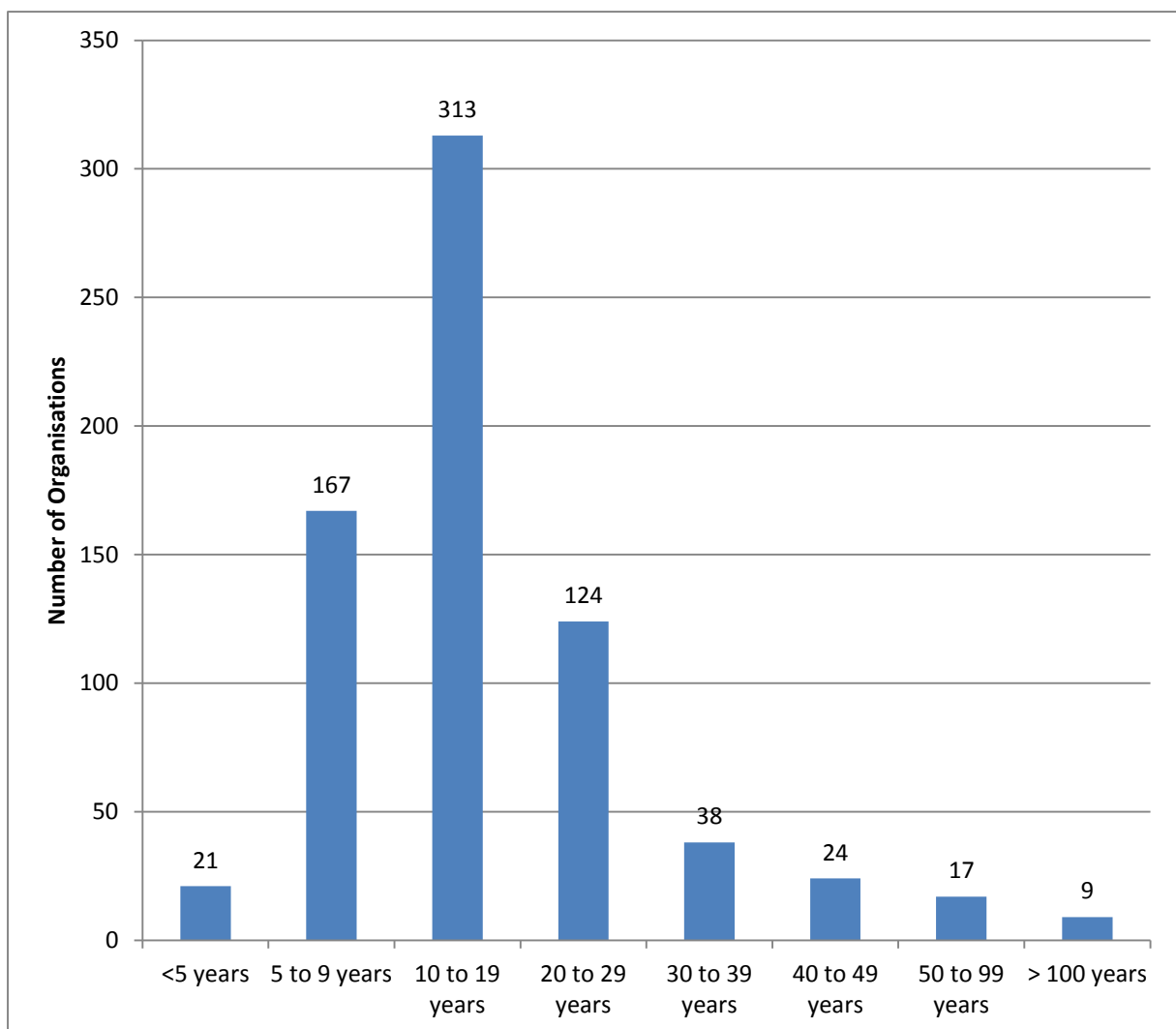
Sample Size for Sample of Large Organisations: 161



### 3.2 Age of Organisations

The average age of organisations in our main sample is 18.3 years. However, there is a significant diversity in the age of the not-for-profits with the oldest organisation founded in 1790 and the youngest just three years ago.

**Figure 5: Age Distribution of Sample**

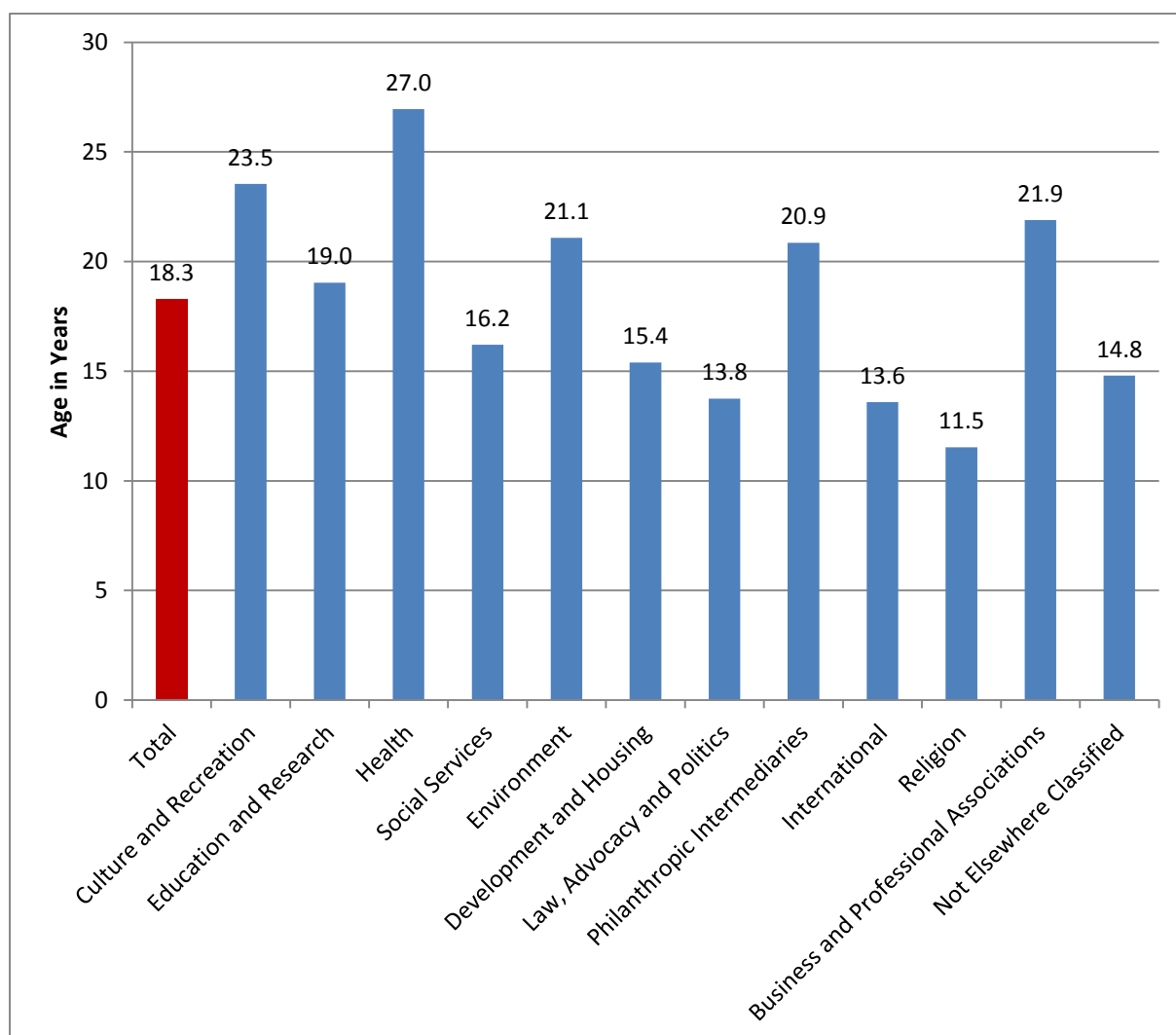


Sample Size: 713

Figure 6 shows that organisations in the Religious subsector are on average the youngest, while Health organisations are the oldest with an average age of 27 years. Of the 24 organisations in the health sub-sample, two were founded over 100 years ago.



**Figure 6: Average Age by Subsector**



Sample Size: 713

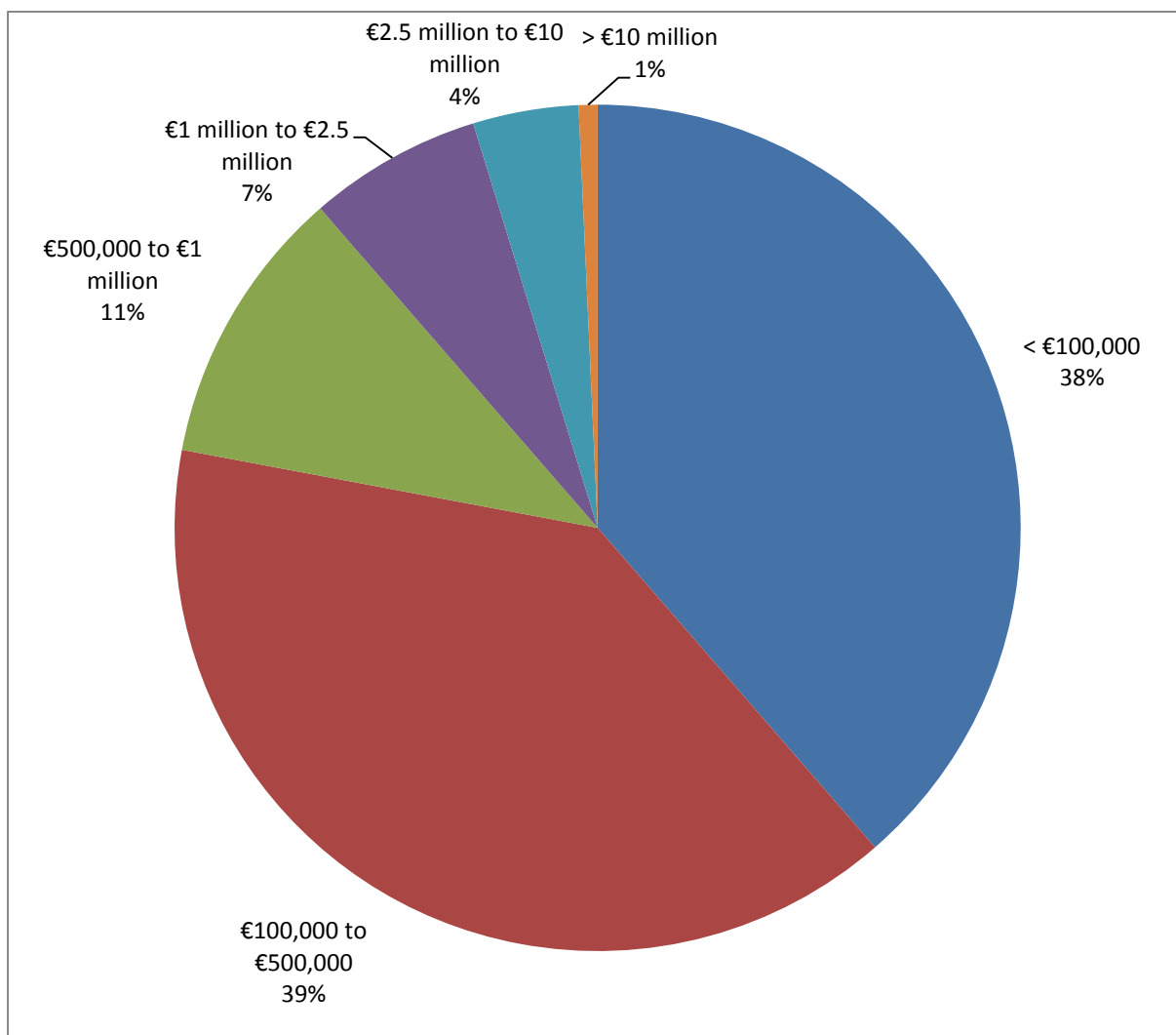
Unsurprisingly, larger groups tend to be significantly older; the average age of the groups with total incoming resources exceeding €1 million is 24.8 years.

### 3.3 Income of Organisations

It is clear from Figure 7 that the vast majority of organisations in the not-for-profit sector are extremely small, with 38% of the sample having an income of less than €100,000 in 2011, and almost 80% taking in less than €500,000. Only one in eight organisations in our sample had an income exceeding €1 million.



**Figure 7: Income Distribution of Main Sample**

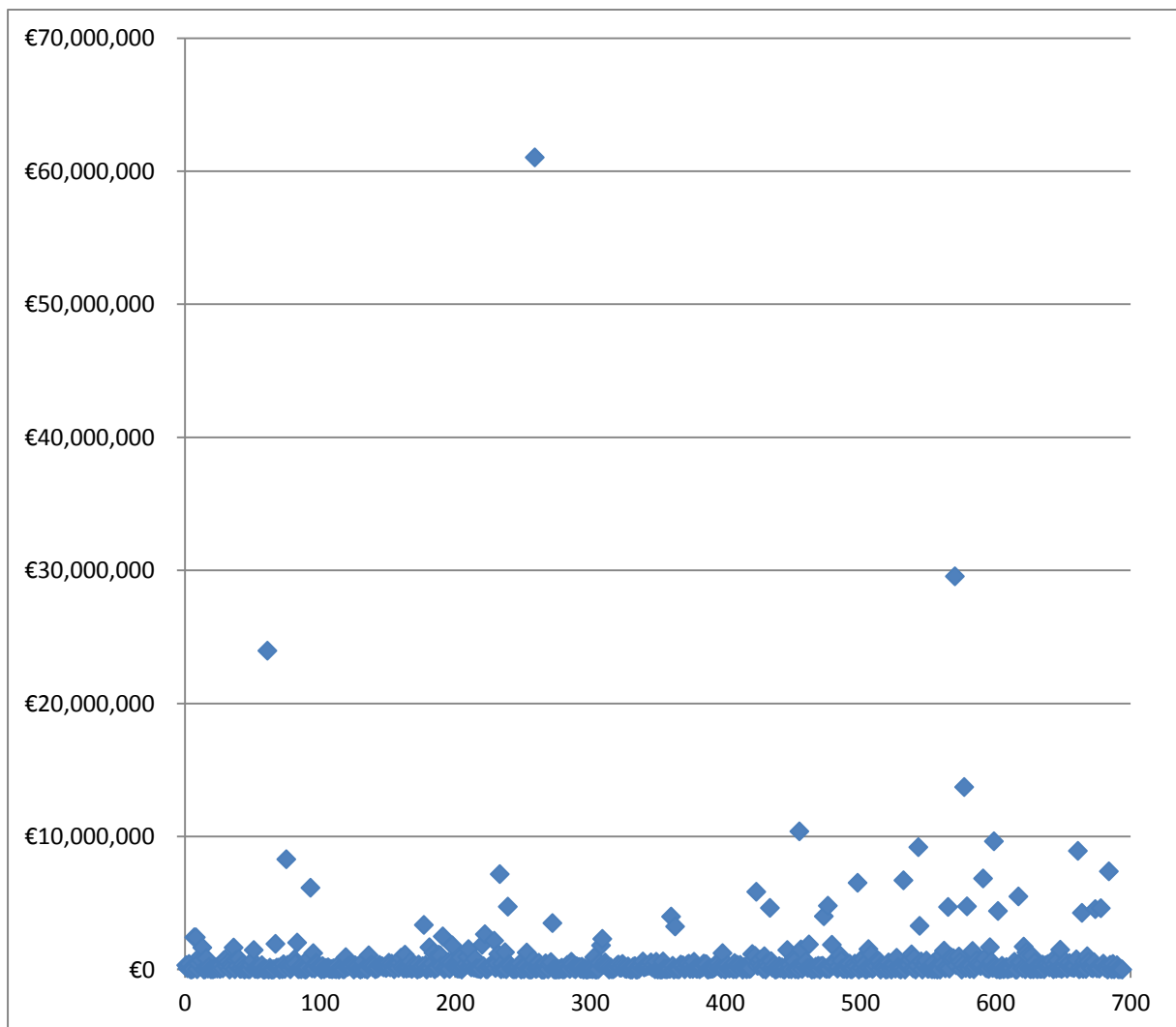


Sample Size: 694

The skewedness of the data is very clear from the scatterplot in Figure 8 which shows the income of each organisation when organisations are ordered alphabetically. Most of the organisations are clustered along the bottom of the graph, but there are a small number of clear outliers.



**Figure 8: Scatterplot of Income**



Sample Size: 694

The skewedness is also clear in the Summary Statistics in Table 2. For the main sample, although the average income is over €700,000, the median is just €166,000 showing that there are a few large organisations inflating the average figure. Indeed, only 15% of organisations have income above the average figure. The same pattern is evident for the sample of organisations with total incoming resources exceeding €1 million.



Table 2: Summary Statistics – Income		
	Main Sample	Sample of Organisations with Total Incoming Resources Exceeding €1 million
Average	€705,029	€4,510,354
Median	€166,875	€1,897,263
% Above Average	15.1%	14.5%
% Below Average	84.8%	85.5%
Sample Size	694	159

### 3.3.1 Estimated Contribution to GNP

The organisations in our main sample had a combined income of €489.29 million in 2011. As these organisations are an approximately representative sample, this number can be extrapolated to the entire sector, suggesting that the Irish not-for-profit sector had an income of **at least** €4.9 billion in 2011. This figure is a lower bound as our random sample does not include any of the small number of extremely large organisations in the sector. Irish GNP was €127 billion in 2011 (CSO, 2012), suggesting that the not-for-profit sector contributed 3.9% to the Irish economy.

This figure is not significantly different to that of The Wheel (2012), which estimated that the not-for-profit sector had a turnover of €5.75bn in 2010, accounting for 3.3% of national income. However, the 1999 Johns Hopkins study yielded higher figures, estimating that the Irish not-for-profit sector accounted for 8.2% of GDP and 9.3% of GNP in 1995.

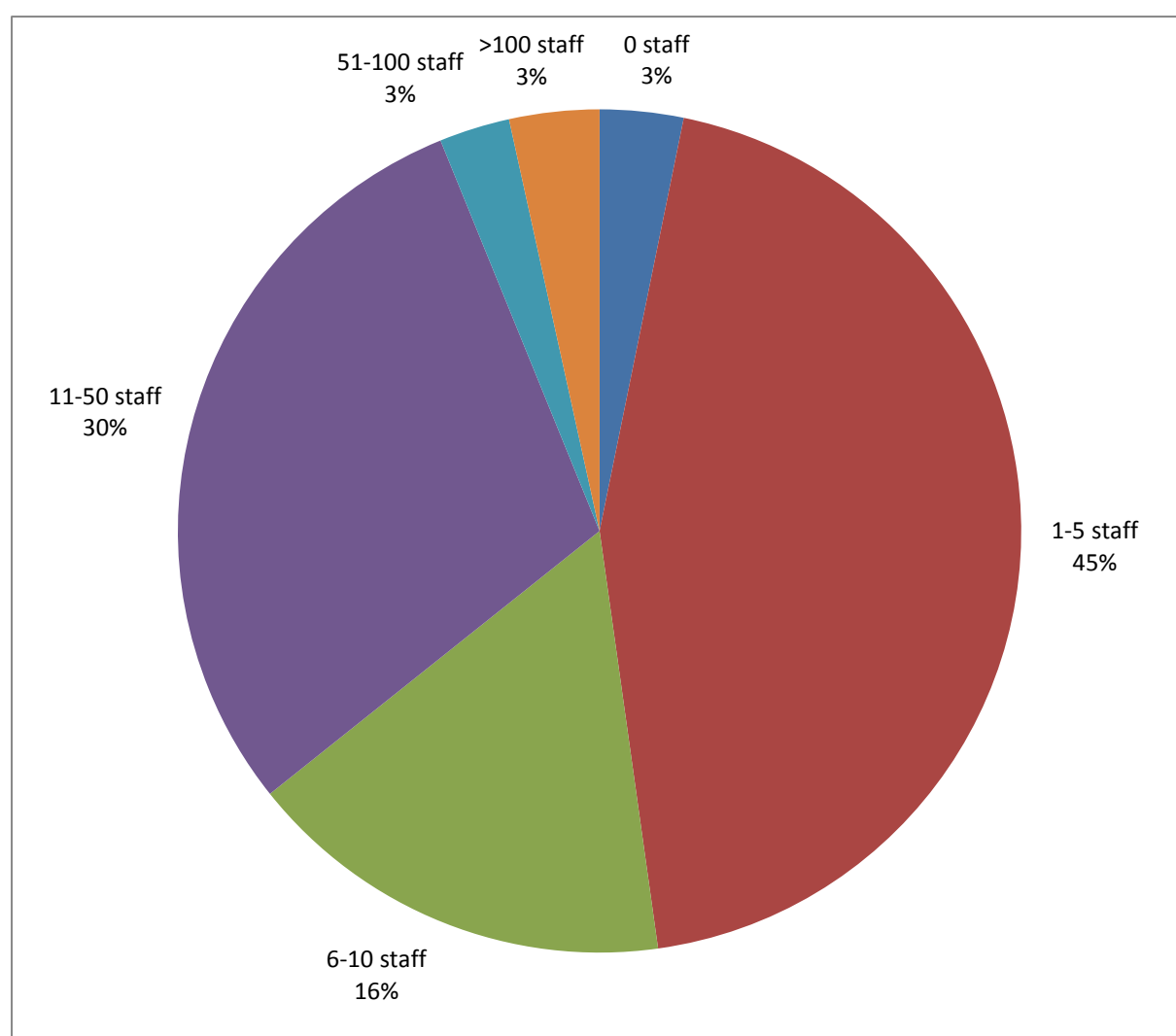
## 3.4 Staff

Most not-for-profit organisations have very few paid staff members or none at all, with 45% employing five or fewer people. Only 6% of not-for-profits have more than 50 staff. However, 308 organisations did not state their staff numbers in their accounts. INKEI (2012) explain that these either operate on a fully voluntary basis, or they are subsidiaries whose



parent companies report on employee numbers in their own accounts. As it is impossible to know which is which, we cannot make any comment about these organisations. However, it suggests that there are many more organisations with no staff than indicated in these results.

**Figure 9: Distribution of Organisations by Staff Numbers**

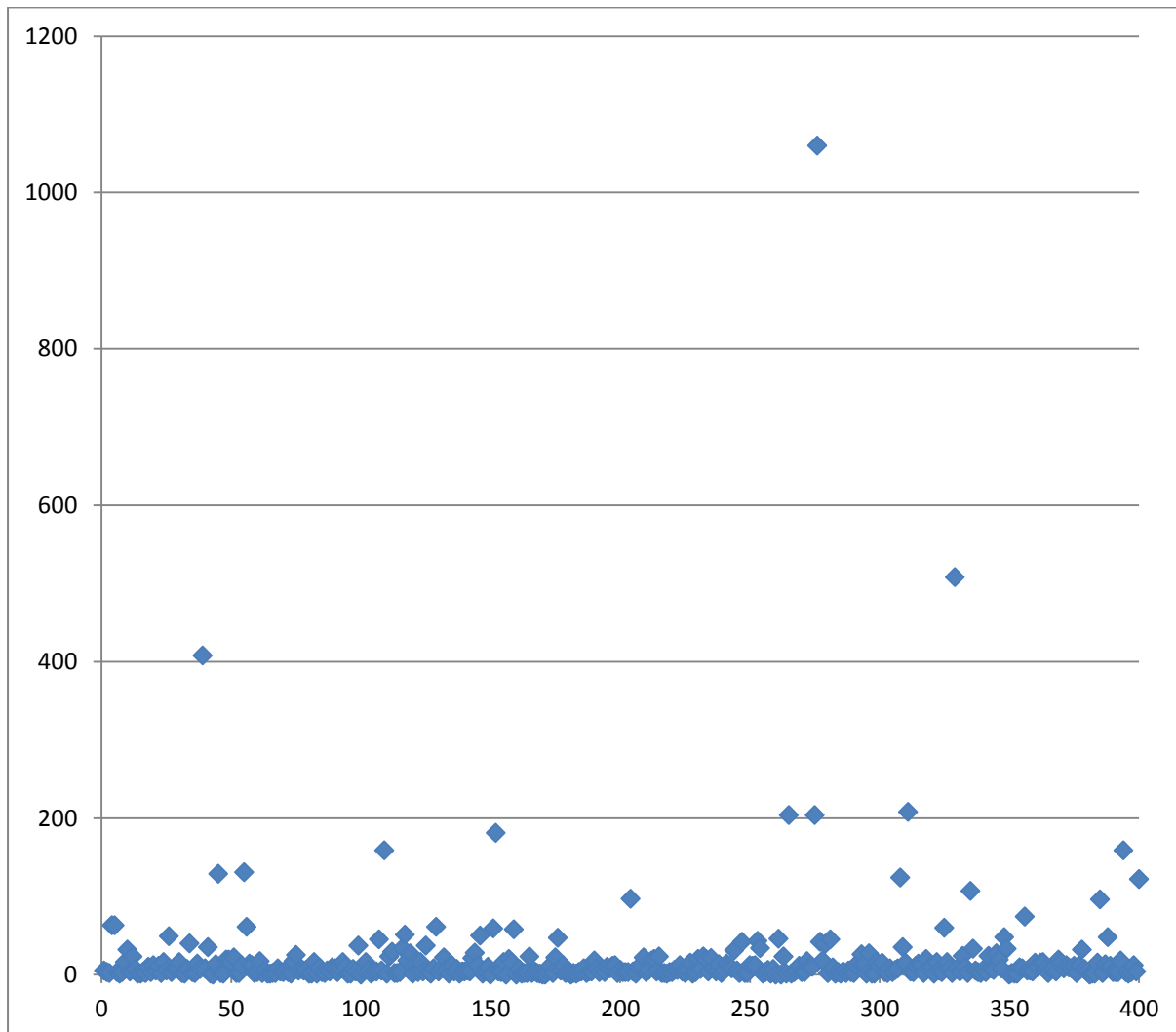


Sample Size: 405

Again, the skewedness of the sector is clearly seen in a scatterplot (Figure 10). The organisation with the largest staff has 1,060 employees, more than double that of the next organisation.



