

# LOCAL POWER GLOBAL JUSTICE

Trócaire Strategic Plan 2021-2025



Trócaire's vision of a fairer world and our determination to tackle the drivers of poverty and injustice are as strong and relevant as ever. Our world has changed since our foundation in 1973, and so have we. But we remain rooted in the values that shape us and in our belief that a more just and sustainable world is possible.

During the lifetime of this strategic plan, we will reach our 50th anniversary. In 50 years, we have never grown complacent or weary. We have seen and achieved tremendous positive change. However, the world remains a brutally unjust place for many people. We face global threats on an almost unprecedented scale, including pervasive erosion of democracy, multilateralism and respect for human rights, climate change and environmental degradation. As well as conflict and displacement growing in scale and duration, and inequality remains solidly entrenched in society.

## Key priorities in this plan

We are committed to achieving real and lasting change in the lives of people who have been marginalised, oppressed and impoverished. We will do this in a way which enables people to use their own power, voice and agency to achieve their rights. We will focus in particular on addressing the imbalance of power that keeps women and girls living in fear and poverty.

We will work on defending **human rights** in contexts where people are denied the right to exercise basic freedoms, including the right to peacefully dissent and the right to protect communities' access to land and water. We will work

with communities and individual human rights defenders, particularly indigenous communities and women human rights defenders.

We will work to achieve **climate and environmental justice**, through our work at local level and through global advocacy. We will ensure that rural communities have sustainable and resilient livelihoods and are protected from disasters.

We will ensure **women and girls' protection, voice and influence**. This includes prevention and response to gender-based violence and ensuring women's voice and leadership in decision-making forums at all levels.

We will support locally-led humanitarian responses to **save lives, reduce suffering and ensure human dignity is protected**. We will continue our specialism in protection and increase our focus on **nexus programming across humanitarian, development and peace work** in protracted crisis contexts.

We will achieve change by mobilising networks of supporters and campaigners on the island of Ireland and internationally to take **action for global justice**. We will achieve legislative and policy change in support of human rights and climate justice.

## What's new

Much of this work builds on our existing expertise, but we will also take bold steps in a new direction. We will take our history of working in partnership with local organisations since 1973 and develop it radically into a model of meaningful **localisation**, where power is truly shifted to local organisations.

We will work in **three categories of countries** across Asia, the Middle East and Latin America, based on context, developing focused bodies of research and learning under each one: **states with severe human rights and democratic deficits, fragile and conflict affected states and states severely affected by both climate change and gender inequality**.

We will invest in our culture, our people and our systems, to ensure we are **agile and resilient** in an uncertain world. This includes a fresh focus on **diversity, inclusion, empowerment and accountability** internally, as well as a focus on **digital transformation**, to enable rapid, data-informed decisions and strong governance and oversight.

Trócaire works in partnership with local organisations in developing countries, and with people in Ireland, to tackle the root causes of poverty and injustice.

**TOGETHER, WE CREATE POSITIVE AND LASTING CHANGE**

## OUR IMPACT

Working with partners to:

**GOAL 1**  
Defend  
Human Rights

**GOAL 2**  
Achieve  
Climate &  
Environmental  
Justice

**GOAL 3**  
Ensure  
Women's & Girls  
Protection,  
Voice & Influence

**GOAL 4**  
Save Lives &  
Protect Human  
Dignity

**GOAL 5**  
Mobilise the  
Public to Achieve  
Global Justice

## OUR APPROACHES



Advocacy



Women's  
empowerment

## OUR WAY OF WORKING



Partnership

## AN AGILE AND RESILIENT ORGANISATION



Sustainable funding of our work

A culture that  
supports our  
mission

Empowered  
and accountable  
workforce

Technology  
for increased  
impact

Systems and  
processes  
for efficiency

Delivering  
excellence in line  
with standards

## OUR VALUES

Courage

Solidarity

Participation

Perseverance

Accountability