**Figure 10: Scatterplot of Staff Numbers**



Sample Size: 405

The skewedness is also clear in the Summary Statistics in Table 3. On average, organisations have about 20 staff members, a number over three times that of the median of 6. Only about 19% of organisations have staff levels above the average. As would be expected, larger organisations have more staff, but they also show the same skewed pattern, with an average figure of 57 and a median of just 32.



Table 3: Summary Statistics – Income		
	Main Sample	Sample of Organisations with Total Incoming Resources Exceeding €1 million
Average	19.8	56.9
Median	6	32
% Above Average	18.5%	23.8%
% Below Average	81.5%	76.2%
Sample Size	405	126

### 3.4.1 Estimated Contribution to Employment from Previous Research

It is not possible to extrapolate the sector's national contribution to employment from this sample as less than 57% of organisations provided information on staff figures. Any attempts to extend this figure to the entire population would invariably be inaccurate. Even if all organisations had provided these data, the resulting figure would still only be a lower bound estimate because, as INKEx (2012) warns, part-time employees and FÁS Community Employment workers are not included in annual accounts. This omission is important as The Wheel (2012) found that over 60% of organisations in their study indicated that they are willing to support employment creation schemes, including Community Employment / Rural Social schemes, and JobBridge and Tús.

Previous research provides a range of quite diverse estimates of the third sector's contribution to paid employment. In 1999, the Johns Hopkins Comparative Nonprofit Sector Project estimated that the Irish not-for-profit sector employed 12.2% per cent of the non-agricultural workforce in 1995. This figure compared to a Western European average of 7% and an international figure of just 5.5%. Internationally, the authors found only one country with a not-for-profit sector that employed a higher proportion of the domestic population. This estimate of the employment contribution of the sector is, however, much higher than that obtained in more recent research. For instance, thanks to INKEx (2012) and The Wheel



(2012) we know that Irish not-for-profit companies employed an estimated 101,054 people in 2009. In Quarter 4 of 2009, the CSO reported the labour force to be 2,155,200, with not-for-profits thus employing approximately 4.6%.

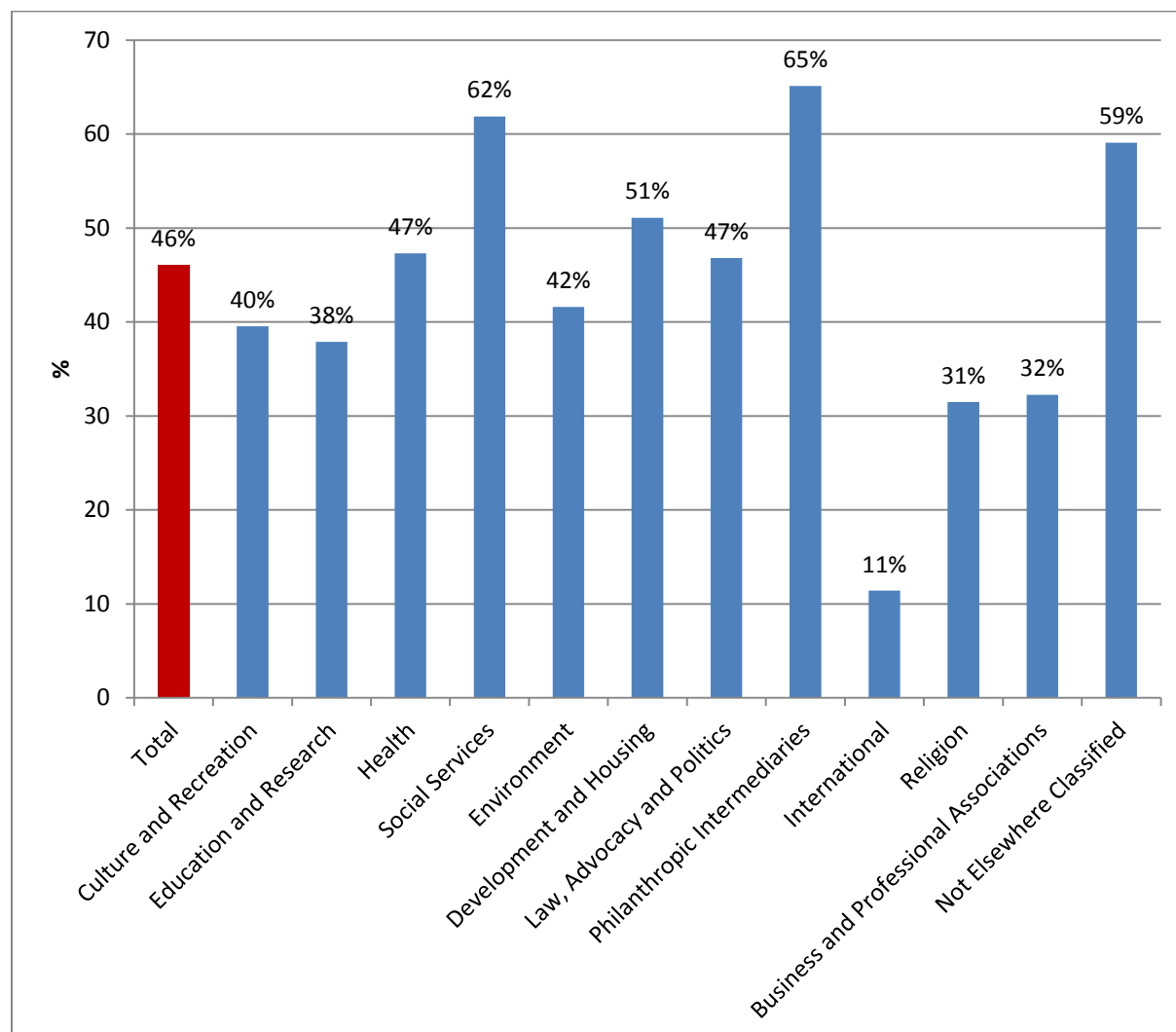
In addition, volunteers are a key driver of the Irish not-for-profit sector, contributing time, skills and energy and facilitating the continued survival of innumerable organisations. Data on volunteers are not captured in annual accounts so we don't have detailed information on this asset. However, according to the 2006 Census, 16.4% of the population aged 15 and over (553,255 people) were involved in at least one voluntary activity in the four weeks preceding the Census date. The Johns Hopkins study (1999) found that 33,690 full-time equivalent people worked as volunteers in Ireland in 1995. This report found that "Overall, volunteers make up one fifth of total employment in the not-for-profit sector and volunteering emerges clearly as a significant form of employment." (pg. 25)

### 3.5 Salaries

Staff costs are a major component of total spending for not-for-profit organisations, at an average of 46% of total expenditure. This cost varies across subsector, with over three out of every five euro spent on salaries in Social Services organisations and Philanthropic Intermediaries. However, International organisations have very low salaries to expenditure ratio, at just 11%. The low proportion of spending on salaries in this subsector was also found in the 2011 version of this report (2into3, 2011), which also found the ratio in Social Services to exceed 60%.



**Figure 11: Salaries as a Proportion of Total Expenditure by Subsector**

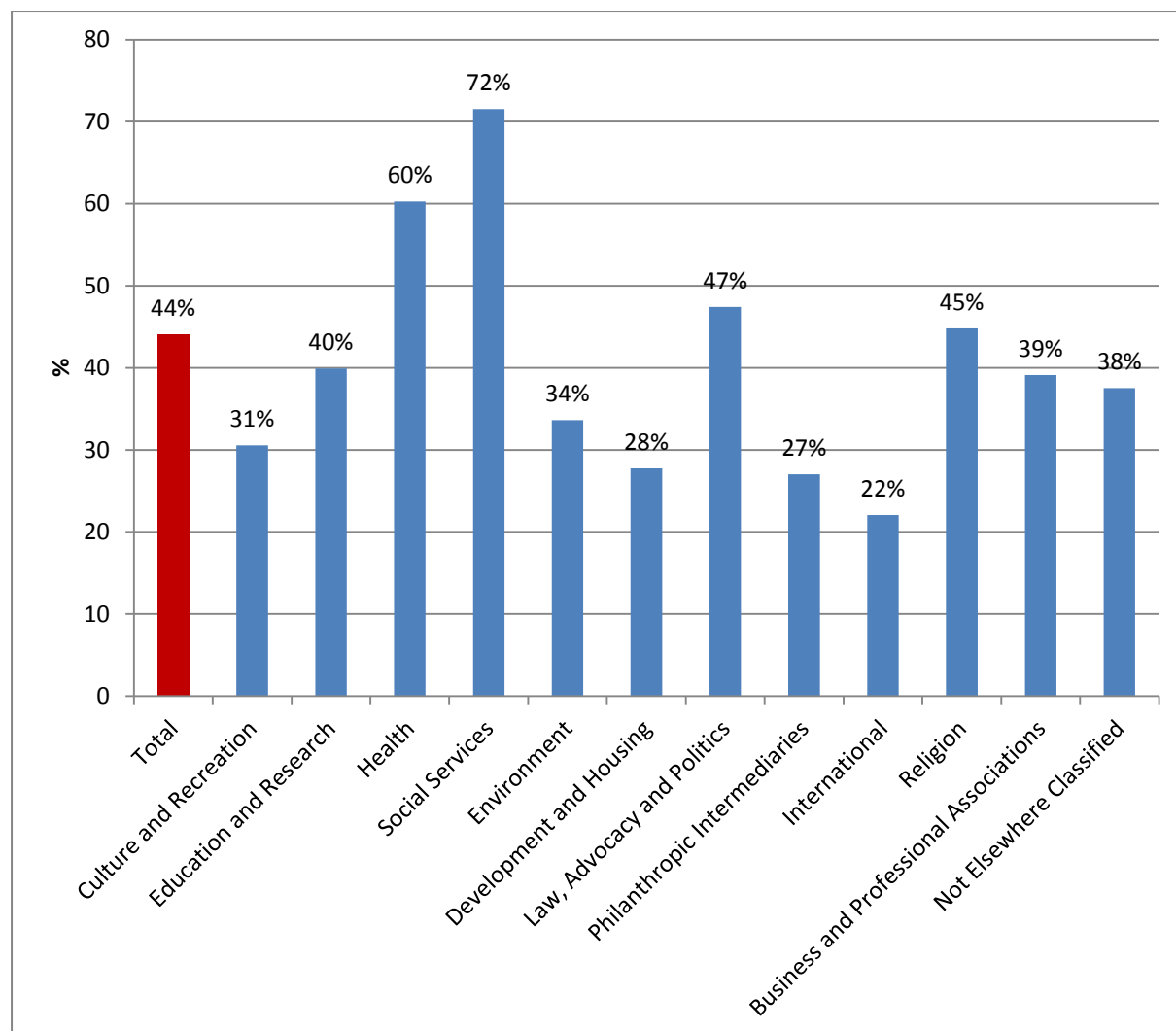


Sample Size: 407

It does not appear that larger organisations benefit from economies of scale in relation to employment costs, with salaries accounting for 44% of total expenditure. Again, the lowest ratio is for international organisations, the highest in social services.



**Figure 12: Salaries as a Proportion of Total Expenditure (Total Incoming Resources >€1 million)**



Sample Size: 138

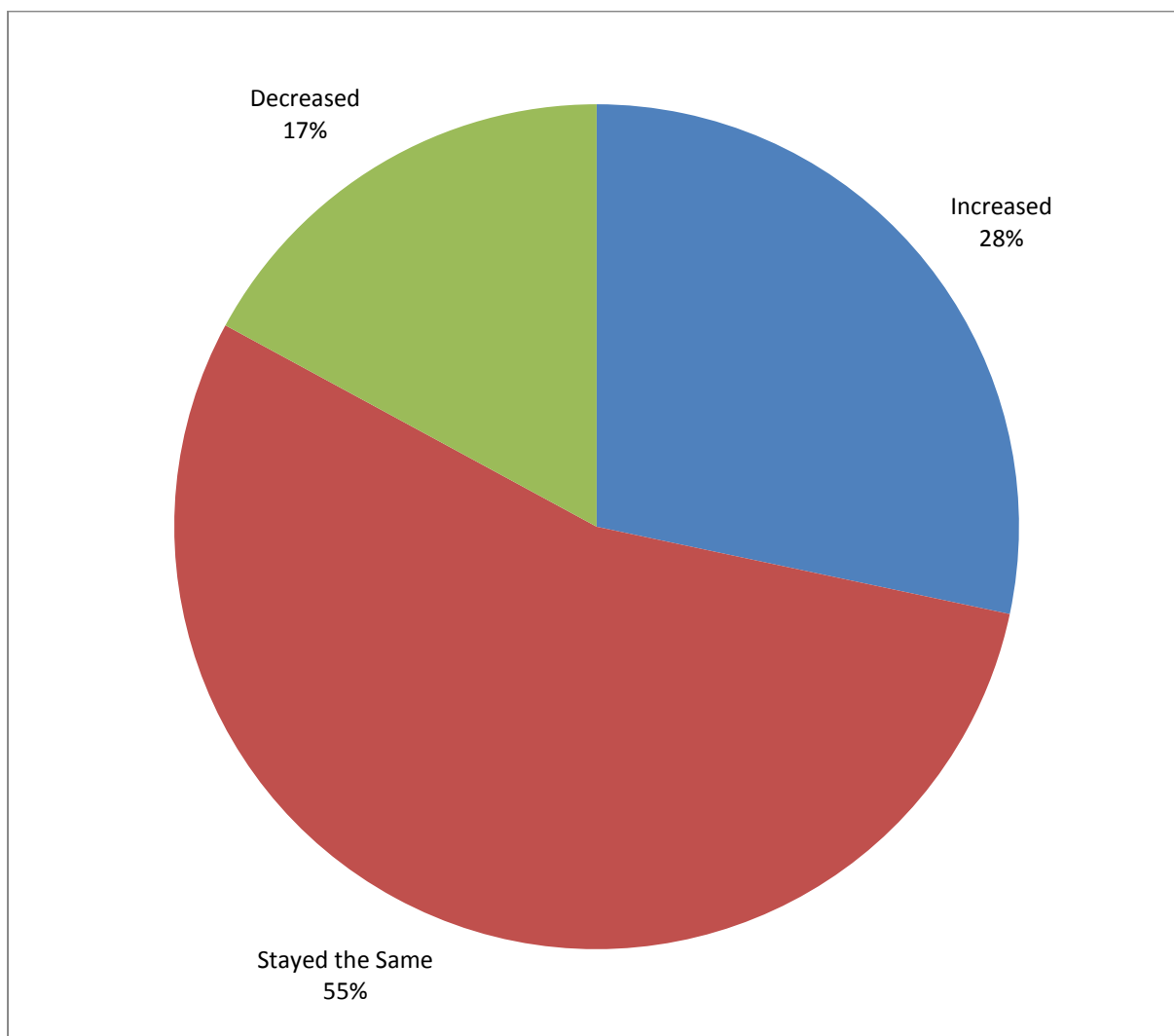
### 3.6 Change in Staff Numbers between 2010 and 2011

We have both 2009/10 and 2010/11 staff figures for a total of 392 organisations. In this year, a net of 95 jobs were gained in our sample; 251 lost and 346 created. This is about a 1.2% change in employment over this time period. Figure 13 shows that more organisations



experienced an increase in staff numbers between 2010 and 2011 than a decrease, but that staff numbers for the majority did not change.

**Figure 13: Change in Staff Numbers between 2010 and 2011**

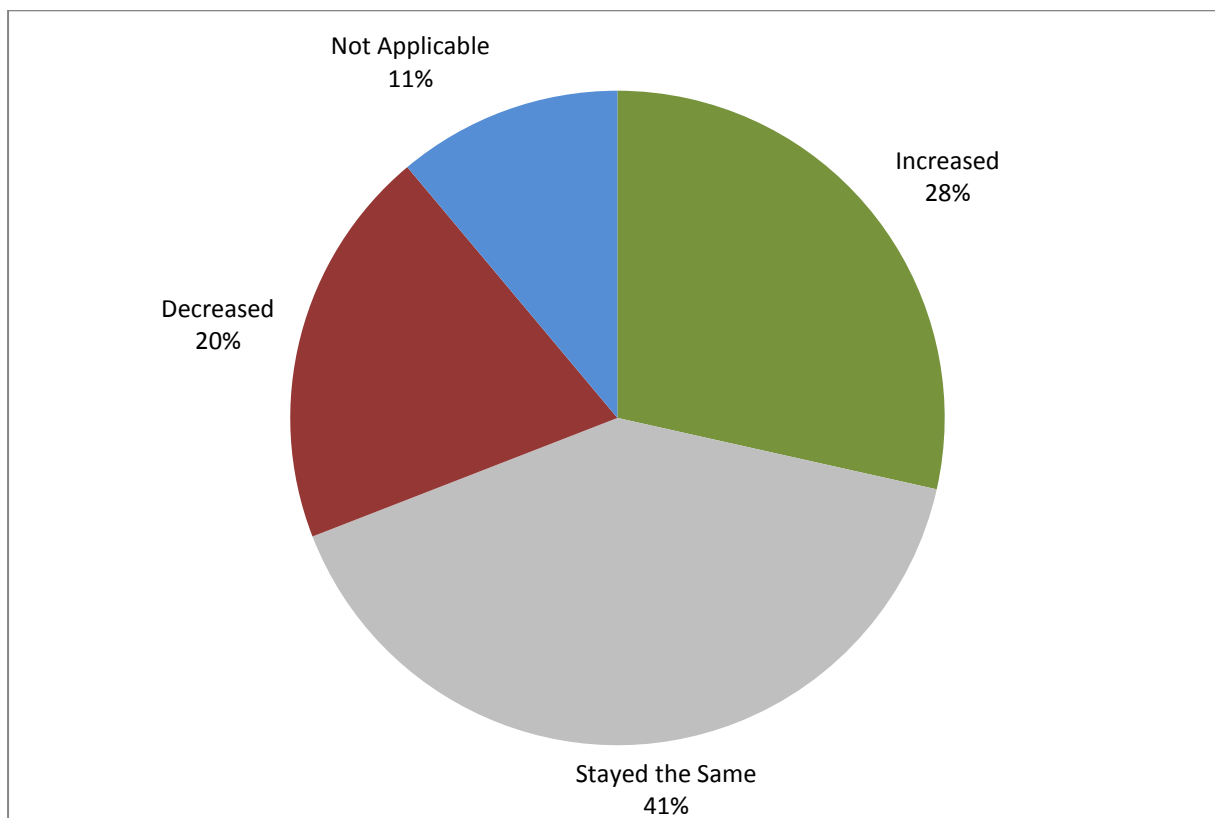


Sample Size: 391

These results are very similar to those in a 2012 survey by The Wheel, which found that more organisations experienced an increase in staff numbers than a decrease in the three years prior to the study.



**Figure 14: Change in Staff Numbers over Three Years (The Wheel, 2012)**



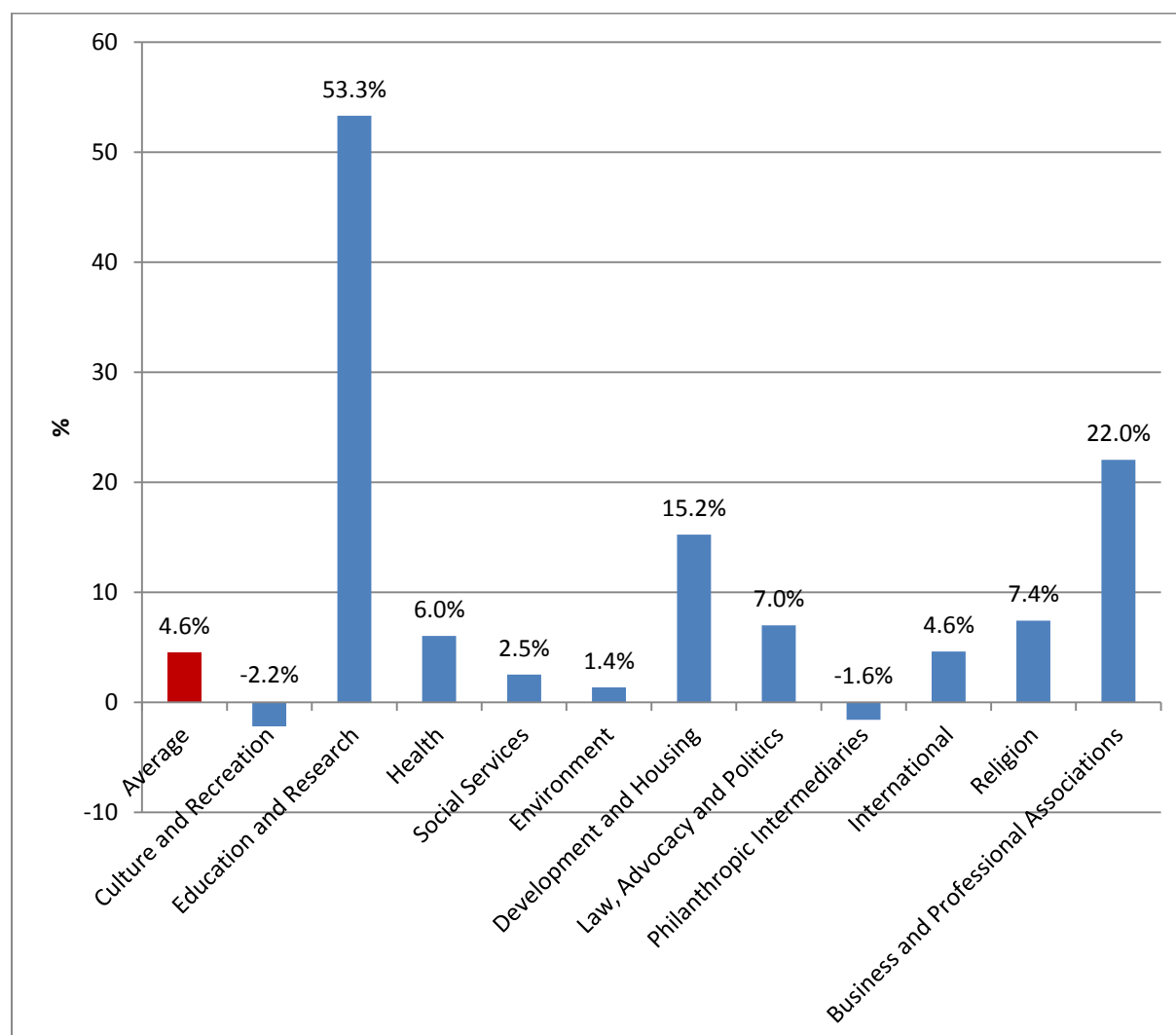
Sample Size: 506

However, it is not possible to determine from our dataset how many staff had hours cut or workloads increased. In addition, we do not know if the number of hours worked by volunteers has increased or if the tasks performed by volunteers have changed.

On average, between 2010 and 2011, expenditure on salaries increased by about 5%. All but two subsectors (Philanthropic Intermediaries and Culture and Recreation) experienced an increase in salary costs.



**Figure 15: Change in Expenditure on Salaries (2010 to 2011)**

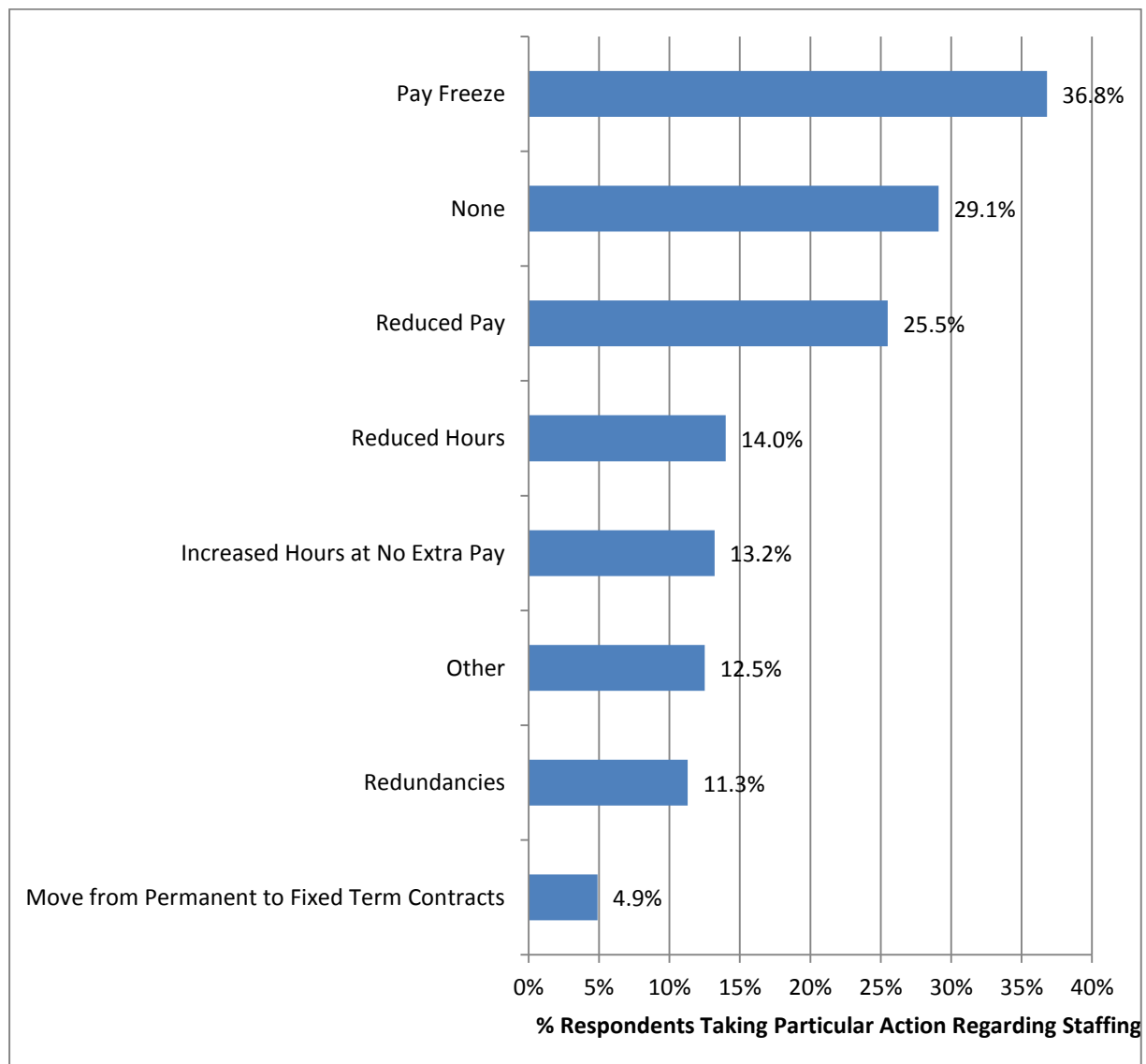


Sample Size: 304

A 2012 study by The Wheel found that two thirds of organisations have reduced spending on staff since the economic downturn. The various techniques employed by organisations are shown in Figure 16. Reduced pay and a pay freeze are the two most common options, each undertaken by more than a quarter of organisations in the sample. Other options are reduced hours, increased hours at no extra pay and a move from permanent to fixed term contracts. Just over 10% of organisations have had to make redundancies. About 29% of not-for-profits indicate that they had taken no action regarding staffing costs in the previous year.



**Figure 16: Actions Taken to Reduce Staff Costs (The Wheel, 2012)**



Sample Size: 506

Source: The Wheel, 2012

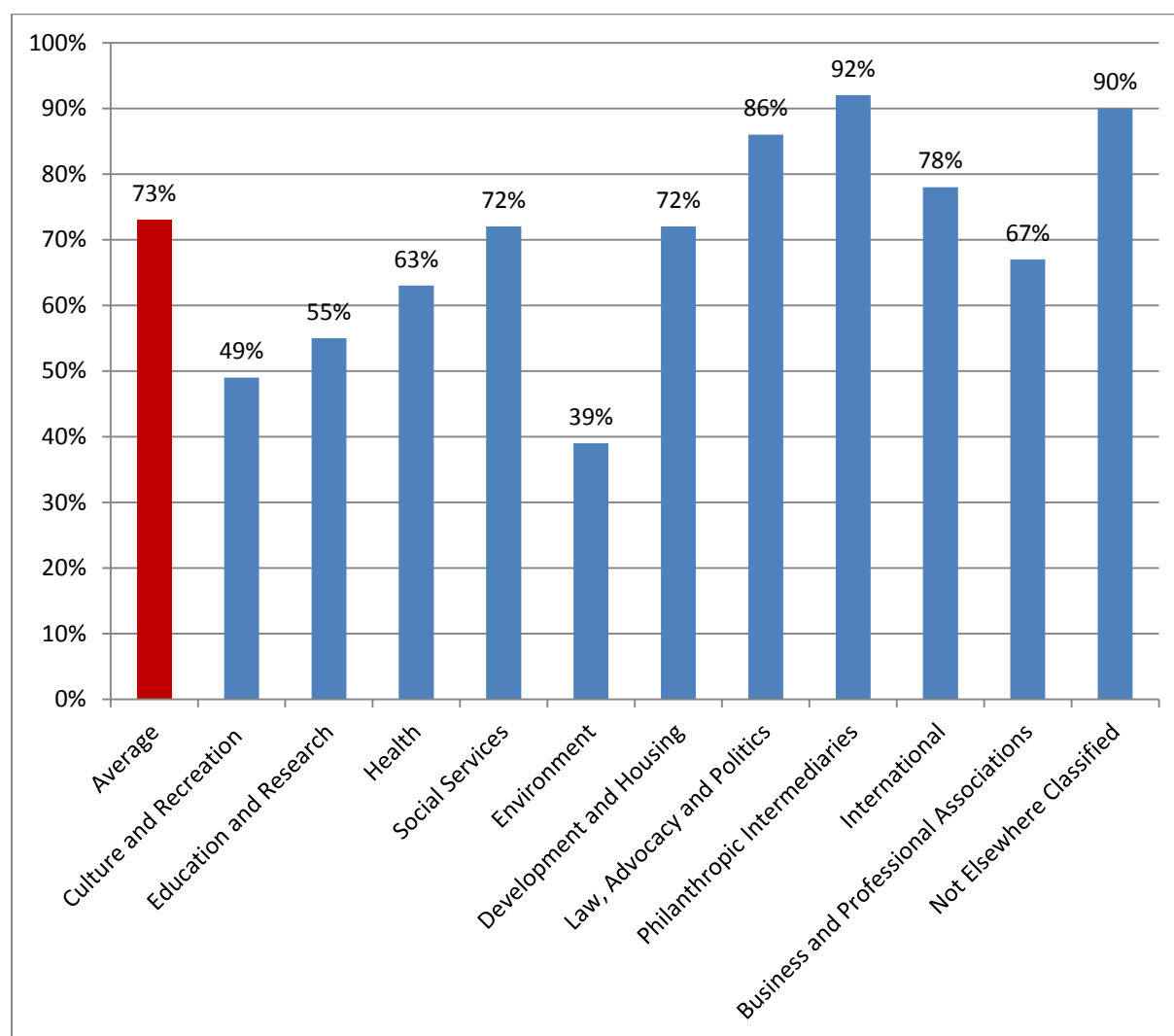
### 3.7 State Income

Irish not-for-profit organisations have a very high reliance on state income; this report finds that almost three quarters of income to the 265 organisations for which we have data came from the State or EU. Philanthropic Intermediaries and Law, Advocacy and Politics groups



are the most reliant on the State, while Environmental organisations are those most likely to source funding elsewhere. No information on state funding was provided by any group in the Religious subsector. However, this does not necessarily mean that they receive no income from the State or EU; it may mean that they simply did not indicate this explicitly in their accounts.

**Figure 17: State Income as a Proportion of Total Income by Subsector**



Sample Size: 265.



The results were very similar for organisations with total incoming resources exceeding €1 million, with an average of 69.4% total receipts coming from the State or EU<sup>3</sup>.

A number of previous studies have also noted the high reliance of the Irish not-for-profit sector on state support. A 2012 survey of 506 not-for-profits carried out by The Wheel found that state grants / contracts (local, national and EU) accounted for 53% of income. The Hidden Landscape Study (2006) indicated a slightly higher figure, finding that about 60% of not-for-profit receipts came from public sources in 2003. The 1999 Johns Hopkins put the figure at almost three quarters of income in 1995.

### 3.8 Change in State Income (2010 to 2011)

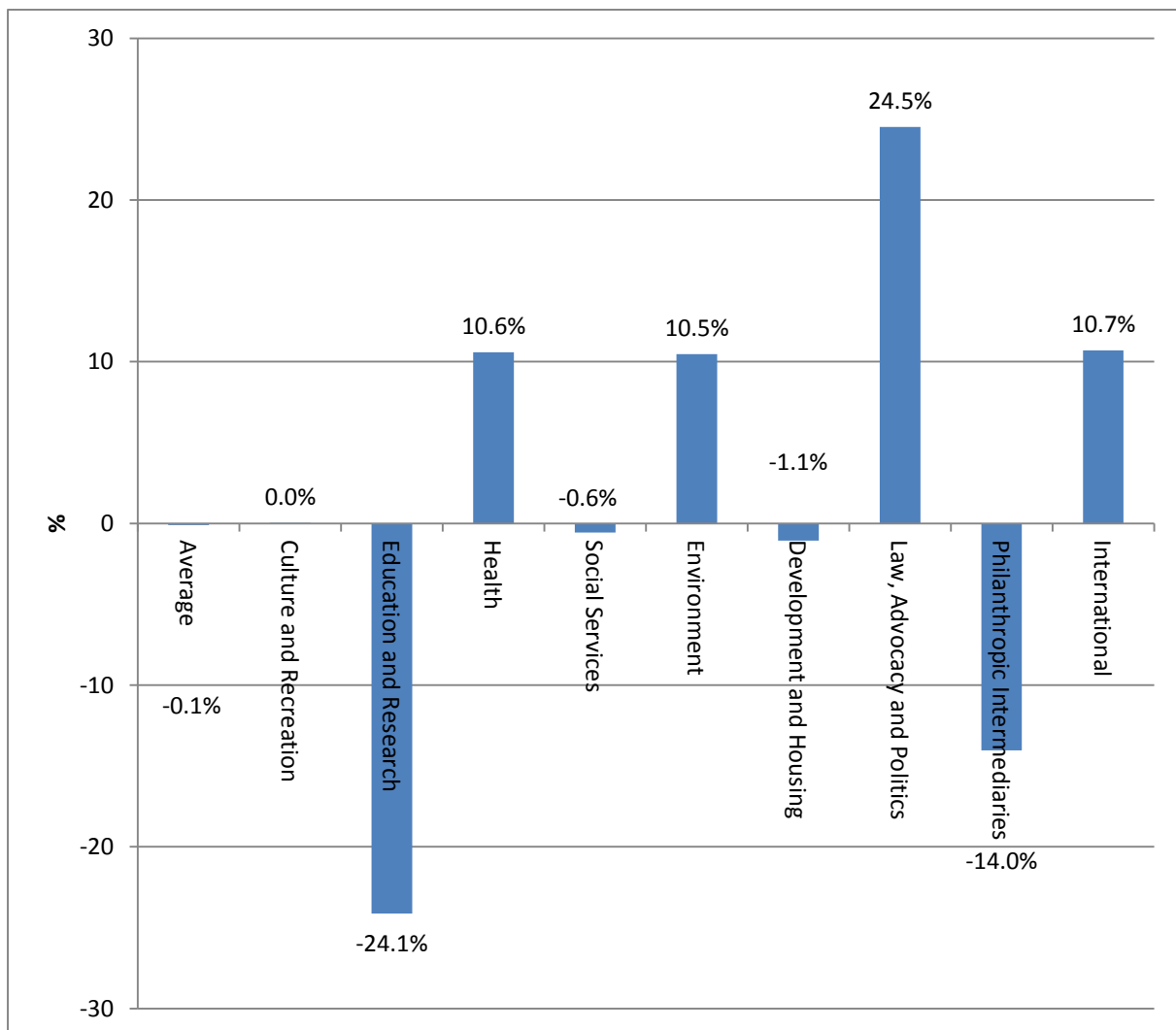
On average, State funding to the 297 organisations for which we have 2010 and 2011 remained steady, with just a 0.1% fall identified. However, this average hides major changes in various subsectors. State income to the Education and Research and Philanthropic Intermediaries sectors fell dramatically, by 24% and 14% respectively. However, funding to the Law, Advocacy and Politics subsector jumped by over one quarter, with International, Environmental and Health organisations also seeing an increase in receipts from this source.

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<sup>3</sup> This database contained state funding information on two organisations from the Religious subsector. On average, they received 46% of their total funding from the EU or State.



**Figure 18: Change in State Income by Subsector (2010 to 2011)**



Sample Size: 304



## **4 Fundraising**

### **4.1 Fundraised Income**

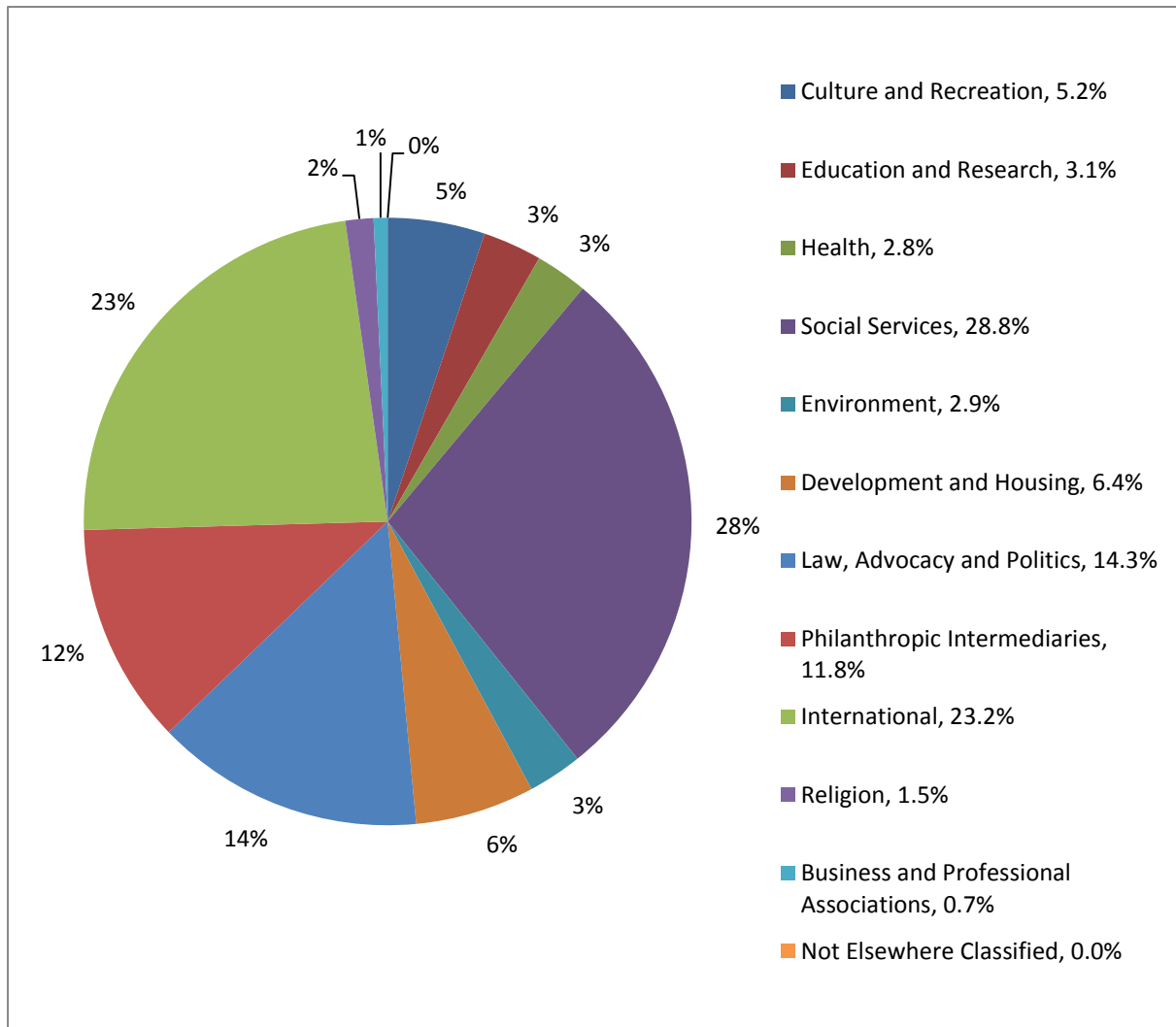
The 2011 version of this report highlighted the inherent generosity of the Irish population even in times of austerity. We found a major surge in donations following the Haiti Earthquake in January 2010; for the organisations in our sample, the donations to the International Development sector increased by 30% between 2009 and 2010. The World Giving Index 2012 by the Charities Aid Foundation also shows Ireland to be highly generous. Globally, the proportion of people who were found to donate money to charity in the previous month was highest in Ireland, at 79% in 2011. This is an increase of four percentage points from 2010. Along with Canada, New Zealand and the United States of America, Ireland was found to be the second most generous nation in the world and the top-ranked country in Northern Europe. Despite the economic collapse, Ireland's relationship with charity is consistent; in every one of the years it has been surveyed (2008-2011), the proportion of the population giving to charity has been over 70%. This section of the report analyses fundraised income by our sample of not-for-profits.

As indicated in Section 2, many sets of accounts are aggregated so that fundraised income is subsumed under the 'total income' figure. Only a small number of organisations in our sample gave any more detailed information than this, and it is on this small group that the analysis is carried out. As such, the results are no longer necessarily representative of the experiences of the entire sector.

Figure 19 shows the breakdown of fundraised income across the different subsectors. International and Social Services were especially prolific fundraisers in 2011, each accounting for more than one in every five euro raised. Philanthropic Intermediaries and Law, Advocacy and Politics organisations each accounted for over 10% of total fundraised income.



**Figure 19: Fundraised Income by Subsector**

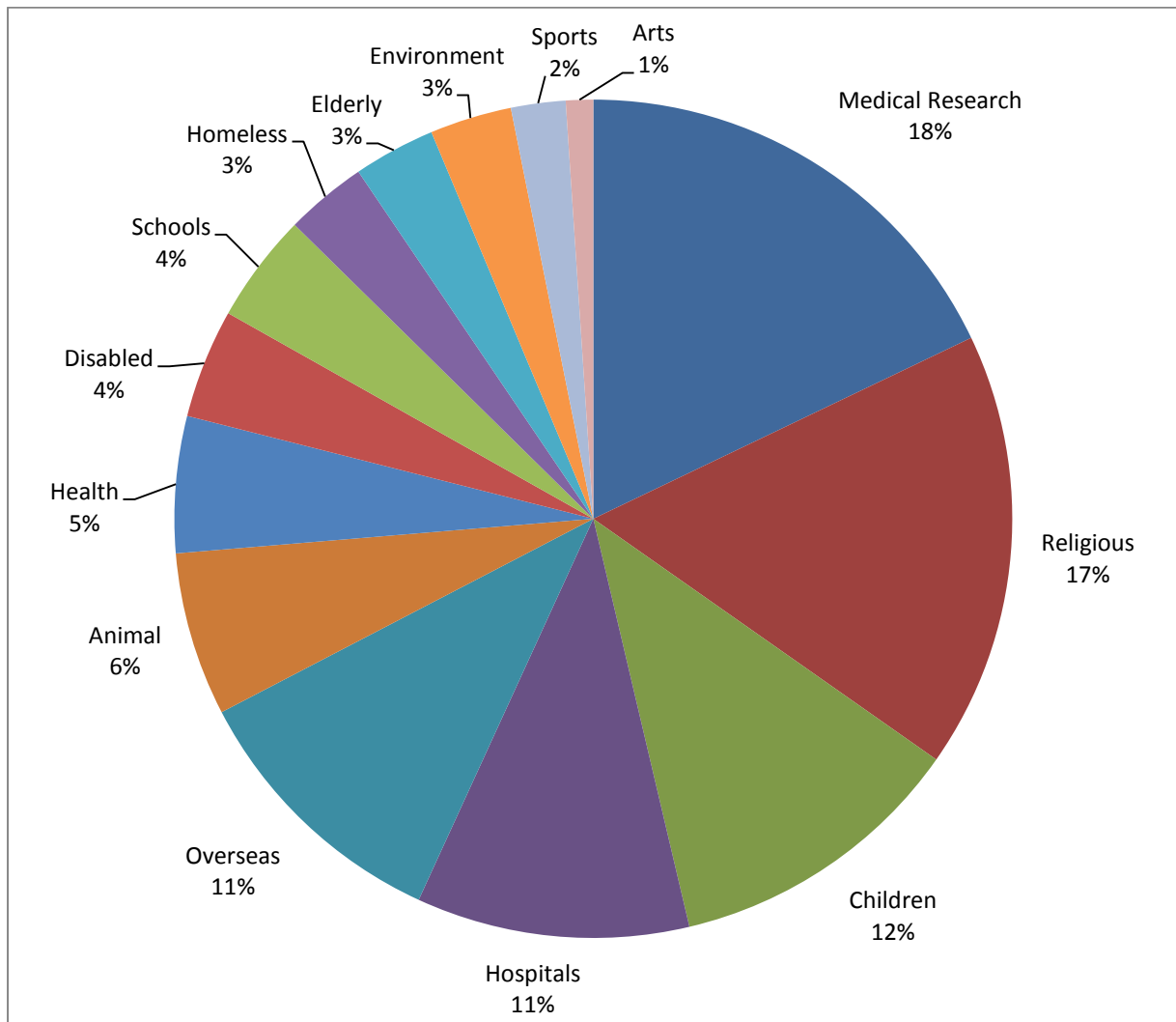


Sample Size: 264

This pattern is quite different to that in the UK; the UK Giving Report 2011 found that in 2010/11, medical research was the cause that received the most fundraised income in the UK (17% of the total), with religious causes next at 16%. Overseas causes received just 10% of the monies raised in this year, which the authors note is a significant drop from 16% the year before, a fact they attribute to the effects of the Haiti Earthquake appeal.



**Figure 20: Donations by Subsector (Charities Aid Foundation, 2011)**



Source: Charities Aid Foundation, 2011

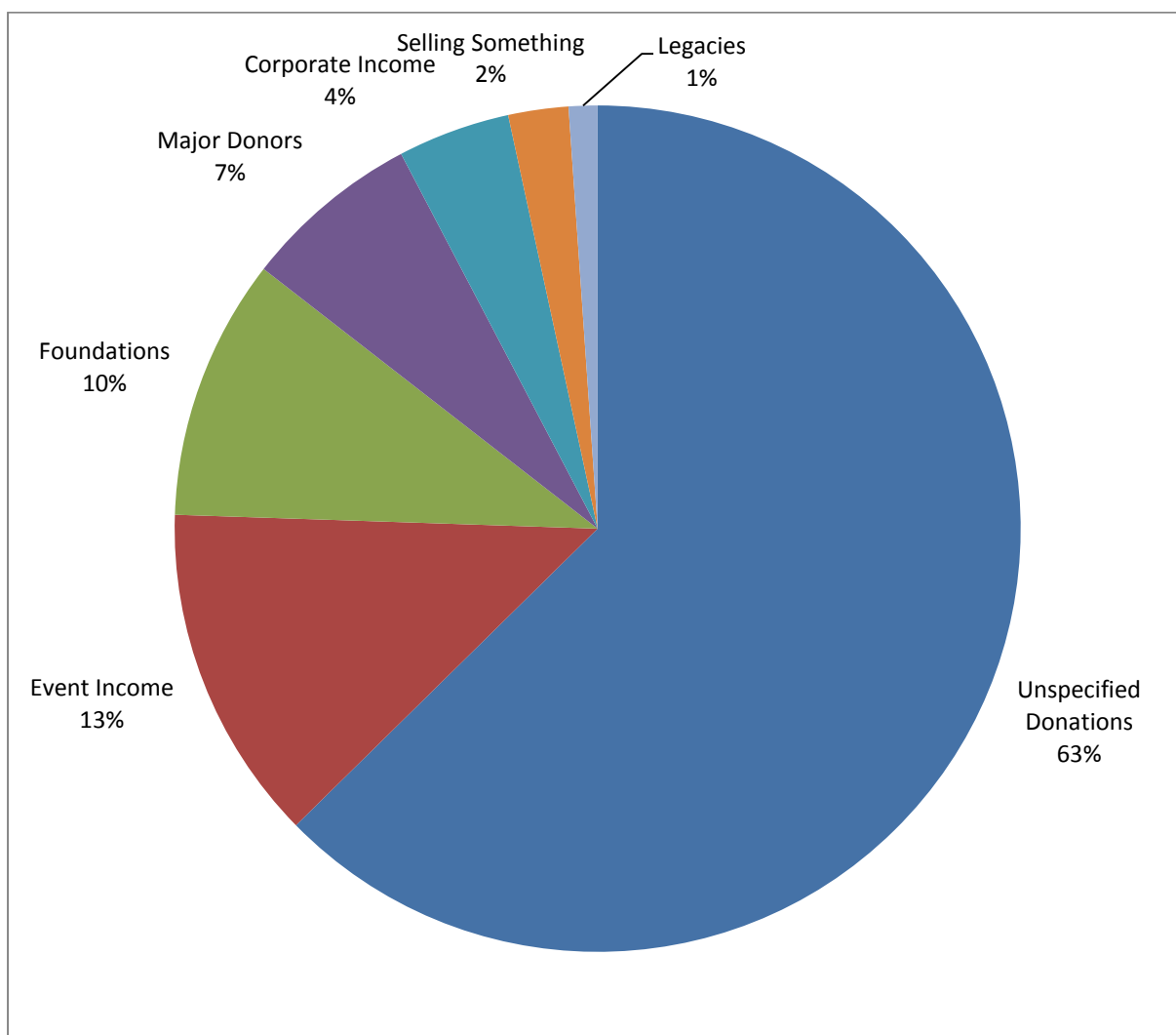
## 4.2 Fundraising Composition

A wide range of techniques are used to raise funds for the not-for-profit sector. These include direct mail, running events, soliciting large gift donations, and selling items. Implementation of each of these requires a different skillset, time commitment and cost.



As can be seen in Figure 21, over half of donations for our sample of organisations came from unspecified sources. However, event income and monies from foundations are also significant, accounting for over 20% of the total between them. As in the previous versions of this study, legacies, selling and corporate income account for a very small proportion of total receipts.

**Figure 21: Sources of Reported Fundraising Income, Main Sample**



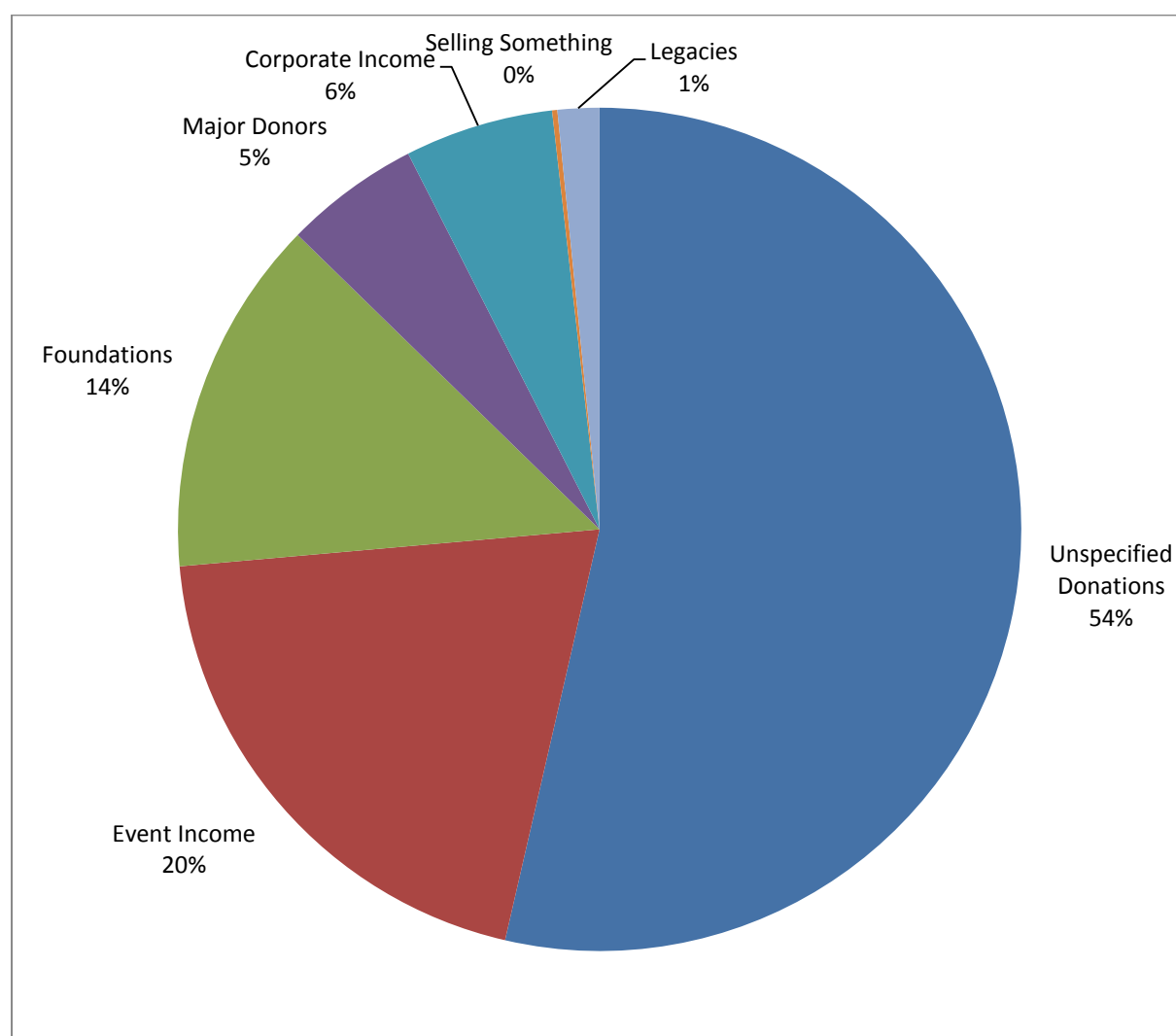
Sample Size: 264

Events raise a higher proportion of income for larger organisations accounting for one out of every five euro raised. Events can require a significant amount of investment of both time



and money, which may explain why they are preferred by organisations with more resources. Again, over half of income comes from unspecified sources.

**Figure 22: Sources of Reported Fundraising Income (Large Organisations)**



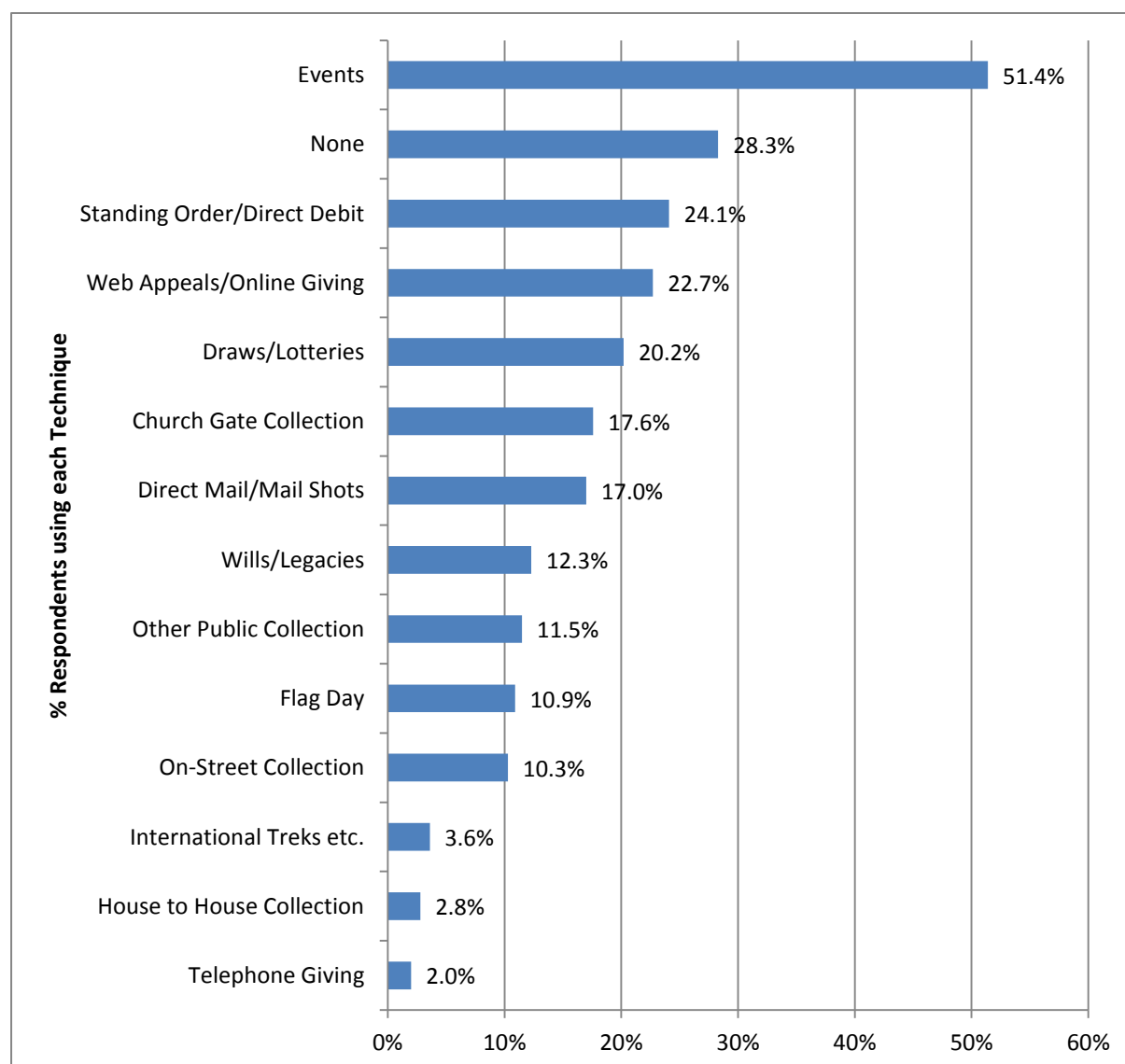
Sample Size: 93

Figure 23 shows the fundraising techniques that are used by the 506 Irish respondents of a 2012 survey by The Wheel. Similar to our findings, they find that events are very popular, with over half of organisations running events to fundraise. Over one in five organisations obtain donations through standing orders, online giving and draws or lotteries. Less commonly used techniques include international treks, house-to house collections and



telephone giving, each of which are used by fewer than one in twenty organisations. Almost 30% of those surveyed identified no particular fundraising techniques used for individual giving.

**Figure 23: Proportion of Organisations using Various Fundraising Techniques (The Wheel, 2012)**



Sample Size: 506

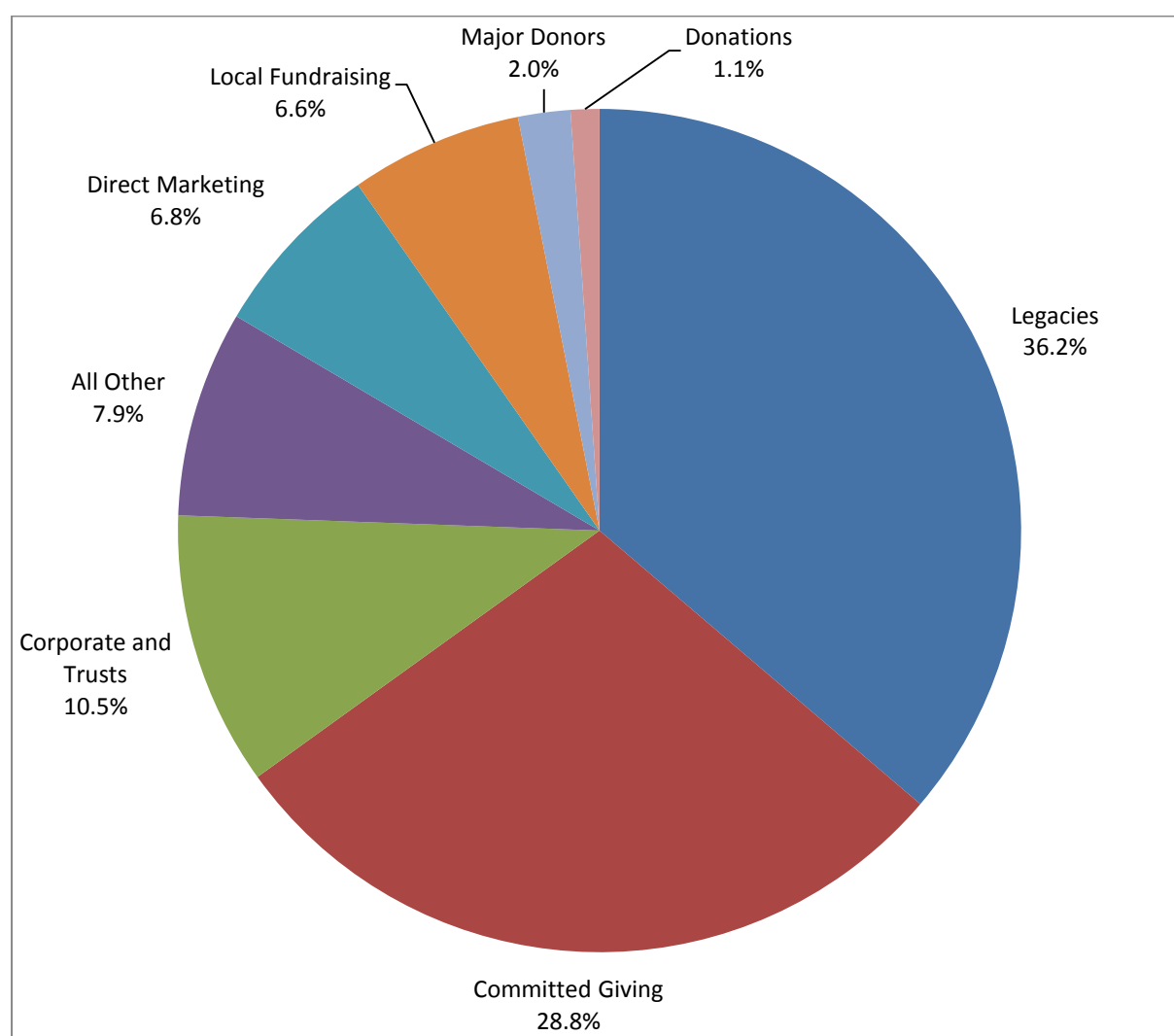
Source: The Wheel, 2012

A survey of 29 UK not-for-profits by the Institute of Fundraising and the Centre for Interfirm Comparison revealed the following sources of voluntary income in 2009/2010. Legacies



provided 36% of total voluntary income with the remaining 64% is actively fundraised. Committed giving is the next largest sector, yielding more than a quarter of raised funds. Corporates and Trusts are also important at 10% of the total, with direct marketing and local fundraising raising just over 7% of the total each. Major donors are a very minor source of funding. However, note that this survey has a very small sample size and may not be representative of the trends across the UK sector. However, as it is one of the few reports giving quantitative measures of fundraising costs we have chosen to include it here.

**Figure 24: Fundraised Income by Method (Institute of Fundraising and Centre for Interfirm Comparison, 2010)**



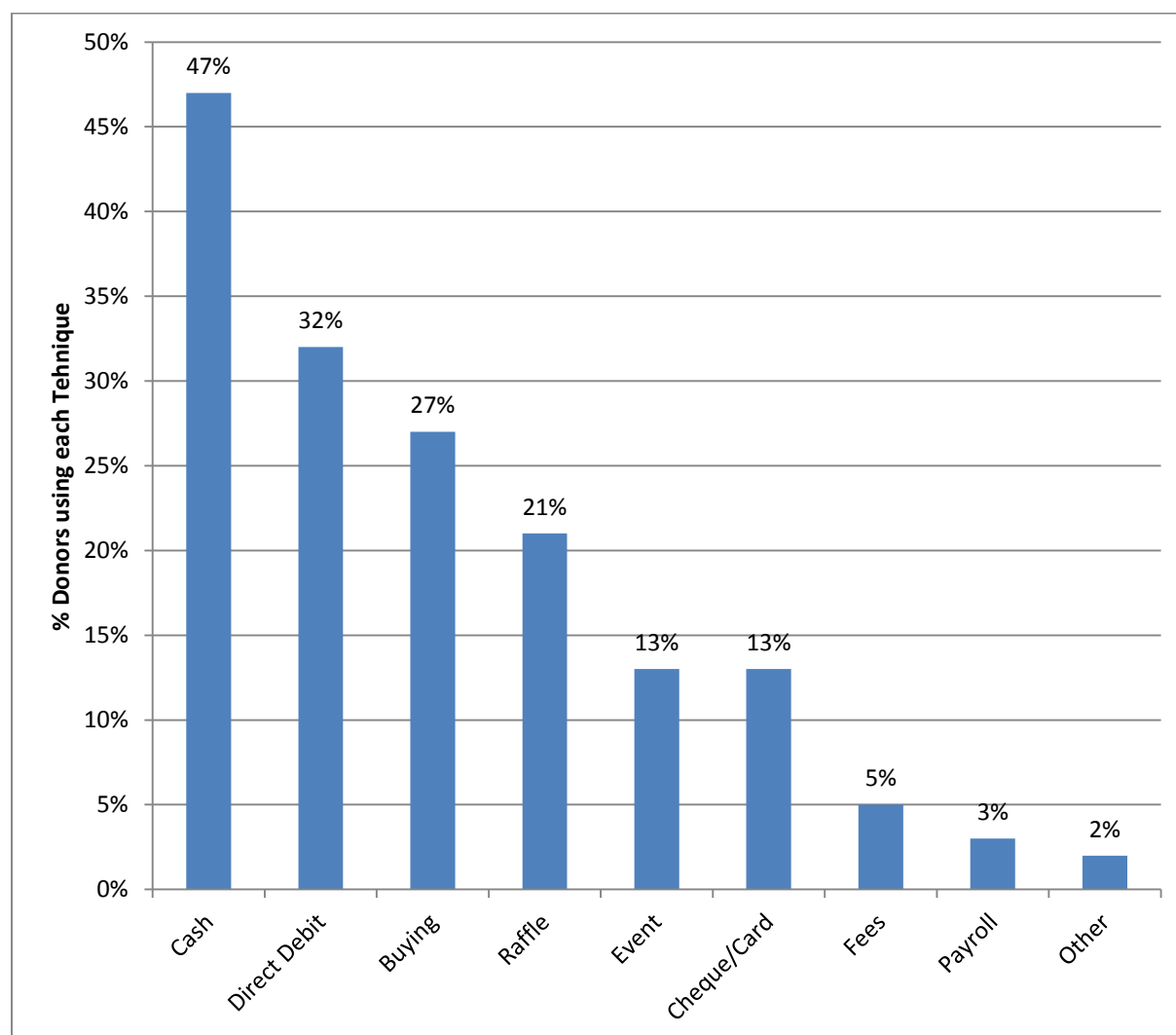
Sample Size: 29

Source: Institute of Fundraising and Centre for Interfirm Comparison, 2010



The UK Giving Report 2011 report found that cash is the favoured method of giving in the UK with almost half of donors using this method in 2010/11. Almost a third of donors used direct debit, up from 29% in 2009/10, and at least one in five donors either bought goods or raffle tickets. Donating via cheque or card or paying to attend an event are less popular, at 13% of donors, while few donors make donations through membership fees or payroll giving.

**Figure 25: Proportion of Donors Donating through Various Fundraising Techniques (Charities Aid Foundation, 2011)**

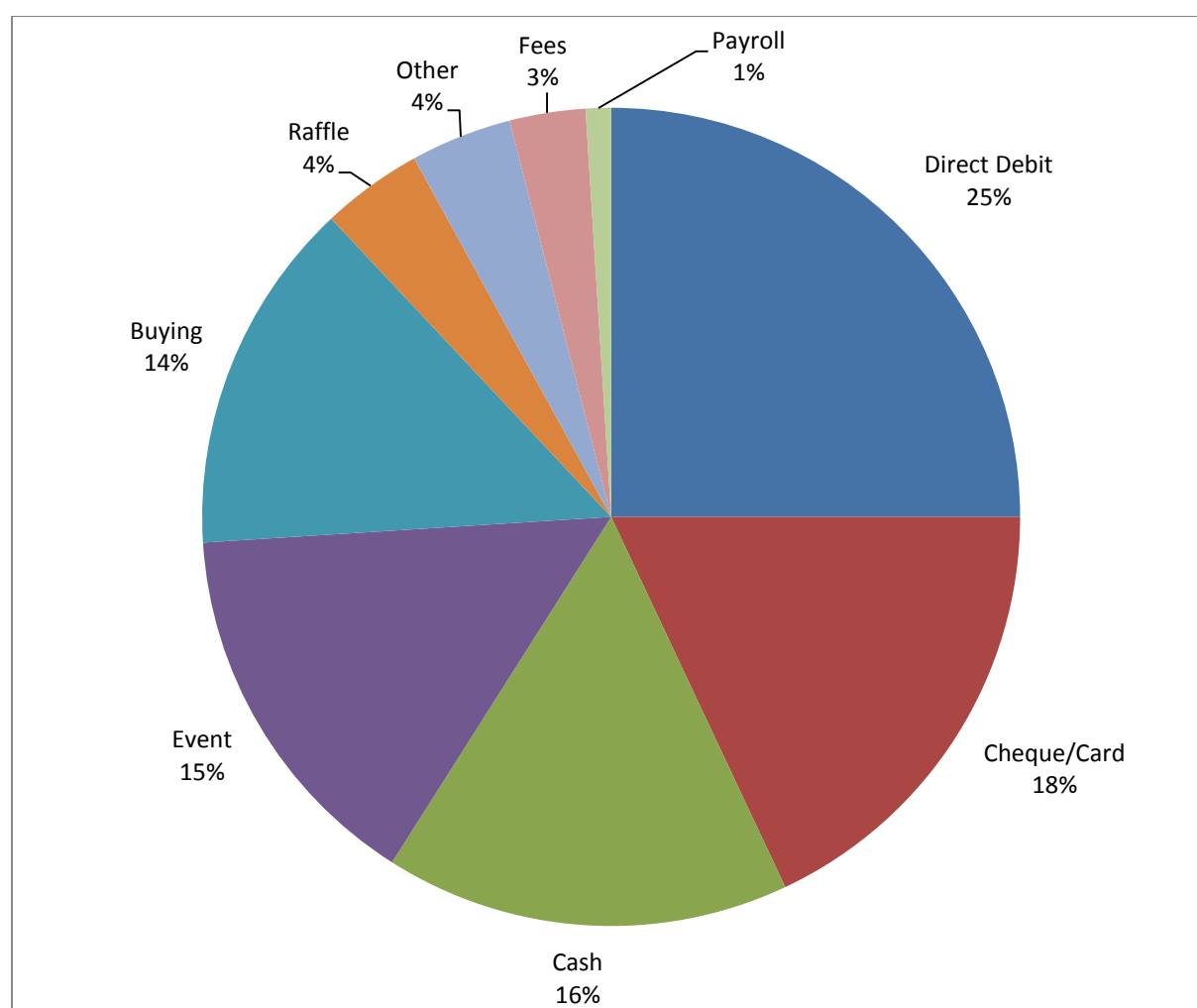


Source: Charities Aid Foundation, 2011



The Charities Aid Foundation report found that the median quantum donated varies across donation type. For instance, the median amount donated in cash in £5, which is smaller than nearly all of the other methods of giving. The median donation made by cheque or card is the largest, at £20. This means that although many more donors use cash, a greater quantum of money is donated through card and cheque. This is shown in Figure 26. Direct debit accounted for a quarter of all charitable receipts. Events and cash accounted for 15% and 16% each, and cheque and card for 18%. The authors note that this is a significant drop from the previous year's figures when cheque and card accounted for 29% of total donations. However, they attribute this to the impact of the appeal following the Haiti earthquake in 2010.

**Figure 26: Fundraised Income by Method (Charities Aid Foundation, 2011)**

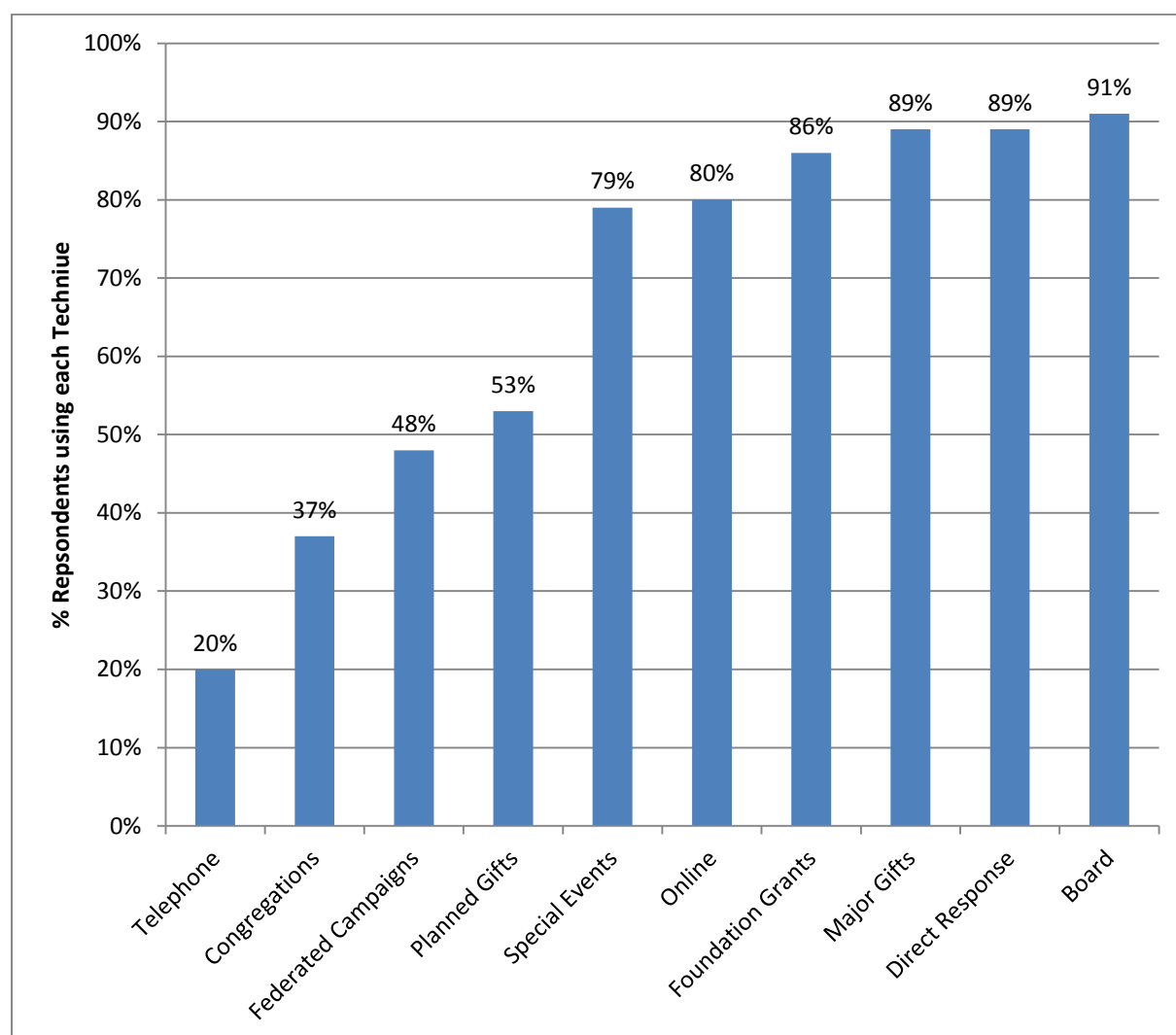


Charities Aid Foundation, 2011



Research by the Nonprofit Research Collaborative in 2012 found that, on average, US organisations used eight of the ten different fundraising methods listed in their survey. More than four in five used online giving, foundation proposals, special events, major gifts, direct response, and their board to raise funds in 2011. Less frequently used techniques include soliciting gifts over the telephone or from congregations.

**Figure 27: Proportion of Organisations using Various Fundraising Techniques (Nonprofit Research Collaborative, 2012)**



Sample Size: 1602

Source: Nonprofit Research Collaborative, 2012



### 4.3 Fundraising Costs

It is essential that not-for-profit organisations fundraise in an efficient, professional manner in order to maximise the benefit to the cause, the impact of an individual donation and to ensure a positive public image. Many organisations are nervous about disclosing administrative, overhead and fundraising costs to the public, especially following various negative media stories over the past number of years. Indeed, a 2012 Charity Commission survey of over 1,000 UK adults found that negative media coverage about both charity spending and charities in general are the main reasons cited by those who indicated their trust in charities has fallen over the past two years.

However, it is obvious that appropriate investment in overheads and staff are required to ensure on-going organisational efficiency, effectiveness and sustainability, and to attract and attract retain staff. Zero fundraising costs are an illusion. Thus, although low fundraising and low administration costs are clearly desirable in a not-for-profit organisation, the relationship between efficiency and cost ratios is in no way clear or linear. As such, this paper should not be perceived or interpreted as equating low fundraising costs with organisational effectiveness or organisational quality. Rather, it aims to reflect the current reality of the not-for-profit sector in Ireland, providing Boards, CEOs and Fundraising Executives with information which they can use to identity their own standing among their peers whilst remaining mindful of the wide range of factors which impact upon an organisation's administration costs and fundraising performance.

More practical limitations of the summary 'cost to raise a euro' measure include:

1. In general, and especially for this study, the figures are grounded in poor quality data. As noted earlier, many accounts are highly aggregated, making it difficult for information on fundraising costs or income to be extracted. In addition, the population of this study is Irish not-for-profit organisations registered with the Companies Registration Office; it does not include the large proportion unincorporated entities.



2. Many activities undertaken by not-for-profits may have fundraising outcomes, but not be explicitly fundraising activities. Examples would include advertisements which are designed to educate the public, or the position of an executive as an advisor or campaigner on a particular issue. For example, advertisements run to educate the public about a particular disease, or campaigning to have a particular law changed may also have the effect of raising awareness about the organisation and their work. Expenditure relating to these activities would be noted in accounts as 'educational' or 'advocacy' rather than as 'fundraising' expenses.
3. Large annual fluctuations are a common feature of fundraising activities. This can be due to large one-off donations or an investment in a new fundraising technique which can be expensive initially but then pay off over subsequent years. As such, figures which capture the fundraising cost at one point in time may not be representative of an organisation's actual position.
4. Fundraising costs are correlated with a range of organisational characteristics. For instance, larger fundraising departments have a number of advantages over smaller ones. In particular, they can often afford to employ full-time, professional fundraisers. In smaller bodies, the fundraising duties are often distributed between all other staff.
5. There is also a relationship between an organisation's age and their fundraising costs. Newer organisations are often driven by highly dedicated, passionate volunteers, leading to low fundraising costs. However, newly established bodies don't have the networks, reputation, working relationships, clients, proven ability to survive and place in the public's consciousness which all assist older organisations in obtaining funds. Younger organisations may therefore have to spend more money in order to build donor bases and establish organisational routines and staff strengths. In addition, certain sources of funding, especially legacies and bequests, generally require a long cultivation period and so are less often available to younger groups. Existing research suggests that fundraising costs start off very low, increase as an organisation formalises and fall again when it has undergone a significant learning curve.



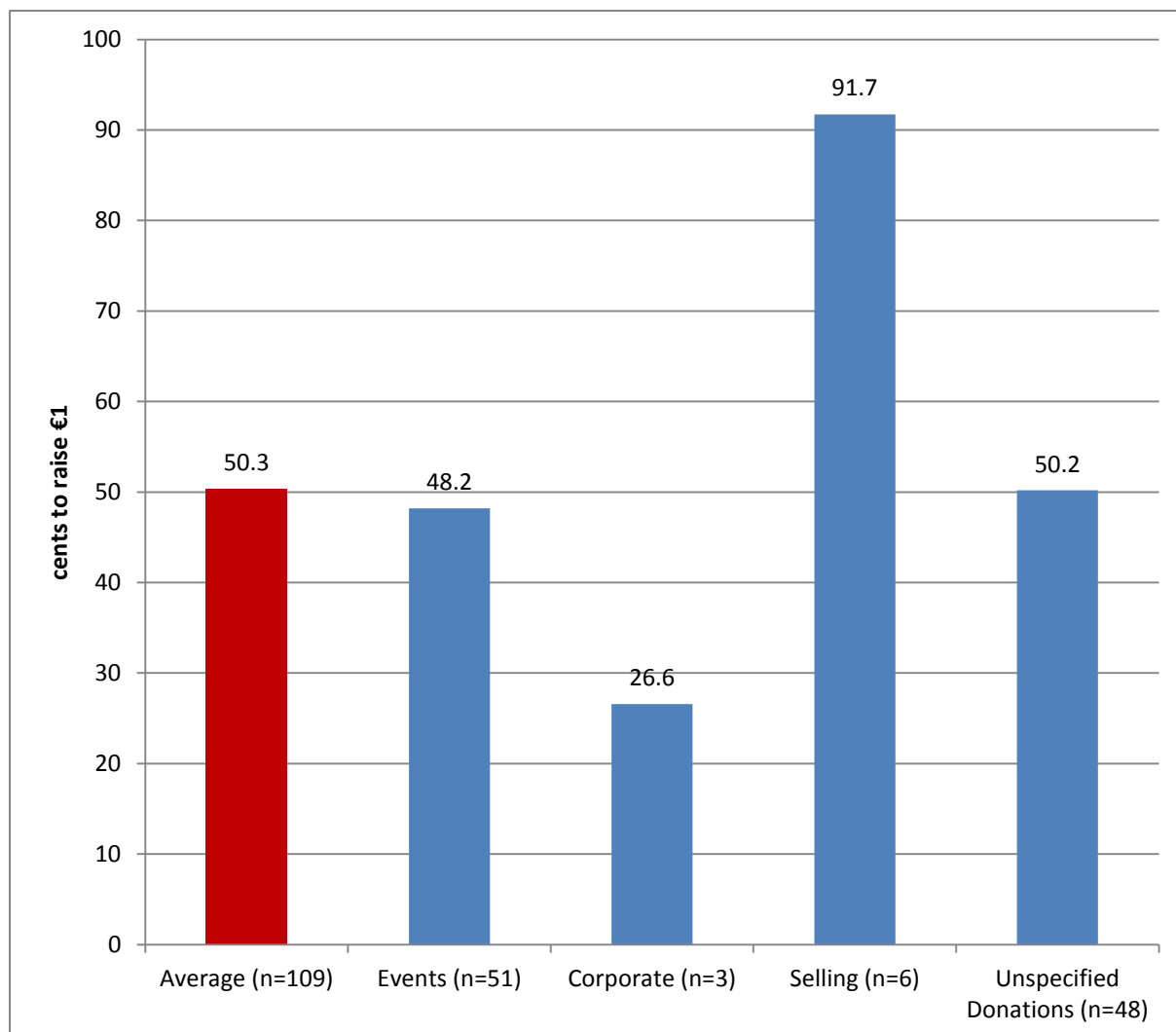
6. Fundraising efficiency tends to vary quite significantly across different subsectors. Certain causes are, by their nature, easier to engage with potential donors, while some more marginal causes, or those with a stigma attached, may find it more difficult to fundraise. This reflects nothing more than the base level of public interest in the cause and is generally outside an individual organisation's control.

Very few firms provide both cost and income data in relation to their different fundraising techniques; in order to obtain a larger number of observations the main sample and the sample of firms with total incoming resources exceeding €1 million are merged in this section. However, it should be emphasised that despite a sample size of 890, only 109 observations were available. These observations are across only 92 firms. Thus, this fundraising cost, and subsequent figures are, at best, estimates based on a small, non-random, sample and should be viewed with caution. With these caveats in place, this study found that it cost an estimated 50.3 cent to raise one euro of fundraised income in Ireland between 2010 and 2011.

The costs of raising money varies across fundraising technique, as can be seen below, with selling items being especially costly, a finding also reported in last year's version of this report. Of the techniques for which we have data, it appears that corporate fundraising is the most cost effective. However, as there is not sufficient information on major gifts we cannot make a comparison of them.



**Figure 28: Fundraising Cost by Technique, 2011<sup>4</sup>**

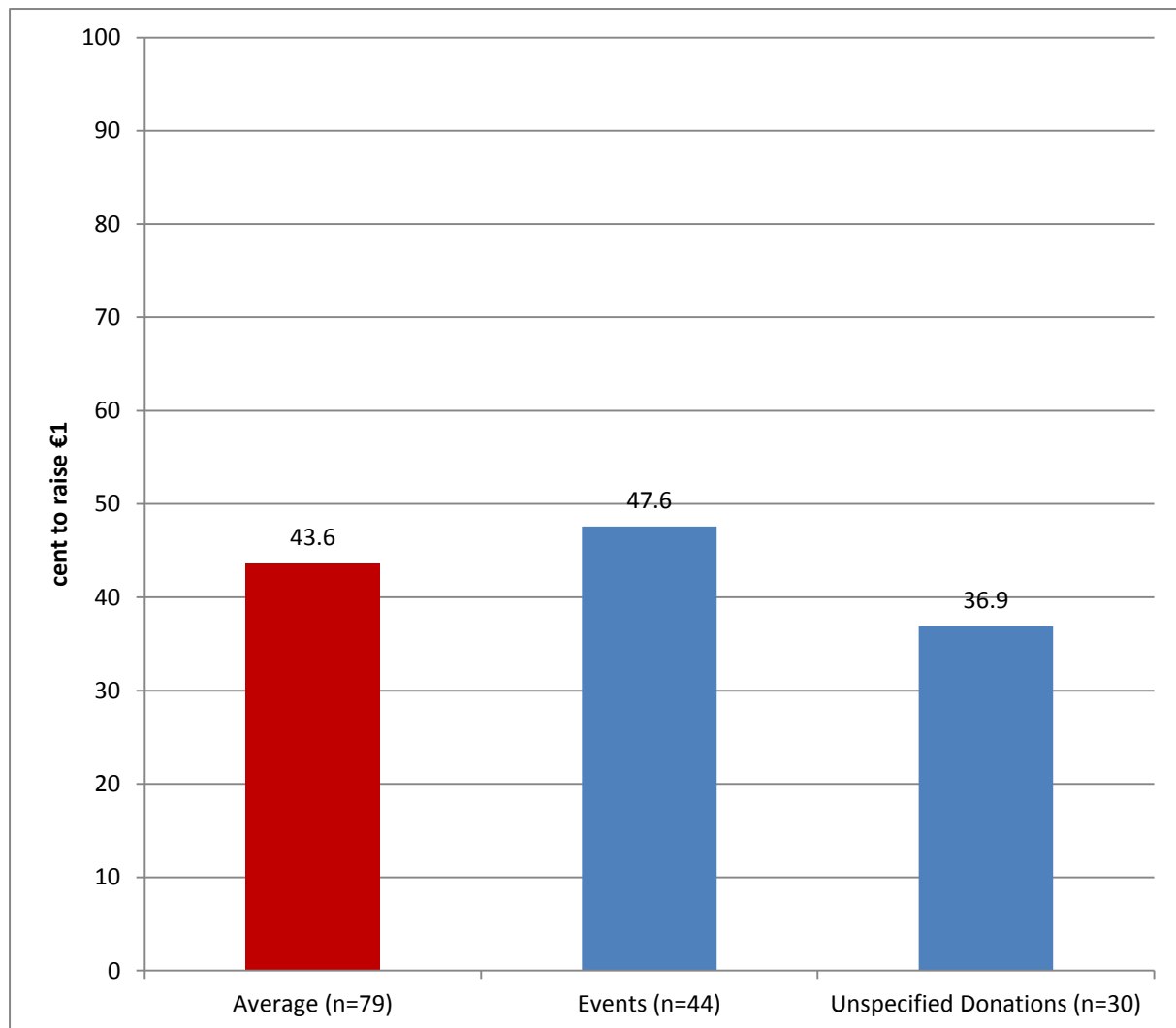


Sample Size: 109

<sup>4</sup> The number of observations in the 'average' category is one more than the sum of the observations in the other categories, as there was one observation in the major donor category.



**Figure 29: Fundraising Cost by Technique, 2010**

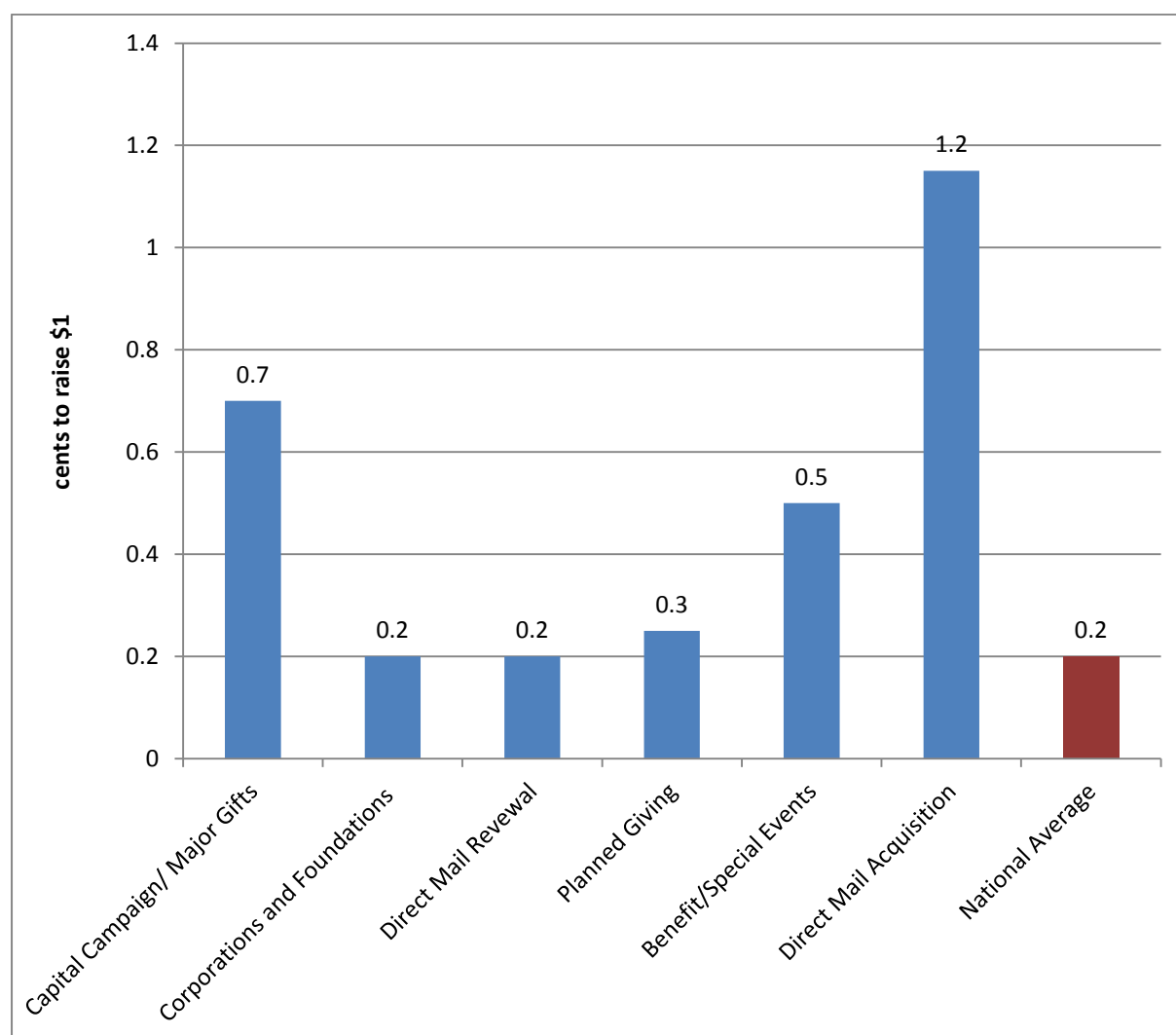


Sample Size: 79

There are a number of existing studies estimating the cost of fundraising. In 1999, Greenfield estimated that the average cost to raise a dollar to be 20 cents. His findings included the fact that direct mail acquisition is very expensive, resulting in a loss. However, this is an investment that pays off, as the cost of direct mail renewal, at 20c, is the lowest of all the techniques. Corporations and foundations and planned giving are also very cost effective, with capital campaigns and events being more costly.



**Figure 30: Estimated Cost to Fundraise by Technique (Greenfield, 1999)**

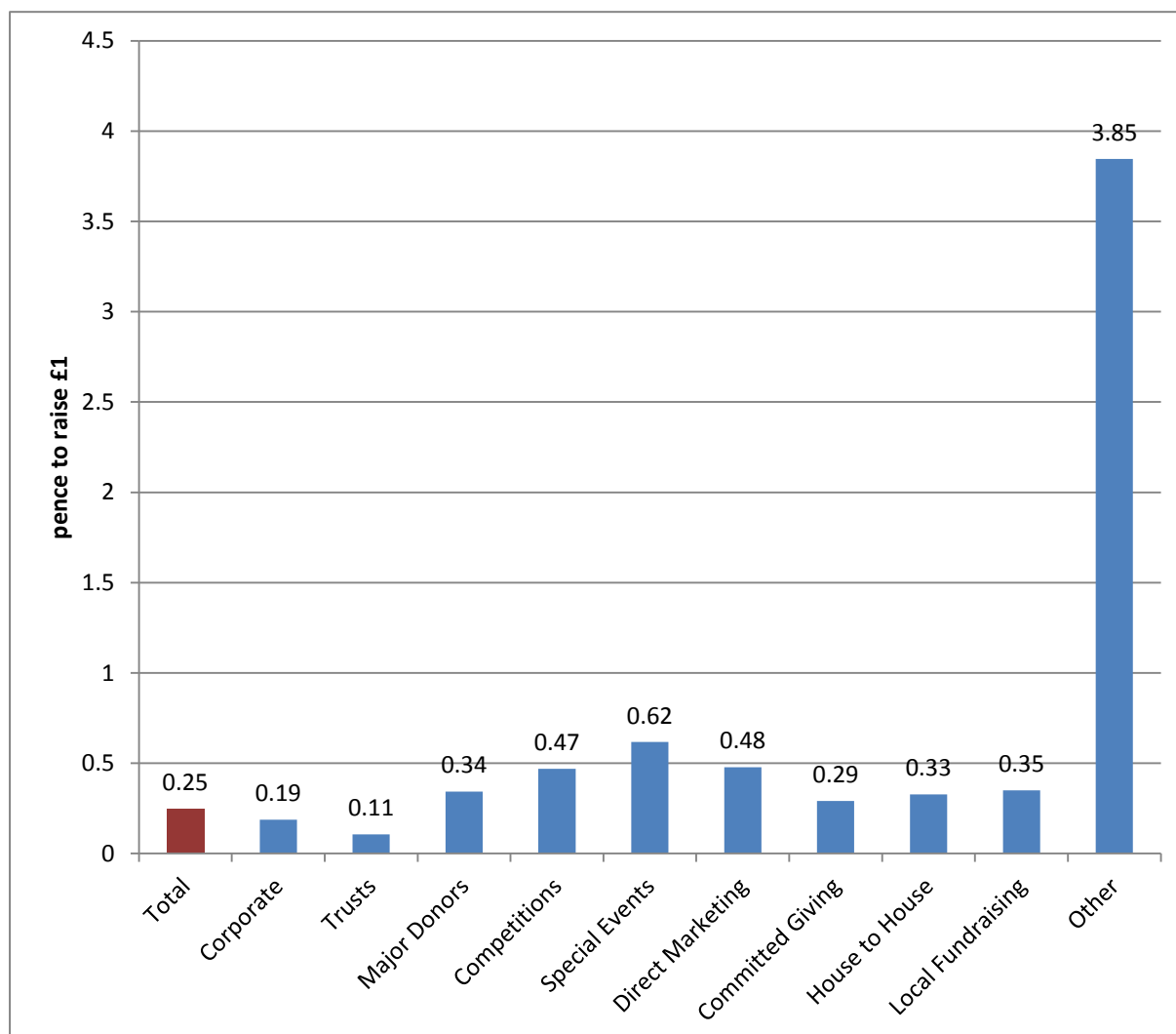


Source: Greenfield, 1999

A benchmarking project run in the UK by Institute of Fundraising and the Centre for Interfirm Comparison found that trusts are the most cost effective, followed by corporate giving. However, events are well above average, as are competitions and direct marketing. The results of this study are presented as median income per pound invested in the original document. However, in order to make them comparable to the other figures in the document, they have been converted into pence to raise a pound.



**Figure 31: Estimated Cost to Fundraise by Technique (Institute of Fundraising and Centre for Interfirm Comparison, 2010)**



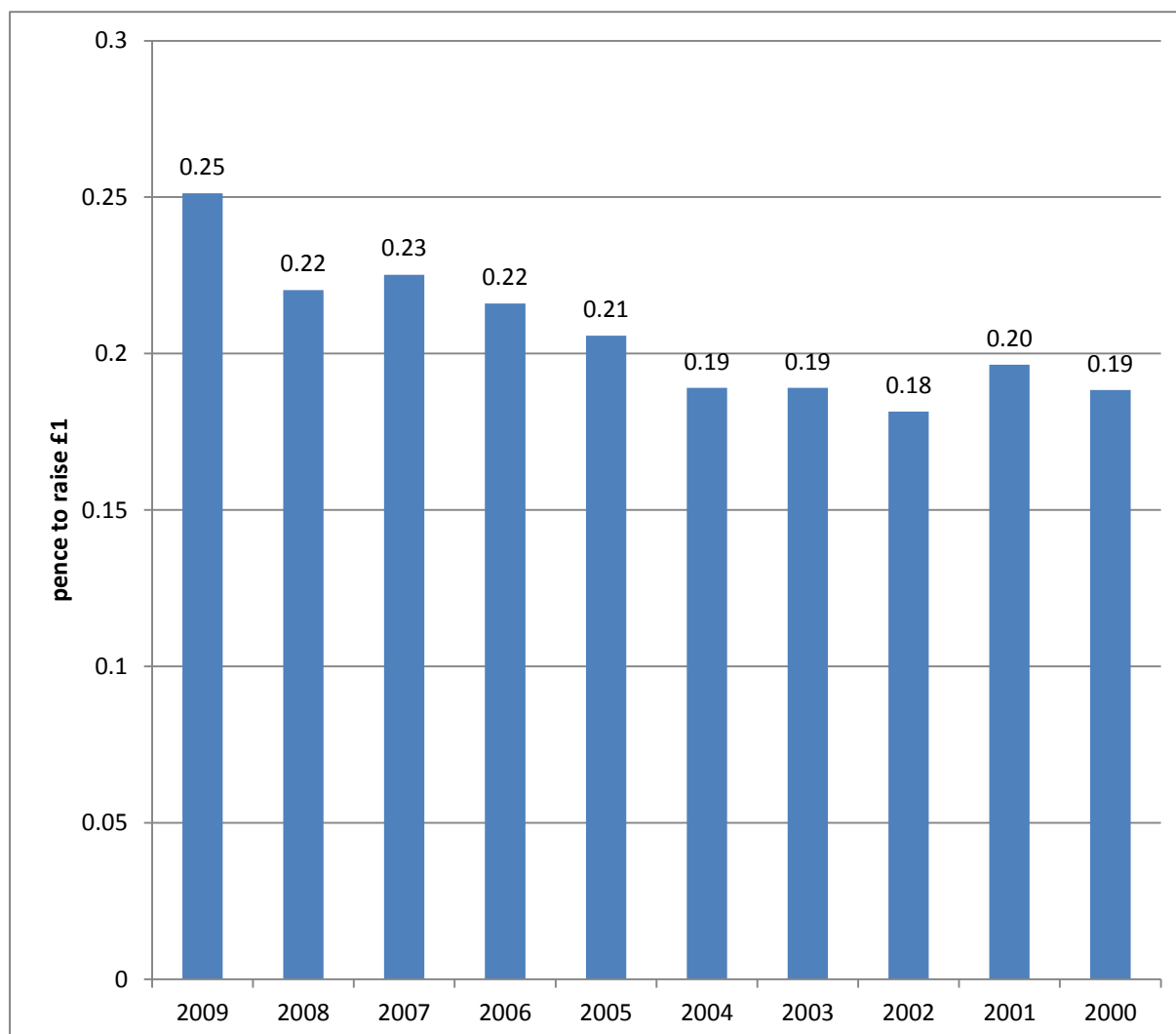
Sample Size: 29

Source: Institute of Fundraising and Centre for Interfirm Comparison, 2010

Figure 32 also comes from the Institute of Fundraising and Centre for Interfirm Comparison, and shows the increase in the cost to raise a pound. The report notes that this trend has been on-going since the late 1990s. Note, however, that the number and composition of firms participating in the study changes every year. Again, these figures are converted from 'median income per pound invested'.



**Figure 32: Change in Cost of Fundraising, 2000 to 2009 (Institute of Fundraising and Centre for Interfirm Comparison, 2010b)**



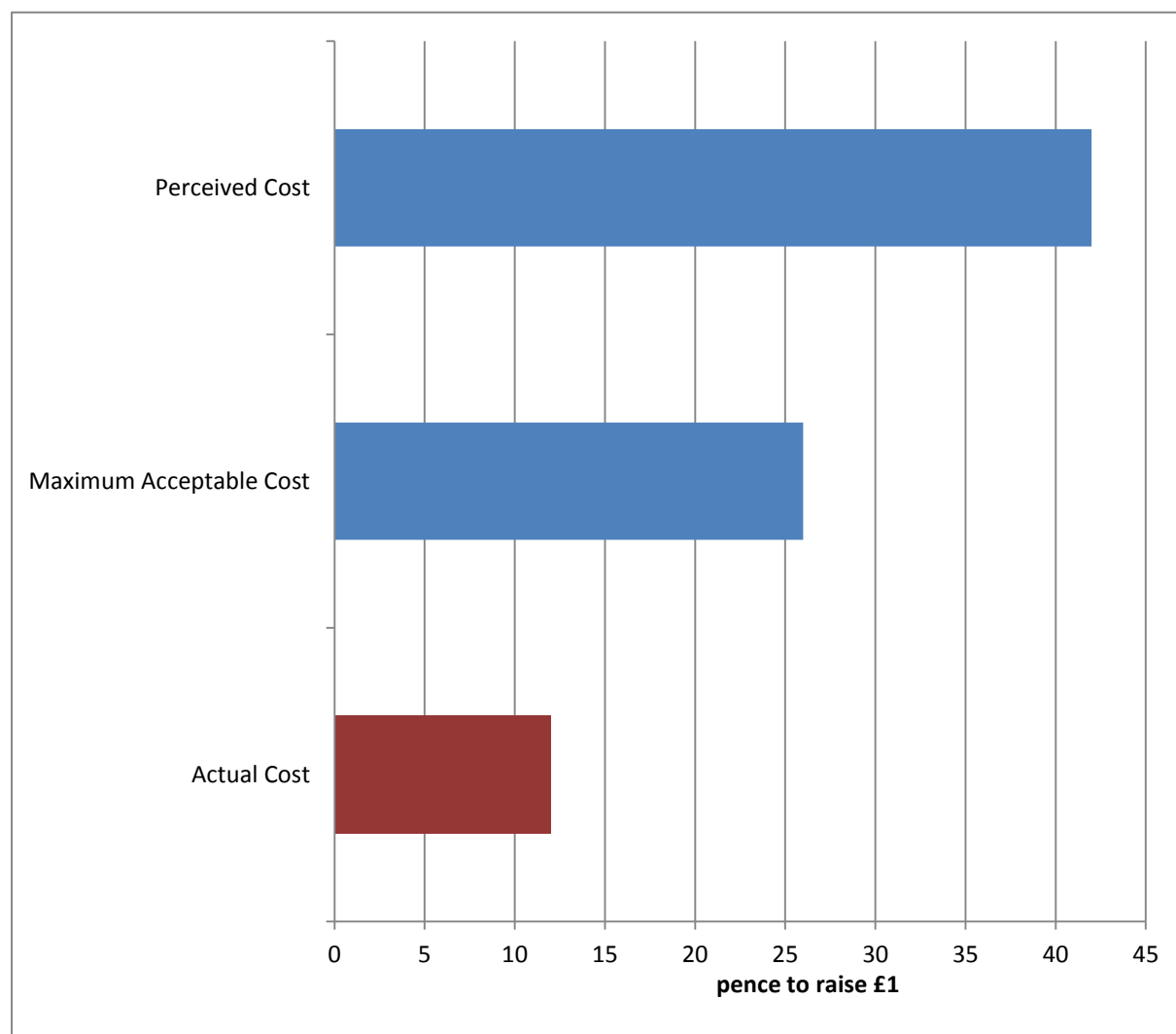
Source: Institute of Fundraising and Centre for Interfirm Comparison, 2010b

As noted, many not-for-profits are reluctant to discuss the costs associated with raising funds. This is understandable given that almost three in five (59%) of those interviewed as part of the 2012 UK Charity Commission Study believe that charities spend too much on salaries and administration. However, a survey of over 1,000 individuals in the UK in 2011 revealed that the public estimate that charities spend 42p to raise one pound, while 26p is the maximum acceptable amount. However, analysis of 162,500 UK charities' data revealed that the actual cost to raise a pound is actually only 12p. This suggests that the public are underestimating the efficiency of not-for-profits and that honest and frank engagement



with donors may be beneficial to organisations. A huge majority (96%) of those participating in the UK's Charities Commission 2012 survey indicated that charities should provide the public with information on how they spend their money.

**Figure 33: Perceived and Actual Cost to Raise £1 (Charities Aid Foundation, 2011)**



Source: Charities Aid Foundation, 2011

#### 4.4 Fundraising Trends

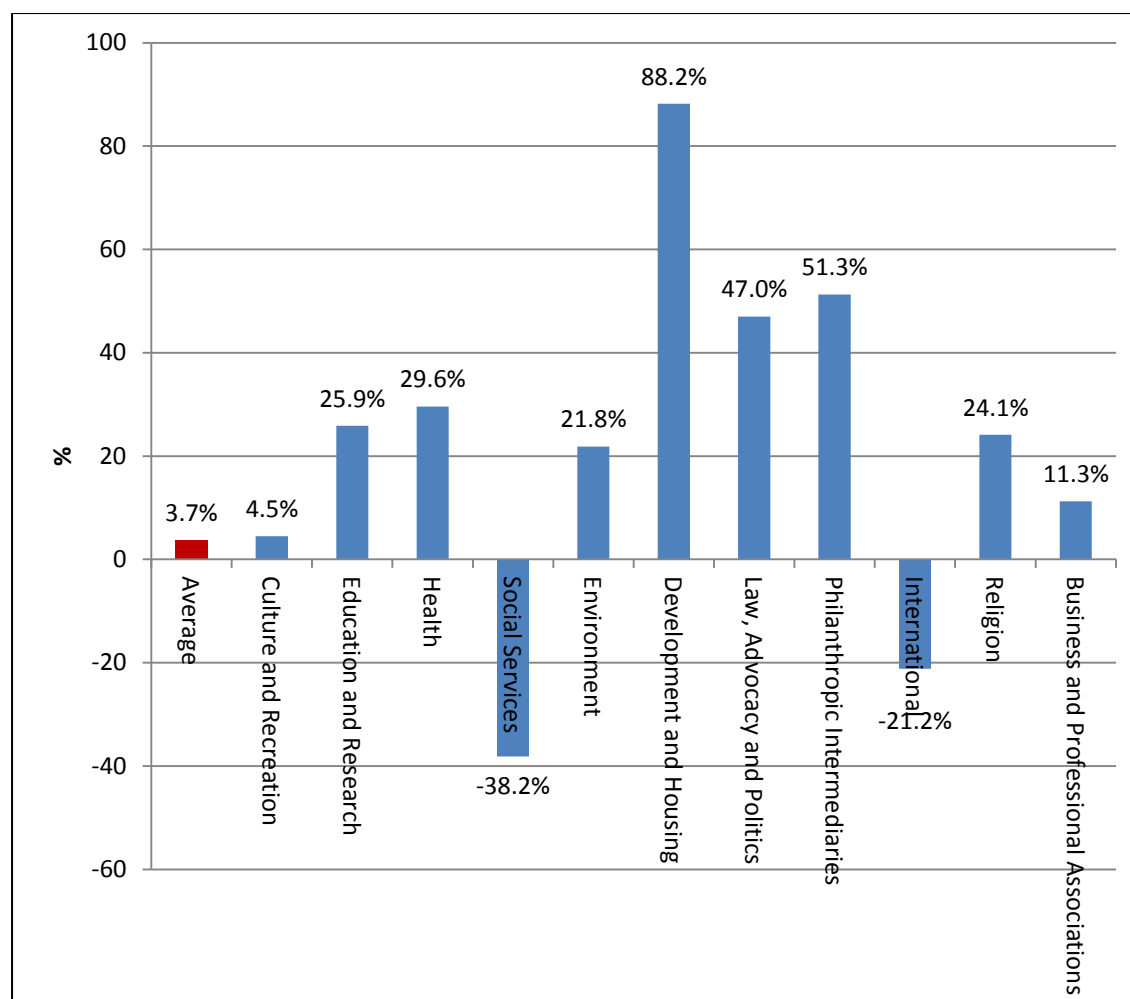
The challenging climate in which the not-for-profit sector now operates is characterised by an increased demand for services without a corresponding increase in income. Instead, the sector's key sources of funding, the State and the public, have faced decreased resources



and financial uncertainty. As such, there is understandable concern about viability of fundraising.

On average, we find a 3.4% increase in fundraised income between 2010 and 2011, with the experience of the different subsectors varying widely. All but two of the subsectors experienced an increase in fundraised income over this period, with just Social Services and International experiencing a fall in receipts. This is not surprising for the International subsector which experienced a huge surge in donations in 2010 following the earthquake in Haiti. Fundraised income to Philanthropic Intermediaries and Law, Advocacy and Politics organisations increased by about 50%, with receipts to Development and Housing organisations jumping by 88%.

**Figure 34: Percentage Change in Fundraised Income (2010 and 2011)**



**Sample Size: 304**



## 5 Conclusion

This Report is designed to provide those working in, or with interest in, the not-for-profit sector, with an objective overview of its current status. The motivation behind the report is to provide objective information, stimulate debate and discussion and encourage more detailed reporting of fundraising data.

The analysis in the report, based on the annual accounts of a representative sample of 713 not-for-profit organisations, reveals an important sector contributing an estimated 3.8% to Irish GNP. We find a slight increase in fundraised income and salary expenditure, and a continued reliance on State income. However, these results and all those in the report, whether at a sector or subsector level hide the true level of diversity amongst not-for-profit organisations in relation to how they experienced 2011. Whilst empirical research into the third sector is essential to inform the funding targets, to identify best practice and to benchmark the performance of individual entities, CEOs, donors and civil society should remain cognisant of the heterogeneity even within each subsector. Thus, although the results in this report may assist in guiding discussion, the fact that each not-for-profit is so specific and distinct in history, structure, function, staffing levels, sector interest and sources of income, must be to the forefront of any review.

The key result arising from this analysis is the 4% increase in fundraised income between 2010 and 2011. Combined with the increased expenditure on salaries and small net increase in staff number, this suggests that the recovery in the sector identified in last year's report has consolidated. Although fundraising costs have increased year on year, it is possible that this is as a result of investment in fundraising capabilities which will yield fruit in the coming years.



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## 7 Appendix A – Statistical Method

A complete list of the 7,090 not-for-profit organisations registered with the Companies Registration Office was supplied to 2into3 by INKEx in December 2012. Each organisation was categorised into one of 12 subsectors. Two samples were identified; a 10% sample of the entire database and a 25% sample of those organisations with total incoming resources exceeding €1 million.

The simplest way to obtain a representative sample is through simple random sampling whereby an appropriate number of organisations are randomly chosen from the population. However, in this study, a more appropriate process called stratified random sampling is used. This involves splitting the population of organisations into the subsectors in which they operate and taking separate random sample from each of the subgroups rather than just taking a single random sample from the entire group. This processes means that the relative size of each subsector is the same in both the sample and the population.

Stratified sampling offers several advantages over simple random sampling.

- A stratified sample can provide greater precision than a simple random sample of the same size.
- A stratified sample can guard against an "unrepresentative" sample (e.g., only large organisations).
- Sufficient sample points can be obtained to support separate analysis of different subsectors.
- It ensures better coverage of the population than simple random sampling.

The two sampling frames for this study are shown in Figures 4 and 5. The total population is split into the 12 categories and the proportion of each category in the total population is computed. This figure is used to determine how many from each category should be included in the total sample. For example, 396 not-for-profits in the total population are in the Philanthropic Intermediaries and Voluntarism Promotion subsector. This is 5.6% of the



total  $((396/7090)*100 \approx 5.58)$ . Thus, 5.6% of the 713 organisations in the sample are from the Culture and Recreation subsector  $(0.056*713 \approx 39.9)$ . Once the population was split into its component strata, the =RAND () function in Excel was used to randomly choose organisations for inclusion in the sample. Due to data availability issues the computed sample size does not always exactly equal the sample sizes used in the analysis. However, the gaps between the two are not large enough to make any qualitative difference to the results.

**Table 4: Stratification of all Incorporated Organisations**

	Total	% Total	Sample
Culture and Recreation	1472	20.8%	148
Education and Research	292	4.1%	29
Health	250	3.5%	25
Social Services	1348	19.0%	136
Environment	272	3.8%	27
Development and Housing	2011	28.4%	202
Law, Advocacy and Politics	266	3.8%	28
Philanthropic Intermediaries and Voluntarism Promotion	396	5.6%	40
International	242	3.4%	24
Religion	167	2.4%	17
Business and Professional Associations, Unions	323	4.6%	32
Not Elsewhere Classified	51	0.7%	5
Total	7090		

**Table 5: Stratification of Incorporated Organisations with Total Incoming Resources > €1,000,000**

	Total	% Total	Sample
Culture and Recreation	77	11.6	19
Education and Research	58	8.8	15
Health	63	9.5	16
Social Services	136	20.5	34
Environment	14	2.1	4
Development and Housing	145	21.9	36
Law, Advocacy and Politics	36	5.4	9
Philanthropic Intermediaries and Voluntarism	54	8.2	14



<b>Promotion</b>			
<b>International</b>	38	5.7	10
<b>Religion</b>	10	1.5	3
<b>Business and Professional Associations, Unions</b>	27	4.1	7
<b>Not Elsewhere Classified</b>	4	0.6	1
<b>Total</b>	662		166

## 8 Appendix B – Complete Sample of Organisations – Main Database

<b>CULTURE AND RECREATION</b>
ACCESS CINEMA LIMITED
ALTERNATIVE ENTERTAINMENTS LIMITED
AN TSEAN BHEAIRIC BEANNCHOR IORRAIS TEORANTA
ARTS AND DISABILITY IRELAND LIMITED
BABORO GALWAY INTERNATIONAL CHILDREN'S FESTIVAL LIMITED
BALCARRICK GOLF CLUB LIMITED
BALLINASLOE CLAY PIGEON SHOOTING GROUNDS LIMITED
BALLINASLOE SHOW LIMITED
BANDON AND DISTRICT PIPE BAND LIMITED
BEEHIVE THEATRE COMPANY LIMITED
BLACKROCK BOWLING AND TENNIS CLUB LIMITED
BLUEBELL UNITED A.F.C. LIMITED
BRIDEVIEW UNITED ASSOCIATION FOOTBALL CLUB LIMITED
BURREN COLLEGE OF ART LIMITED
CASTLE AUTOMOBILE CLUB LIMITED
CHARLESTOWN BELLAGHY AND DISTRICT RECREATIONAL CENTRE LIMITED
CHERRY ORCHARD EQUINE CENTRE LIMITED
CHILDREN'S BOOKS IRELAND LIMITED
CLARE LOCAL SPORTS PARTNERSHIP COMPANY LIMITED
CLIFDEN COMMUNITY ARTS WEEK LIMITED
CLONAKILTY A.F.C. LIMITED
COMPLEX PRODUCTIONS LIMITED
CORK ARTS THEATRE CLUB LIMITED
CORK INTERNATIONAL CHORAL FESTIVAL LIMITED
CORK LOCAL SPORTS PARTNERSHIP LIMITED
CORK PRINTMAKERS LIMITED
CORTINA OWNERS CLUB OF IRELAND LIMITED
COUNTY SLIGO HERITAGE AND GENEALOGY SOCIETY
DANCE THEATRE OF IRELAND LIMITED
DINGLE INTERNATIONAL FILM FESTIVAL LIMITED
DONAGHASH LEISURE CENTRE LIMITED
DONORE HARRIERS LIMITED
DR. STEEVENS' HOSPITAL HISTORICAL CENTRE LIMITED
DRAMA LEAGUE OF IRELAND LIMITED
DROMCOLLOGHER COMMUNITY ENTERPRISES LIMITED
DRUID PERFORMING ARTS LIMITED
DUBLIN MOTORCYCLE TOURING CLUB LIMITED
DUNDALK SHOW SOCIETY LIMITED
FEASTA LIMITED
FEILTE DHUIBH LINNE TEORANTA
FEIS CEOIL ASSOCIATION
FIGHTING WORDS LIMITED
FISHAMBLE THEATRE COMPANY LIMITED
FOLLOW YOUR DREAM LIMITED
FORE MOTORCYCLE RACING CLUB LIMITED
GAILLIMH LE GAELIGE TEORANTA
GALWAY FLYING CLUB, LIMITED



GALWAY INTERNATIONAL OYSTER FESTIVAL LIMITED
GALWAY YOUTH ORCHESTRAS & ENSEMBLES LIMITED
GLASSON COMMUNITY HERITAGE CENTRE LIMITED
GLÓR NA NGAEL TEORANTA
GORT GAELIC ATHLETIC ASSOCIATION (HURLING CLUB) LIMITED
GRAIGNAMANAGH DEVELOPMENT COMPANY LIMITED
GREAT SOUTHERN TRAIL LIMITED
I.A.B.A. LIMITED
IMPROVISED MUSIC COMPANY LIMITED
INISHOWEN CARNIVAL GROUP LIMITED
INNISHANNON STEAM & VINTAGE RALLY LIMITED
INSTITUTE OF UNITED CULTURES LIMITED
IONAD CULTUR AGUS DEARADH AN FHAIRCHE TEORANTA
IONAD CULTURA AISEANNA ACLA TEORANTA
IRISH ASSOCIATION OF SNOWSPORTS INSTRUCTORS LIMITED
IRISH GEORGIAN FOUNDATION
IRISH HOCKEY LIMITED
IRISH JAGUAR AND DAIMLER CLUB LIMITED
IRISH KARTING CLUB LIMITED
JAMES JOYCE CULTURAL CENTRE
KELLS WATERWORKS 1897 RESTORATION GROUP LIMITED
KILCULLEN TOWN HALL AND HERITAGE COMPANY LIMITED
KILKENNY ART GALLERY SOCIETY LIMITED
KILKENNY RECREATION & SPORTS PARTNERSHIP LIMITED
KILLARY FJORD ADVENTURE CAPITAL OF IRELAND LIMITED
KILMURRY SPORT AND SOCIAL CENTRE LIMITED
KILNAMANAGH FAMILY RECREATION CENTRE LIMITED
LEINSTER CLASSIC MOTOR CYCLE CLUB (IRELAND) LIMITED
LISDOONVARNA FAILTE LIMITED
LOUTH CONTEMPORARY MUSIC LIMITED
MACNAS LIMITED
MERMAID COUNTY WICKLOW ARTS CENTRE LIMITED
MIDLAND AUTOSPORTS LIMITED
MONAGHAN HARVEST BLUES FESTIVAL LIMITED
MULRANNY TIERNNAUR COMMUNITY SPORTS GROUND LIMITED
MUSIC PUBLISHERS ASSOCIATION OF IRELAND LIMITED
MUSICAL KNIGHTS LIMITED
NAAS SPORTS GROUP MANAGEMENT LIMITED
NATIONAL PRINT MUSEUM LIMITED
NEWCESTOWN PITCH & PUTT CLUB LIMITED
OFFALY WESTMEATH CRAFT & DESIGN LIMITED
OIDHREACHT AN CHLÁIR TEORANTA
ORCHESTRA OF ST. CECILIA LIMITED
OUR LADY'S BOY'S CLUB LIMITED
PERIODICAL PUBLISHERS ASSOCIATION OF IRELAND LIMITED
POETRY IRELAND LIMITED
PORTARLINGTON RUGBY FOOTBALL CLUB LIMITED
PUCK FAIR LIMITED
RINCE AGUS DAMHSA TEORANTA
ROTHA TEORANTA
SAILFLEET LIMITED
SCHULL HARBOUR SAILING CLUB LIMITED
SCREEN DIRECTORS' GUILD OF IRELAND LIMITED
SCREEN PRODUCERS IRELAND LIMITED
SEACHTAIN NA SCRIBHNEOIRI TEORANTA OR WRITERS' WEEK LIMITED
SENSATIONAL KIDS LIMITED
SHANNON SWIMMING AND LEISURE CENTRE LIMITED
SHOP LOCAL COMMUNITY ENTERPRISE (ATHY) LIMITED
SIAMSA TIRE TEORANTA
SLIGO LIGHT AVIATION CLUB LIMITED
SLIGO YACHT CLUB LIMITED
SOUTH DUBLIN ARTS CENTRE COMPANY
SOUTH DUBLIN FOOTBALL LEAGUE LIMITED
SPORTING PROUD LIMITED



ST MARY'S PRO-CATHEDRAL GIRLS' CHOIR LIMITED
ST. MARY'S (CRUMLIN) RESTORATION PROJECT LIMITED
STROKESTOWN POETRY & TOURISM COMPANY LIMITED
SYMPHONY CLUB OF WATERFORD
THE ALFRED BEIT FOUNDATION
THE ARTS SPECIALISTS SUPPORT AGENCY LIMITED
THE FIRKIN CRANE LIMITED
THE GET AHEAD CLUB LIMITED
THE HAWK'S WELL THEATRE LIMITED
THE HOLIDAY HOME PROJECT LIMITED
THE HUNT MUSEUM LIMITED
THE INLAND WATERWAYS ASSOCIATION OF IRELAND CUMANN UISCEBHEALAOGH INTIRE NA
THE IRISH YOUTH ORCHESTRA LIMITED
THE LEINSTER LADIES HOCKEY UNION LIMITED
THE LIMERICK JUNCTION RACECOURSE COMPANY LIMITED
THE MIDLAND VINTAGE & CLASSIC CAR CLUB LIMITED
THE OLYMPIC COUNCIL OF IRELAND LIMITED
THE PAVILION THEATRE MANAGEMENT COMPANY LIMITED
THE WELLIE RACE COMPANY LIMITED
THE YEATS SOCIETY (SLIGO) INCORPORATED
THEATRE FORUM LIMITED
TIPPERARY EXCEL HERITAGE CO. LIMITED
TIPPERARY SCHOOLBOYS SOUTHERN AND DISTRICT LEAGUE LIMITED
TRAIL OFF ROAD CLUB LIMITED
TULLOW AGRICULTURAL SHOW SOCIETY COMPANY LIMITED
VERITAS COMMUNICATIONS
VOICE OF IRISH CONCERN FOR THE ENVIRONMENT LIMITED
WATERFORD GOLF CLUB LIMITED
WESTERN ISLAMIC CULTURAL CENTRE LIMITED
WESTMEATH SPORTS PARTNERSHIP
WEXFORD ARTS CENTRE LIMITED
WEXFORD FOOTBALL LEAGUE LIMITED
<b>EDUCATION AND RESEARCH</b>
ANGEL GUARDIAN COMMUNITY PRESCHOOL LIMITED
BALLYMUN INITIATIVE FOR THIRD LEVEL EDUCATION LIMITED
BOYNE RESEARCH INSTITUTE
CARLINE LEARNING CENTRE
COSMOS EDUCATION LIMITED
HUGH GORE INSTITUTE LIMITED
INDIGO ROCK MARINE RESEARCH CENTRE LIMITED
IRISH CENTRE FOR ARTHRITIC RESEARCH AND EDUCATION LIMITED
IRISH CLINICAL ONCOLOGY RESEARCH GROUP LIMITED
MARY IMMACULATE COLLEGE FOUNDATION
NAISCOIL DHOMHNACH OG TEORANTA
NATIONAL BREAST CANCER RESEARCH INSTITUTE LIMITED
NATIONAL DIGITAL RESEARCH CENTRE LIMITED
NORTH CLONDALKIN INTEGRATED FAMILY/ SCHOOL PROJECT LIMITED
PARTNERS IN EDUCATION LIMITED
SACRED HEART SCHOOLS NETWORK
SECONDARY EDUCATION COMMITTEE
SOCIOLOGICAL ASSOCIATION OF IRELAND LIMITED
SPRINGFIELD AMERICAN COLLEGE OF INTERNATIONAL STUDIES (IRELAND) LIMITED
ST. ANDREW'S AND SUNBEAM HOUSE COMBINED SCHOOLS LIMITED
ST. LUKE'S INSTITUTE OF CANCER RESEARCH
THE ECONOMIC AND SOCIAL RESEARCH INSTITUTE
THE INSTITUTE OF TECHNOLOGY SLIGO CONSULTANCY RESEARCH AND ENTERPRISE DEVELOPMENT LIMITED
THE POLIO FELLOWSHIP OF IRELAND
THE SCHOOL OF ECONOMIC SCIENCE LIMITED
THE SPIRITUAL LIFE INSTITUTE LIMITED
WINC LIMITED
<b>HEALTH</b>
AID FOR CANCER TREATMENT
AISLINN ADOLESCENT ADDICTION TREATMENT CENTRE LIMITED
ASSOCIATION OF OPTOMETRISTS IRELAND



BAINISTIOCHT ARAS GAOTH DOBHAIR TEORANTA
BLANCHARDSTOWN HOSPITAL SOCIETY LIMITED
BLOOMFIELD CARE CENTRE LIMITED
CAHERCALLA COMMUNITY HOSPITAL LIMITED
CHILDREN IN HOSPITAL IRELAND
COISTE CURAM PRAINNE GAOTH DOBHAIR TEORANTA
CUH H.E.A.R.T. LIMITED
HUNTINGTON'S DISEASE ASSOCIATION OF IRELAND LIMITED
IRISH NEPHROLOGY SOCIETY
IRISH THORACIC SOCIETY LIMITED
LISDOONVARNA COMMUNITY HEALTH FACILITY LIMITED
NATIONAL COUNCIL FOR EXERCISE AND FITNESS LIMITED
NORTH WEST PARENTS AND FRIENDS ASSOCIATION OF MENTALLY HANDICAPPED CHILDREN
OFFALY ASSOCIATION FOR PEOPLE WITH AN INTELLECTUAL DISABILITY
REHABCARE
THE FRIENDS OF ST. LUKE'S HOSPITAL (DUBLIN)
THE IRISH COLLEGE OF GENERAL PRACTITIONERS LIMITED
THE IRISH SOCIETY OF HEARING AID AUDIOLOGISTS
TUBBERCURRY FAMILY AND CHILD CARE RESOURCE HOUSE PROJECT COMPANY LIMITED
TURNING POINT IRELAND LIMITED
<b>SOCIAL SERVICES</b>
ADLERIAN NETWORK OF IRELAND LIMITED
AGE ACTION IRELAND LIMITED
AGE ACTION IRELAND LIMITED
AHASCRAUGH COMMUNITY PLAYGROUP LIMITED
AISLING PROJECT LIMITED
ANCHOR PLAYSCHOOL MEELIN LIMITED
ARDFERT COMMUNITY COUNCIL LIMITED
ASHBOURNE CARE
ATHY TRAVELLERS SUPPORT GROUP LIMITED
BALALLY FAMILY RESOURCE CENTRE LIMITED
BALBRIGGAN COMMUNITY CHILDCARE GROUP LIMITED
BALLINDERREEN PLAYGROUP LIMITED
BALLYDUFF MUINTIR NA TIRE COMMUNITY SERVICES LIMITED
BALLYFERMOT YOUTH CENTRE AND CHILDCARE FACILITY LIMITED
BALLYHEA CHILDCARE LIMITED
BARNARDO'S - REPUBLIC OF IRELAND LIMITED
BELARUS ORPHANAGES FOR ABANDONED CHILDREN (B.O.A.C.) LIMITED
BLESSINGTON MONTESSORI SCHOOL LIMITED
BRAY COMMUNITY ALLIANCE C.E.P. LIMITED
BRICKENS LOGBOY TULRAHAN I.R.D. LIMITED
BROOKFIELD ADDICTION SUPPORT PROGRAMME LIMITED
CASHEL NA COR LEARNING DISABILITY ASSOCIATION LIMITED
CASTLEREA COMMUNITY PLAYSCHOOL LIMITED
CHARLESTOWN COMMUNITY CHILDCARE LIMITED
CLARA COMMUNITY AND FAMILY RESOURCE CENTRE LIMITED
CLARE FAMILY LEARNING PROJECT LIMITED
CLAREMORRIS FAMILY RESOURCE CENTRE LIMITED
CLOYNE DIOCESAN AND YOUTH SERVICES LIMITED
COBH YOUTH SERVICES LIMITED
CONNOLLY CHILDREN'S CENTRE LIMITED
COOTEHILL COMMUNITY CHILDCARE LIMITED
CORK ACCESSIBLE TRANSPORT LIMITED
CORPUS CHRISTI YOUTH DEVELOPMENT COMPANY LIMITED
COUNTY WEXFORD HOME CARE TEAM LIMITED
CROSSABEG COMMUNITY CHILDCARE CENTRE LIMITED
CROSSROADS & KILLYGORDON COMMUNITY PLAYGROUP LIMITED
DAINGEAN COMMUNITY CHILDCARE SERVICE LIMITED
DAMER AND FORTICK RESIDENTIAL SERVICES LIMITED
DIRECTION FOR OUR TIMES IRELAND LIMITED
DOCHAS DON OIGE TEORANTA
DONARD\GLEN COMMUNITY PLAYGROUP LIMITED
DONEGAL CENTRE FOR INDEPENDENT LIVING LIMITED
DOORWAY TO LIFE LIMITED



DROGHEDA WOMEN'S & CHILDREN'S REFUGE CENTRE LIMITED
DRUM COMMUNITY SPORTS AND SOCIAL CENTRE LIMITED
DUBLIN NORTH EAST DRUGS TASK FORCE LIMITED
DUNFANAGHY COMMUNITY PLAYHOUSE LIMITED
DUNLAOGHAIRE HOME HELP SERVICE LIMITED
EDENBEAG CHILDCARE CENTRE LIMITED
EDENDERRY CHILDCARE LIMITED
FERNS DIOCESAN YOUTH SERVICE LIMITED
FINGAL ASSOCIATION FOR THE HANDICAPPED LIMITED
FINGLAS HOME HELP / CARE ORGANISATION LIMITED
FUSION-CPL LIMITED
GALWAY PEOPLES RESOURCE CENTRE COMPANY LIMITED
GOLEEN COMMUNITY PLAYGROUP LIMITED
GOREY FAMILY RESOURCE CENTRE LIMITED
GOREY YOUTH NEEDS GROUP LIMITED
HARDWICKE STREET CRECHE LIMITED
HEADWAY (IRELAND) LIMITED
HOME - START LOCAL ORGANISATION LIMITED
HORESWOOD COMMUNITY CHILDCARE GROUP LIMITED
HORGAN'S BUILDINGS SENIOR CITIZENS CENTRE LIMITED
IRISH FAMILY PLANNING ASSOCIATION LIMITED
JOLLYTOTS PLAYGROUP LIMITED
KILBARRACK-FOXFIELD NURSERY CENTRE LIMITED
KILKENNY WOMENS REFUGE LIMITED
KILLALA SOCIAL ECONOMY PLAN LIMITED
KILTUBRID PLAYGROUP LIMITED
KINNITTY COMMUNITY PLAYSCHOOL LIMITED
KNOCKNAGOSHEL OVER 55'S SOCIAL CLUB AND WOMEN'S GROUP LIMITED
LAOIS COUNTY CHILDCARE COMMITTEE LIMITED
L'ARCHE IRELAND
LISACUL CHILDCARE LIMITED
LITTLE PARTNERS CRECHE LIMITED
LITTLE STARS COMMUNITY PLAYGROUP LIMITED
LIXABBEY COMMUNITY GROUP LIMITED
LOUGHREA COMMUNITY PRESCHOOL LIMITED
LUS NA GRÉINE FAMILY RESOURCE CENTRE LIMITED
MALLOW WHEELCHAIR SUPPORT GROUP LIMITED
MARY AIKENHEAD MEALS ON WHEELS LIMITED
MAYO CANCER SUPPORT ASSOCIATION LIMITED
NAÍONRA CLOCH NA RÓN, TEORANTA
NAÍONRA GAEL SCOIL AOGAIN TEORANTA
NAÍONRA TIGH NA SÍ
NAVAN TRAVELLERS WORKSHOPS LIMITED
OFFALY/KILDARE EARLY YEARS PROJECT LIMITED
OUR LADY OF LOURDES COMMUNITY SERVICES GROUP LIMITED
PLACE4U LIMITED
RAPHOE FAMILY RESOURCE CENTRE LIMITED
RATHMORE COMMUNITY CHILDCARE LIMITED
RCCN CARING LIMITED NOW KNOWN AS CAREBRIGHT LIMITED
RETRouvaille IRELAND LIMITED
RINGSEND CRECHE LIMITED
SAFE REST LIMITED
SAINT JOHN'S COMMUNITY PLAYSCHOOL LIMITED
SAMARITANS IRELAND
SCHOOL COMPLETION PROGRAMME DUN DEALGAN TEORANTA
SHANKILL OLD FOLKS ASSOCIATION LIMITED
SICK AND INDIGENT ROOMKEEPERS' SOCIETY (INCORPORATED)
SIMON COMMUNITY (MIDLANDS) LIMITED
SKIBBEREEN COMMUNITY AND FAMILY RESOURCE CENTRE LIMITED
SLIGO COUNTY CHILDCARE COMMITTEE LIMITED
SLIGO FAMILY COMMUNITY ENRICHMENT AND SUPPORT LIMITED
SLIGO FAMILY SUPPORT LIMITED
SLIGO LEITRIM HOME YOUTH LIAISON YOUTH SERVICE LIMITED
SLIGO TRAVELLER SUPPORT GROUP LIMITED



ST JOSEPH'S CENTRE FOR THE VISUALLY IMPAIRED
ST. BRIGIDS PRE-SCHOOL AND FAMILY CENTRE LIMITED
ST. JOHN BOSCO YOUTH CENTRE LIMITED
ST. LUKE'S HOME (MAHON) LIMITED
ST. LUKE'S HOME, CORK (INCORPORATED)
ST.MONICA'S YOUTH RESOURCE CENTRE LIMITED
STREETLINE
SUNNY MEADOW PLAY SCHOOL LIMITED
TALLAGHT CANCER SUPPORT GROUP LIMITED
TALLAGHT COUNSELLING AND THERAPY CENTRE LIMITED
THE DONEGAL COUNTY CHILDCARE COMMITTEE LIMITED
THE GENERAL SERVICE BOARD OF ALCOHOLICS ANONYMOUS OF IRELAND
THE GLENFIELDS COMMUNITY CHILDCARE LIMITED
THE HARTSTOWN/HUNTSTOWN COMMUNITY DRUGS TEAM LIMITED
THE MEATH YOUTH FEDERATION LIMITED
THE MILLENNIUM PROJECT FOR THE AGED TUAM LIMITED
THE NATIONAL ASSOCIATION FOR THE DEAF
THE NATIONAL IRISH SAFETY ORGANISATION LIMITED
THE NATIONAL NETWORK OF WOMEN'S REFUGES AND SUPPORT SERVICES LIMITED
THE TIMOLEAGUE COMMUNITY CENTRE LIMITED
TINAHELY COMMUNITY PLAY GROUP LIMITED
TIR CHONAILL FAMILY CENTRE LIMITED
TIR NA NOG, BALLYDESMOND LIMITED
TREASURE ISLAND PLAYSCHOOL LIMITED
TREOIR THE NATIONAL FEDERATION OF SERVICES FOR UNMARRIED PARENTS AND THEIR CHILDREN
TRINITY AND PRIORSWOOD YOUTH SERVICES LIMITED
TRU BEGINNINGS COMMUNITY PLAYGROUP LIMITED
WATERFORD CHILD CARE LIMITED
WEST KERRY HOME CARE FOR THE AGED
WICKLOW MONTESSORI SCHOOL LIMITED
WILKINSTOWN COMMUNITY CENTRE LIMITED
YANA NORTH CORK DOMESTIC VIOLENCE PROJECT LIMITED
YOUGHAL FAMILY SUPPORT CENTRE LIMITED
<b>ENVIRONMENT</b>
CEREALS ASSOCIATION OF IRELAND LIMITED
CLONMANY AGRICULTURAL SHEEPDOG ASSOCIATION LIMITED
COSY CATS LIMITED
DUBLIN SOCIETY FOR PREVENTION OF CRUELTY TO ANIMALS (INC.)
ENERGY ACTION LIMITED
FETTERCAIRN YOUTH HORSE PROJECT LIMITED
FOTA WILDLIFE PARK LIMITED
FRIENDS OF THE IRISH ENVIRONMENT LIMITED
GREEN SOD LAND TRUST LIMITED
IRISH HORSE WELFARE TRUST LIMITED
IRISH PAPER CLEARING COMPANY LIMITED
IRISH WILDLIFE TRUST
KILLEIGH, CLONEYGOWAN AND KILLURINE GROUP WATER SCHEME LIMITED
LOUTH NATURE TRUST LIMITED
MAYFIELD/OLD YOUGHAL ROAD PROJECT LIMITED
PARKROE AND TEMPLEMARTIN GROUP WATER SCHEME LIMITED
PEATA LIMITED
PERSSE PARK GROUP WATER SCHEME LIMITED
RAHEALTHY GROUP WATER SCHEME LIMITED
S.O.L.R. LIMITED
ST. BRENDAN'S ENVIRONMENTAL GROUP LIMITED
TAYLORS CROSS BURIAL GROUND LIMITED
THE GALWAY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS LIMITED
THE HEATH GROUP WATER SCHEME LIMITED
THE IRISH CHAR CONSERVATION GROUP LIMITED
WATERFORD SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS LIMITED
WEST CORK ANIMAL WELFARE GROUP LIMITED
<b>DEVELOPMENT AND HOUSING</b>
ABILITY ENTERPRISES
AILEACH CENTRES LIMITED



ALLENWOOD COMMUNITY DEVELOPMENT ASSOCIATION LIMITED
AN SANCTOIR LIMITED
AREA RENEWAL COMPANY CLIFDEN LIMITED
ASKAMORE COMMUNITY DEVELOPMENT ASSOCIATION LIMITED
ATHLONE YOUTH ENTERPRISE WORKSHOP LIMITED
B.N.S. RURAL DEVELOPMENT LIMITED
BAILIEBOROUGH DEVELOPMENT ASSOCIATION LIMITED
BALBRIGGAN AREA PROJECT ASSOCIATION LIMITED
BALLINTUBBER RESOURCE CENTRE LIMITED
BALLYBUNION COMMUNITY CENTRE LIMITED
BALLYCASTLE COMMUNITY HALL COMPANY LIMITED
BALLYCASTLE/BELDERRIG DEVELOPMENT COMPANY LIMITED
BALLYCOTTON DEVELOPMENT COMPANY LIMITED
BALLYCROY COMMUNITY COUNCIL LIMITED
BALLYHOOLY COMMUNITY COUNCIL LIMITED
BALLYLIFFIN RURAL ENTERPRISES LIMITED
BALLYMORE COMMUNITY ASSOCIATION LIMITED
BALLYPHEHANE-TOGHER COMMUNITY DEVELOPMENT PROJECT LIMITED
BALLYSHANNON HOLDINGS LIMITED
BARRON COMMUNITY HALL STRADBALLY LIMITED
BELMONT PARK HOUSING ASSOCIATION LIMITED
BIRR TIDY TOWNS LIMITED
BLARNEY DISTRICT COMMUNITY EMPLOYMENT PROJECT LIMITED
BOARDMATCH IRELAND
BRAY MONEY ADVICE AND BUDGETING SERVICE LIMITED
BRAY WOMENS' REFUGE HOUSING ASSOCIATION LIMITED
BREFFNI COMMUNITY DEVELOPMENT COMPANY LIMITED
BREFFNI INTEGRATED LIMITED
BRIGITS MANTLE INITIATIVES LIMITED
BROADFORD, CLOHERINKOE AND JOHNSTOWNBRIDGE COMMUNITY EMPLOYMENT SCHEME LIMITED
BRUCKLESS COMMUNITY CENTRE LIMITED
CAISLEAN NUA VOLUNTARY HOUSING ASSOCIATION LIMITED
CANAL COMMUNITIES TRAINING PROGRAMME TURAS LIMITED
CAPPOQUIN COMMUNITY DEVELOPMENT COMPANY LIMITED
CARLOW COMMUNITY ENTERPRISE CENTRES LIMITED
CARNDONAGH COMMUNITY & RURAL DEVELOPMENT COMPANY LIMITED
CARNDONAGH PARISH COMMUNITY EMPLOYMENT SCHEME COMPANY LIMITED
CARRACASTLE FUTURE LIMITED
CARRICK-ON-SUIR DEVELOPMENT ASSOCIATION LIMITED
CARROWMORE-LACKEN DEVELOPMENT ASSOCIATION LIMITED
CASTLECOMER HOUSING ASSOCIATION LIMITED
CASTLEHAVEN COMMUNITY CENTRE LIMITED
CASTLETOWNROCHE COMMUNITY MILL LIMITED
CCMA IRELAND LIMITED
CHARLEVILLE (CHAPEL STREET) COMMUNITY HALL LIMITED
CHILDREN'S LANGUAGE DEVELOPMENT PROJECT LIMITED
CLIFDEN COMMUNITY PLAYSCHOOL LIMITED
CLONAKILTY COMMUNITY CARE SOCIETY COMPANY LIMITED
CLONFERT COMMUNITY ASSOCIATION LIMITED
CLONMEL VOLUNTARY HOUSING ASSOCIATION LIMITED
CLONRES LIMITED
CLUAIN TRAINING & ENTERPRISE CENTRE LIMITED
CO. ROSCOMMON SUPPORTED EMPLOYMENT SERVICE LIMITED
COBH (GREAT ISLAND) COMMUNITY CENTRE LIMITED
COLLOONEY COMMUNITY ENTERPRISES LIMITED
COOLOCK DEVELOPMENT COUNCIL LIMITED
COUNTY KILDARE MONEY ADVICE AND BUDGETING SERVICE LIMITED
COUNTY WESTMEATH TOURISM LIMITED
CUAN BAOI COMMUNITY EMPLOYMENT TEORANTA
CUMANN TITHIOCHTA NA DROMODA TEORANTA
DAMIEN HOUSE ASSOCIATION LIMITED
DODDER VALLEY PARTNERSHIP
DONARD COMMUNITY ENTERPRISES LIMITED
DOOHAMLET GFC COMMUNITY EMPLOYMENT SCHEME LIMITED



DOUGLAS COMMUNITY ASSOCIATION LIMITED
DRAIOCHT COMMUNITY DEVELOPMENT ORGANISATION LIMITED
DROGHEDA FAMILY BUDGETING ADVICE SERVICE LIMITED
DROGHEDA YOUTH DEVELOPMENT LIMITED
DRUMSHANBO COMMUNITY COUNCIL LIMITED
DUBLIN SOUTH EAST MONEY ADVICE AND BUDGETING SERVICE LIMITED
DUNDALK ENTERPRISE DEVELOPMENT COMPANY LIMITED
ENNISTYMON PARISH PROJECT COMMUNITY CENTRE LIMITED
ERNE ENTERPRISE DEVELOPMENT COMPANY LIMITED
F2 CENTRE AND ENTERPRISE MANAGEMENT BOARD LIMITED
FAHY COMMUNITY DEVELOPMENT COMPANY LIMITED
FETHARD AND KILLUSTY COMMUNITY BALLROOM LIMITED
FINGAL MONEY ADVICE & BUDGETING SERVICE
FIONTARLANN TEORANTA
FIUNTAS CENTRES LIMITED
FOCUS HOUSING ASSOCIATION LIMITED
FORBAIRT NA ROSANN TEORANTA
FORUM CONNEMARA LIMITED
FOSSA COMMUNITY CENTRE LIMITED
FOXFORD SOCIAL AND COMMUNITY COMPANY LIMITED
GALWAY EAST TOURISM MARKETING LIMITED
GARRISTOWN COMMUNITY COUNCIL LIMITED
GLENASMOLE COMMUNITY ASSOCIATION LIMITED
GLENTIES INDUSTRIAL DEVELOPMENT COMPANY LIMITED
GRAIGUENAMANAGH TOURISM LIMITED
GRANARD AREA DEVELOPMENT COMPANY LIMITED
GRANGE COMMUNITY COUNCIL LIMITED
GRANGEMOUNT C.E. LIMITED
HARMONY COMMUNITY DEVELOPMENT LIMITED
HOLLYWOOD PARK DEVELOPMENT CO. LIMITED
HOMELESS CHILD
Homepage LIMITED
HOMES FOR DUNMORE
HOSPITAL VOLUNTARY HOUSING ASSOCIATION LIMITED
I.R.D. NORTH MAYO - WEST SLIGO LIMITED
INAGH HOUSING ASSOCIATION LIMITED
INCH COMMUNITY CENTRE LIMITED
INNER CITY ENTERPRISE LIMITED
IONAD POBAIL CHOLMCILLE TEORANTA
ITSSU LIMITED
JOHNSTOWN COMMUNITY CONCERN LIMITED
JPC HOUSING ASSOCIATION LIMITED
KELLS REGION ECONOMIC ENTERPRISE LIMITED
KENMARE DISTRICT COMMUNITY GROUP LIMITED
KILBOLANE VOLUNTARY HOUSING ASSOCIATION LIMITED
KILDORRERY COMMUNITY DEVELOPMENT LIMITED
KILLARNEY COMMUNITY SERVICES
KILLESHIN COMMUNITY DEVELOPMENT LIMITED
KILLINARDEN COMMUNITY COUNCIL LIMITED
KILMAINHAMWOOD AREA DEVELOPMENT ASSOCIATION LIMITED
KILMALEY VOLUNTARY HOUSING ASSOCIATION LIMITED
KILTEEVAN COMMUNITY DEVELOPMENT GROUP LIMITED
KILTULLAGH VOLUNTARY HOUSING ASSOCIATION LIMITED
KINGSRIVER COMMUNITY HOLDINGS LIMITED
KNOCKNACARRA COMMUNITY CENTRE LIMITED
KNOCKNAGOSHEL COMMUNITY CENTRE COMMITTEE LIMITED
LAOIS COMMUNITY AND ENTERPRISE DEVELOPMENT COMPANY LIMITED
LAOIS TOURISM CO. LIMITED
LE CHEILE WESTSIDE COMPANY LIMITED
LEAMORE LEABEG BOORA DEVELOPMENT COMPANY LIMITED
LIMERICK SOUTHSIDE LIMITED
MACRO BUILDING MANAGEMENT LIMITED
MARINO & DISTRICT COMMUNITY CENTRE LIMITED
MEATH WOMEN'S AID HOUSING ASSOCIATION LIMITED



MEITHEAL DEVELOPMENT LIMITED
MILLSTREET AND DISTRICT HOUSING ASSOCIATION LIMITED
MILLTOWN COMMUNITY COUNCIL LIMITED
MOBILE IT LIMITED
MONASEED COMMUNITY GROUP LIMITED
MONASTEREVIN PARISH C. E. P. LIMITED
MONIVEA COMMUNITY COUNCIL LIMITED
MOYLOUGH PARISH SERVICES LIMITED
MUCKALEE COMMUNITY PROJECT LIMITED
NAVAN ENTERPRISE CENTRE COMPANY LIMITED
NEWBRIDGE COMMUNITY TRAINING WORKSHOPS LIMITED
NORTH EAST DUBLIN COMMUNITY SERVICES INITIATIVE LIMITED
NORTH TIPPERARY LEADER PARTNERSHIP
NORTH WALL COMMUNITY DEVELOPMENT PROJECT
NUTGROVE COMMUNITY ENTERPRISE CENTRE LIMITED
OFFALY MONEY ADVICE AND BUDGETING SERVICE LIMITED
OWENASS HOUSING ASSOCIATION FOR THE INTELLECTUALLY DISABLED LIMITED
POBAL
R.I.P.P.L.E. (SKIBBEREEN) LIMITED
RAMELTON TOWN HALL DEVELOPMENT COMPANY LIMITED
RATHANGAN HOUSING ASSOCIATION CO. LIMITED
RATHDOWNEY COMMUNITY EMPLOYMENT GROUP LIMITED
RATHMICHAEL RESIDENTS' ASSOCIATION LIMITED
RCCN (HOUSING) LIMITED
RESPOND!
RHODE PARISH ENTERPRISE ASSOCIATION LIMITED
RIALTO DEVELOPMENT ASSOCIATION LIMITED
RING COMMONS SC/NAUL DISTRICT LIMITED
SCHULL COMMUNITY CARE ASSOCIATION LIMITED
SHANTALLA COMMUNITY DEVELOPMENT COMPANY LIMITED
SHEL-BAR LIMITED
SNEEM, CASTLECOVE, CAHERDANIEL I.R.D. LIMITED
SOUTH EAST CHAMBERS LIMITED
SOUTH TIPPERARY MONEY ADVICE & BUDGETING SERVICE LIMITED
SOUTH TIPPERARY TOURISM COMPANY LIMITED
SPRINGLAWN CHILDCARE COMMUNITY GROUP LIMITED
ST. AENGUS COMMUNITY ACTION GROUP LIMITED
ST. CANICE'S COMMUNITY ACTION LIMITED
ST. JOHN'S COMMUNITY DEVELOPMENT ASSOCIATION LIMITED
ST. OLIVERS COMMUNITY CENTRE LIMITED
TAGHMON INTEGRATED LOCAL DEVELOPMENT TEAM LIMITED
THE CATHOLIC HOUSING AID SOCIETY
THE CORK CITY ENTERPRISE BOARD LIMITED
THE COUNTY KILDARE LOCAL EMPLOYMENT SERVICE NETWORK LIMITED
THE EUROPEAN COMPUTER DRIVING LICENCE FOUNDATION LIMITED
THE FATHER PATRICK PEYTON C.S.C. VOLUNTARY HOUSING COMPANY LIMITED
THE FULL EMPLOYMENT TRUST LIMITED
THE KINGDOM VOLUNTARY RURAL HOUSING ASSOCIATION LIMITED
THE MEN'S DEVELOPMENT NETWORK LIMITED
THE RONALD MCDONALD HOUSE CHARITY LIMITED
THE WATERFORD DOVE HOUSING ASSOCIATION LIMITED
THE WICKLOW SUPPORTED EMPLOYMENT NETWORK LIMITED
THURLES LIONS TRUST HOUSING ASSOCIATION LIMITED
TIR BOGHAINE TEORANTA
TRALEE COMMUNITY DEVELOPMENT PROJECT LIMITED
TULLACMONGAN RESOURCE CENTRE LIMITED
TULLAMORE HOUSING ASSOCIATION LIMITED
UCD NOVA LIMITED
UNION HALL DEVELOPMENT CO. LIMITED
VERGEMOUNT HOUSING FELLOWSHIP
WEST OFFALY ENTERPRISE FUND LIMITED
WEST WATERFORD MONEY MATTERS LIMITED
WESTMEATH COMMUNITY DEVELOPMENTS LIMITED
WESTPORT MULTI-AGENCY ENTERPRISE LIMITED



WEXFORD CENTRE PROJECT LIMITED
WEXFORD LOCAL DEVELOPMENT
WEXFORD MONEY ADVICE & BUDGETING SERVICE LIMITED
WHITEHALL AND DAINGEAN ROAD RESIDENTS ASSOCIATION LIMITED
WORK START WEST CORK LIMITED
<b>LAW, ADVOCACY AND POLITICS</b>
ALTERNATIVES TO VIOLENCE PROJECT (IRELAND) LIMITED
AUTISM ALLIANCE
CO. LOUTH CITIZENS INFORMATION SERVICE LIMITED
CORK ALLIANCE FOR JUSTICE & SOCIAL CARE LIMITED
COUNTY OFFALY CITIZENS INFORMATION SERVICE LIMITED
DUBLIN CITY CENTRE CITIZENS INFORMATION SERVICE
DUN LAOGHAIRE/RATHDOWN CITIZENS INFORMATION SERVICE LIMITED
EMPOWERMENT PLUS LIMITED
EPIC EMPOWERING PEOPLE IN CARE
FATHERS FOR EQUALITY AND JUSTICE LIMITED
FRONTLINE MAGAZINE LIMITED
GALWAY CITIZENS INFORMATION SERVICE LIMITED
GALWAY LATIN QUARTER LIMITED
LINK (GALWAY) LIMITED
LINX PROJECT LIMITED
M.O.V.E. IRELAND
NATIONAL ASSOCIATION FOR SPINA BIFIDA AND HYDROCEPHALUS IRELAND LIMITED
NEILSTOWN PARISH SOCIAL ACTION GROUP LIMITED
OFFALY DOMESTIC VIOLENCE SUPPORT SERVICE LIMITED
OUTHOUSE LIMITED
PACT
PUBLIC COMMUNICATIONS CENTRE LIMITED
SOUTH KILDARE CITIZENS INFORMATION SERVICE LIMITED
SUPPORT AFTER CRIME SERVICES
THE AGEING WELL NETWORK LIMITED
THINK BODYWHYS LIMITED
UNICEF IRELAND
WATERFORD RAPE CRISIS CENTRE LIMITED
<b>PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION</b>
A NURSE FOR DANIEL
AG OB AIR LE CHÉILE (FUNDRAISING FOR NEPAL) LIMITED
ALICE'S WONDERLAND FOUNDATION LIMITED
ALLEN COMMUNITY HALL TRUST LIMITED
BANDON HYPERBARIC CHARITABLE TRUST LIMITED
BILLY RIORDAN MEMORIAL TRUST LIMITED
CANCER FUND, DONEGAL TOWN LIMITED
CARLOW VOLUNTEER CENTRE LIMITED
FESTINA LENTE FOUNDATION
FRIENDS OF COACTION LIMITED
FRIENDS OF LOUGH DERG LIMITED
FRIENDS OF PEAMOUNT LIMITED
FRIENDS OF ST. LUKES GENERAL HOSPITAL CARLOW/KILKENNY LIMITED
HUMAN LIFE INTERNATIONAL, IRELAND
JACK AND JILL FOUNDATION LIMITED
LORETO EDUCATION TRUST
LOUTH VOLUNTEER CENTRE LIMITED
MAHENG DIOCESE EDUCATIONAL TRUST LIMITED
MEDB CHARITABLE TRUST LIMITED
MIDLAND ONCOLOGY FUNDS LIMITED
MOUNT CARMEL COMMUNITY TRUST LIMITED
PETER BRADLEY FOUNDATION LIMITED
ROTHE HOUSE TRUST LIMITED
SLIGO VOLUNTEER BUREAU LIMITED
ST. COLMAN'S ROMAN CATHOLIC TRUST LIMITED
ST. MUREDACH'S TRUST
TALLAGHT TRUST FUND LIMITED
THE BARRETSTOWN GANG CAMP FUND LIMITED
THE C.A.R.I. FOUNDATION



THE CANDLE COMMUNITY TRUST
THE CHESHIRE FOUNDATION IN IRELAND
THE CHILDRENS HOUSE LIMITED
THE DOONBEG FOUNDATION LIMITED
THE LILLY FOUNDATION LIMITED
THE PADRAIG HARRINGTON CHARITABLE FOUNDATION LIMITED
THE SAINT BONAVENTURE TRUST LIMITED
THE STANLEY TRUST LIMITED
THIRD AGE FOUNDATION LIMITED
VOLUNTEERING IRELAND
WEST OF IRELAND ALZHEIMER FOUNDATION
<b>INTERNATIONAL</b>
BELARUS SUMMER PROJECTS LIMITED
BURREN CHERNOBYL PROJECT LIMITED
CIORANI LIMITED
CRADLE LIMITED
GOAL
HELPING ORPHANS WORLDWIDE (HOW) LIMITED
HOSPICE AFRICA IRELAND LIMITED
INDRENI LIMITED
INSTRUMENTS OF PEACE, LIMITED
IRELAND CHINA ASSOCIATION LIMITED
MISSIONVALE IRELAND LIMITED
PLAYING FOR LIFE LIMITED
REBUILD FOR BOSNIA LIMITED
ROMANIAN BREAD BASKET APPEAL LIMITED
SKILLSHARE INTERNATIONAL (IRELAND)
ST. JOSEPH & THE HELPERS CHARITY LIMITED
THE ALAN KERINS AFRICAN PROJECT LIMITED
THE BELARUSSIAN ORPHANAGE PROJECT LIMITED
THE HAVEN COMMUNITY FOUNDATION
THE HOLY SPIRIT ASSOCIATION FOR THE UNIFICATION OF WORLD CHRISTIANITY LIMITED
THE HOPE FOUNDATION LIMITED
THE LIBERTY CHELLO FOUNDATION
THE REDEEMED EVANGELICAL MISSION (TREM) LIMITED
TRAIDLINKS
WAR ON WANT (IRELAND) LIMITED
WEXFORD FRIENDS OF CHERNOBYL LIMITED
WORLD CENTERS OF COMPASSION FOR CHILDREN
<b>RELIGION</b>
ABUNDANT GRACE LIMITED
AGAPÉ MINISTRIES IRELAND
ASSEMBLY OF GOD'S CHURCH (IRELAND) LIMITED
BETEL OF IRELAND LIMITED
CATHOLIC GRANDPARENTS ASSOCIATION
CORK YMCA LIMITED
DUBLIN BUDDHIST CENTRE (F.W.B.O.) LIMITED
EMMANUEL HOUSE OF PROVIDENCE TRUST
JESUS IS LORD CHURCH LIMITED
LA GRACE CHRISTIAN ASSEMBLY LIMITED
LOURDES CONNECT LIMITED
MOUNTAIN OF FIRE AND MIRACLES MINISTRIES IRELAND LIMITED
POBAL GRAS TEORANTA
ROMANIAN ORTHODOX CHURCH IN IRELAND LIMITED
SOUTHSIDE VINEYARD CHRISTIAN FELLOWSHIP LIMITED
TARA BUDDHIST CENTRE
THE FAMILY OF NAZARETH NON-PROFIT COMPANY FOR THE NEOCATECHUMENAL WAY IN IRELAND
THE REDEEMED CHRISTIAN CHURCH OF GOD SANCTUARY FOR ALL NATIONS PARISH LIMITED
WYCLIFFE BIBLE TRANSLATORS LIMITED
<b>BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS</b>
BELGIUM LUXEMBOURG CHAMBER OF COMMERCE IN IRELAND LIMITED
BUILDING LIMES FORUM IRELAND LIMITED
CHARLEVILLE CHAMBER OF COMMERCE LIMITED
COUNTY CARLOW CHAMBER OF COMMERCE, INDUSTRY & TOURISM LIMITED



DUNMORE EAST TOURISM AND COMMERCE GROUP LIMITED
ENNISCORTHY TIDY TOWNS ASSOCIATION LIMITED
FEDERATION OF AGROCHEMICAL RETAIL MERCHANTS LIMITED
FUNDRAISING PROFESSIONALS NETWORK IRELAND LIMITED
INTERNATIONAL FISCAL ASSOCIATION IRELAND
IRELAND POLAND BUSINESS ASSOCIATION LIMITED
IRISH ASSOCIATION FOR COUNSELLING AND PSYCHOTHERAPY LIMITED
IRISH ASSOCIATION OF HOLISTIC PSYCHOTHERAPY LIMITED
IRISH ASSOCIATION OF NUTRITIONAL THERAPY LIMITED
IRISH HOSPITALITY INSTITUTE
IRISH INSTITUTE OF PSYCHOANALYTIC PSYCHOTHERAPY LIMITED
IRISH INTERNATIONAL FREIGHT ASSOCIATION
IRISH NIGHTCLUB INDUSTRY ASSOCIATION LIMITED
IRISH ROAD HAULAGE ASSOCIATION
KILLARNEY CHAMBER OF COMMERCE
KINGSCOURT BUSINESS AND INDUSTRY ASSOCIATION LIMITED
LONGFORD CHAMBER OF COMMERCE AND INDUSTRY
MARKETING CENTRE FOR SMALL BUSINESS
NEWBRIDGE & DISTRICT CHAMBER OF COMMERCE LIMITED
NORTH EASTERN ENTERPRISE CENTRE'S ASSOCIATION LIMITED
OAK HOUSE LIMITED
SECURITY MANUFACTURERS & DISTRIBUTORS ASSOCIATION LIMITED
SOUTH WEST BUSINESS AND TECHNOLOGY CENTRE
THE ASSOCIATION OF ADVERTISERS IN IRELAND, LIMITED
THE DUBLIN INTERNATIONAL INSURANCE & MANAGEMENT ASSOCIATION LIMITED
THE EUROPEAN ASSOCIATION OF CARDIOTHORACIC ANAESTHESIOLOGISTS LIMITED
THE INSTITUTE OF BANKERS IN IRELAND
THE IRISH SELF STORAGE ASSOCIATION LIMITED
THE MARKETING SOCIETY LIMITED.
THE MBA ASSOCIATION OF IRELAND (MBAAI) LIMITED
THE NOT FOR PROFIT BUSINESS ASSOCIATION LIMITED
<b>NOT ELSEWHERE CLASSIFIED</b>
ALLIANCE FRANCAISE DE LIMERICK LIMITED
ONE RESOLVE LIMITED
PIPCO RSG LIMITED
THE GARDA HOLIDAY AND TRAVEL CLUB LIMITED
TONNTA LIMITED



## 9 Appendix C – Complete Sample of Organisations – Database of Large Organisations

<b>CULTURE AND RECREATION</b>
ABBAY THEATRE AMHARCLANN NA MAINISTREACH
BALLINACARRIG PARK CLUB LIMITED
C.E.A. LIMITED
CASTLE GOLF CLUB LIMITED
CIVIC THEATRE COMPANY LIMITED
CRAFTS COUNCIL OF IRELAND LIMITED
ELM PARK GOLF AND SPORTS CLUB LIMITED
EVERYMAN PALACE LIMITED
FILM BASE (CENTRE FOR FILM AND VIDEO) LIMITED
GALWAY ARTS FESTIVAL LIMITED
IRISH AMATEUR ROWING UNION LIMITED
IRISH CHAMBER ORCHESTRA
IRISH FAMILY HISTORY FOUNDATION LIMITED
PAIRC AN CHROCAIGH TEORANTA
PROJECT ARTS CENTRE
SCOUTING IRELAND
THE CHILDREN'S CULTURAL CENTRE LIMITED
THE DONABATE GOLF CLUB LIMITED
VANTASTIC LIMITED
<b>EDUCATION AND RESEARCH</b>
CABAS DUBLIN SCHOOL LIMITED
CAMPUS RESIDENCES LIMITED
COMHAR NAIONRA NA GAELTACHTA TEORANTA
CORK UNIVERSITY FOUNDATION
DER DEUTSCHE SCHULVEREIN LIMITED
DRUMLIN HOUSE, VOCATIONAL TRAINING CENTRE FOR THE HANDICAPPED LIMITED
FAST TRACK INTO INFORMATION TECHNOLOGY LIMITED
GAISCE - GRADAM AN UACHTARAIN - THE PRESIDENT'S AWARD
HEANET LIMITED
NATIONAL COLLEGE OF IRELAND
THE AMERICAN COLLEGE, DUBLIN LIMITED
THE CENTRAL APPLICATIONS OFFICE (UNIVERSITIES AND OTHER HIGHER EDUCATION INSTITUTIONS)
THE SHANTY EDUCATIONAL PROJECT LIMITED
AISEIRI WEXFORD LIMITED
<b>HEALTH</b>
BLANCHARDSTOWN & INNER CITY HOME CARE ASSOCIATION LIMITED
DONEGAL HOSPICE LIMITED
KERRY HOSPICE FOUNDATION LIMITED
MEATH INTELLECTUAL DISABILITY WORK ADVOCACY YOU LIMITED
MILFORD CARE CENTRE
NORTH WEST HOSPICE LIMITED
PRIMACARE HEALTH PROFESSIONALS LIMITED
SAINT JOHN OF GOD HOSPITAL LIMITED
SHANNONDOC LIMITED
ST. FRANCIS NURSING HOME (MOUNT OLIVER) LIMITED
THE ANNE SULLIVAN CENTRE LIMITED
THE ASSOCIATION FOR THE CARE OF SEVERELY MENTALLY HANDICAPPED ADULTS IN KILKENNY CITY AND COUNTY LIMITED
THE FRIENDS OF ST.PATRICK'S /MARYMOUNT HOSPICE
THE MOTOR NEURONE DISEASE ASSOCIATION LIMITED
VALENTIA COMMUNITY HEALTH AND WELFARE ASSOCIATION LIMITED
<b>SOCIAL SERVICES</b>
ADAPT (LIMERICK)
AGE AND OPPORTUNITY
ANA LIFFEY DRUG PROJECT
BALLYFERMOT HOME HELP SERVICE LIMITED
BALLYMUN ARTS AND COMMUNITY RESOURCE CENTRE LIMITED
BRAINWAVE-THE IRISH EPILEPSY ASSOCIATION
CARRIGLEA CAIRDE SERVICES
CHEEVERSTOWN HOUSE LIMITED
CLARE YOUTH SERVICE



CLONDALKIN DRUG TASK FORCE PROJECT MANAGEMENT LIMITED
DARA RESIDENTIAL SERVICES LIMITED
DEBRA IRELAND
DELTA CENTRE LIMITED
DONEGAL YOUTH SERVICES LIMITED
DRUMCONDRA HOME HELP AND CARE SERVICES LIMITED
FAMED LIMITED
FINGLAS CHILDCARE LIMITED
GALWAY PEOPLES RESOURCE CENTRE COMPANY LIMITED
HOME CARE - NORTH EAST BAY LIMITED
IRISH GUIDE DOGS FOR THE BLIND
KILKENNY CARERS SUPPORT SERVICES LIMITED
KNOCKANRAWLEY RESOURCE CENTRE LIMITED
LIBERTIES AND RIALTO HOME HELP SERVICE LIMITED
LONGFORD WOMEN'S LINK LIMITED
MARRIAGE AND RELATIONSHIP COUNSELLING SERVICES
MATT TALBOT ADOLESCENT SERVICES LIMITED
NATIONAL CHILDREN'S NURSERIES ASSOCIATION
ST MICHAEL'S HOUSE
THE RETIREMENT PLANNING COUNCIL OF IRELAND LIMITED
TRAVELLER FAMILIES' CARE LIMITED
WEST CLARE EARLY YEARS CARE AND EDUCATION SERVICES LIMITED
WOMENS AID LIMITED
<b>ENVIRONMENT</b>
BALFARM LIMITED
LIBERTIES RECYCLING TRAINING AND DEVELOPMENT LIMITED
THE NATIONAL DAIRY COUNCIL
ABILITY WEST
ATHY COMMUNITY COUNCIL LIMITED
AVONDHU/BLACKWATER PARTNERSHIP LIMITED
BALLYPHEHANE COMMUNITY ASSOCIATION LIMITED
CARMICHAEL CENTRE FOR VOLUNTARY GROUPS
CILL DARA AR AGHAIDH TEORANTA
CO. WICKLOW COMMUNITY PARTNERSHIP
CO-OPERATION IRELAND
<b>DEVELOPMENT AND HOUSING</b>
CUNAMH ENERGY ACTION LIMITED
DAUGHTERS OF CHARITY COMMUNITY SERVICES
DUN LAOGHAIRE COMMUNITY TRAINING CENTRE LIMITED
EUROPEAN PROGRAMMES LIMITED
FESTINA LENTE ENTERPRISES LIMITED
GALWAY CITY PARTNERSHIP LIMITED
HAVEN HOUSING (MALLOW) LIMITED
INISHOWEN DEVELOPMENT PARTNERSHIP
LITTLE BRAY FAMILY RESOURCE AND DEVELOPMENT CENTRE LIMITED
MABS NATIONAL DEVELOPMENT LIMITED
MEATH COMMUNITY RURAL AND SOCIAL DEVELOPMENT PARTNERSHIP LIMITED
NORTHSIDE PARTNERSHIP LIMITED
OFFALY INTEGRATED LOCAL DEVELOPMENT COMPANY LIMITED
SKILLNETS LIMITED
SOUTHILL COMMUNITY SERVICES BOARD LIMITED
ST. MARY'S A.I.D. (AREA INTEGRATED DEVELOPMENT) LIMITED
TABOR LODGE LIMITED
TALLAGHT WEST CHILDHOOD DEVELOPMENT INITIATIVE LIMITED
THE BLANCHARDSTOWN AREA PARTNERSHIP LIMITED
THE DUBLIN CITY ENTERPRISE BOARD LIMITED
THE HOUSING ASSOCIATION FOR INTEGRATED LIVING LIMITED
THE KERRY COUNTY ENTERPRISE BOARD LIMITED
THE SOUTH CORK ENTERPRISE BOARD LIMITED
THE WEXFORD COUNTY ENTERPRISE BOARD LIMITED
TOURISM IRELAND LIMITED
WEST CORK DEVELOPMENT PARTNERSHIP LIMITED
WEXFORD LOCAL DEVELOPMENT
<b>LAW, ADVOCACY AND POLITICS</b>



ALLIANCE FRANCAISE LIMITED
AOIBHNEAS LIMITED
ARTHRITIS IRELAND
FOCUS IRELAND LIMITED
FRANCISCAN SOCIAL JUSTICE INITIATIVES LIMITED
IRISH CANCER SOCIETY
KARE SOCIAL SERVICES AND DUBLIN CITY (NORTH BAY) CITIZENS INFORMATION SERVICE
THE DUBLIN RAPE CRISIS CENTRE LIMITED
TRUST FOR CIVIL LIBERTIES, HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS LIMITED
<b>PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION</b>
ASSISI LIMITED
CROÍ - THE WEST OF IRELAND CARDIAC FOUNDATION LIMITED
DOCKLANDS COMMUNITY TRUST
DUBLIN BUSINESS SCHOOL FUND LIMITED
JP MCMANUS CHARITABLE FOUNDATION LIMITED
NOTRE DAME SCHOOLS TRUST LIMITED
RATHDOWN SCHOOL TRUST
SUE RYDER FOUNDATION (IRELAND) LIMITED
THE AGRICULTURAL TRUST
THE IRISH HOSPICE FOUNDATION
THE JOHN SCOTTUS EDUCATION TRUST LIMITED
THE MATER FOUNDATION
THE WEXFORD FESTIVAL TRUST
<b>INTERNATIONAL</b>
AIDLINK
BOTHAR LIMITED
IMMIGRANT COUNCIL OF IRELAND LIMITED
IRISH FAIR TRADE NETWORK LIMITED
LEARGAS - THE EXCHANGE BUREAU
MÉDECINS SANS FRONTIÈRES
MELLON TOWNSHIP LIMITED
OXFAM REPUBLIC OF IRELAND
THE EXPERIMENT IN INTERNATIONAL LIVING
<b>RELIGION</b>
FATIMA GROUPS UNITED LIMITED
THE IRISH ASSEMBLIES OF GOD LIMITED
WATCH TOWER BIBLE AND TRACT SOCIETY OF IRELAND
<b>BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS</b>
GALWAY CHAMBER OF COMMERCE AND INDUSTRY
GS1 (GLOBAL STANDARDS 1(IRELAND)) LIMITED
IRISH PHARMACEUTICAL HEALTHCARE ASSOCIATION LIMITED
IRISH TAKEOVER PANEL
IRISH UNIVERSITIES ASSOCIATION
MARKETING INSTITUTE OF IRELAND LIMITED
THE INSTITUTE OF ACCOUNTING TECHNICIANS IN IRELAND LIMITED
THE SOCIETY OF ACTUARIES IN IRELAND
<b>NOT ELSEWHERE CLASSIFIED</b>
NATIONAL HOUSEBUILDING GUARANTEE COMPANY LIMITED



## About the Sponsor



**At Ecclesiastical we take a different approach to business – an approach which is grounded in our status as an insurer that is owned by a charity.**

Our unique ownership status means that we attribute as much importance to how we conduct our business as to how much business we conduct.

Established in 1887, Ecclesiastical has offices in Ireland, Canada, Australia and the UK. With combined assets of over £1bn and net assets of over £300m, we are the leading specialist insurer of the charity, education, heritage, care & faith sectors.

Ecclesiastical's expertise, knowledge and approach to business have helped us to grow and we are now regarded as the best in nearly all our key market niches. The size of our business also means that our customers have direct contact with key decision-makers and enables us to be flexible in creating bespoke solutions for our customers.

Ecclesiastical has donated in excess of £50m to charitable causes over the last five years. However, we strongly believe our support to charities needs to go beyond financial contributions, so at Ecclesiastical we also continue to encourage our staff to donate their time, professional skills and expertise to charities.

We are pleased to partner with 2into3 to bring the Third Annual Report on Fundraising in Ireland to you and we look forward to the public debate on the findings.



## About 2into3 and the Author



**2into3 are Ireland's specialist advisors and capacity builders for the not-for-profit sector. We work with social sector leaders and collaborate with partners to help scale impact, develop sustainability, build leadership and innovate.**

2into3 offers a unique portfolio of management consulting and leadership recruitment services to its clients. Clients range from very small specialised groups to third level institutions and hospitals. 2into3 has completed a wide range of consultancy assignments and filled over 70 senior positions in the past five years; consequently 2into3 have an unparalleled insight into the current status of the Irish not-for-profit sector.

### **Sinéad Kelleher**

Sinéad is an associate of 2into3, with a particular responsibility for quantitative analysis and data based research assignments. Prior to joining 2into3, she worked for a number of years as a consultant for both public and private sector organisations and had a particular focus on projects related to the arts and community development. She has a Degree and Masters in Economics from Trinity College Dublin and is currently undertaking a PhD in Economics in UCD.



