



LOCAL POWER GLOBAL JUSTICE

Trócaire Strategic Plan 2021-2025

trócaire

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Cover image: After losing her husband in the Rwandan genocide, Ancilla became withdrawn and reclusive. Today, after participating in women's empowerment projects, she has turned her life around to become an inspiring activist for women's rights in her community. (Photo: Andrea Sciorato)

WHAT WE STAND FOR

We believe that every human person is born equal and with the right to a life of dignity, free from poverty, violence and injustice.

We believe in tackling the structural causes of poverty, injustice and conflict to achieve long-term change.

We believe in the power of local people to achieve lasting change in their own communities and countries.

We believe in working in partnership with local organisations and in shifting the balance of power to them.

We believe in listening, being humble, respecting diverse views and being accountable.

These beliefs are rooted in our identity as an agency founded on Catholic Social Teaching (CST).

“The aim of Trócaire will be two-fold. Abroad, it will give whatever help lies within its resources to the areas of greatest need among developing countries. At home, it will try to make us all more aware of the needs of these countries and of our duties towards them. These duties are no longer a matter of charity but of simple justice.”

– Pastoral letter of the Bishops of Ireland in establishing Trócaire, 1973.

OUR VISION & VALUES

We are a social justice organisation working in partnership with local organisations and communities to tackle the root causes of poverty, injustice and violence. We support people to use their own power to create positive and lasting change.

Our Vision:

We are working to create a fairer world where:

- the dignity and rights of all people are respected;
- the planet's natural resources are used sustainably and equitably;
- people have control over their own lives;
- those with power act for the common good.

Our Values:

- **Solidarity:** we stand with the world's most vulnerable, amplifying their call for dignity, justice and equality.
- **Courage:** we live with compassion and love, speaking truth to power and acting boldly to achieve the rights of all.
- **Participation:** we work in partnership with the communities we serve, supporting them to build a future where their voices are heard, their hopes are valued and their rights are respected.
- **Perseverance:** we are resolute in addressing the challenges of this age, never letting go of the struggle for justice and peace.
- **Accountability:** we are honest, open, ethical and professional, respecting the trust placed in us by the communities we serve, our partners, and those who fund and support our work.

“Love can generate social structures that encourage us to share rather than to compete, that allow us to include the most vulnerable and not to cast them aside, and that help us to express the best in our human nature.”

– Pope Francis, General Audience, 9 September 2020

EXECUTIVE SUMMARY

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.

We are committed to achieving real and lasting change in the lives of people who have been marginalised, oppressed and impoverished.

During the lifetime of this strategic plan, we will reach our 50th anniversary. The final line of the pastoral letter on the foundation of Trócaire in 1973 says: "Above all we pray that God will never let us grow accustomed to the injustice or inequality that exist in this world, or grow weary in the work of setting it right". 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 a scale that is almost unprecedented:

- The pervasive erosion of democracy, multilateralism and respect for human rights have created a world where there is less and less protection for the common good and the most vulnerable;
- Climate change and environmental degradation threaten the lives and livelihoods of millions of people and are a driver of increased poverty and disasters;
- Conflict and displacement are growing in scale and duration, with

disproportionate effects on women, girls and the most vulnerable in society;

- Inequality is growing in many regions. Structural racism exists everywhere. Gender inequality remains solidly entrenched, resulting in gross violations of the rights of women and girls and acting as a brake on development and social progress.

At the same time, the potential for social, economic and environmental change is greater than ever, as technology and the mobilisation of increasingly informed and active citizens shape the decisions of governments, corporates and global institutions.

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 in 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 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. In this strategic plan, 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 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.



Thioncote Twagurumuhire, Water Field Officer for Trócaire partner UNICOOPAGI, and Marie Louise Umuhire, Trócaire Resource Right Project Officer, working together at a community kitchen garden in Nyamagabe, Rwanda. (Photo: Alan Whelan/Trócaire)

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

Nhprang Kai Htang, who lives in a camp for displaced people in northern Myanmar. Through Trócaire's local partner, KMSS, she receives food, shelter and support. (Photo: Gyung Dau / Trócaire)



HOW WE DELIVER CHANGE

As a social justice organisation, we believe that poverty is more than the absence of basic needs, it is the absence of opportunity, voice, power and control over one's destiny.

To address poverty and injustice, we must tackle the structural drivers and shift their balance of power so that people living in poverty have voice and influence and can exercise their rights.

Our understanding of how change happens is shaped by our vision, values and the following assumptions:

- **Transformative change is achieved by addressing power imbalance at multiple levels** – individual, community, societal and institutional. This remains our core framework.
- **Sustainable change requires partnership.** We are committed to shifting power and voice to local communities and organisations, even if it reduces our own power, size and status.
- **We are stronger when we collaborate with communities, networks, other development actors, governments and social movements** as part of our dual mandate. These collaborations amplify work that is evidenced-based.

To address poverty and injustice, we must tackle the structural drivers and shift their balance of power so that people living in poverty have voice and influence and can exercise their rights.

We do this through:

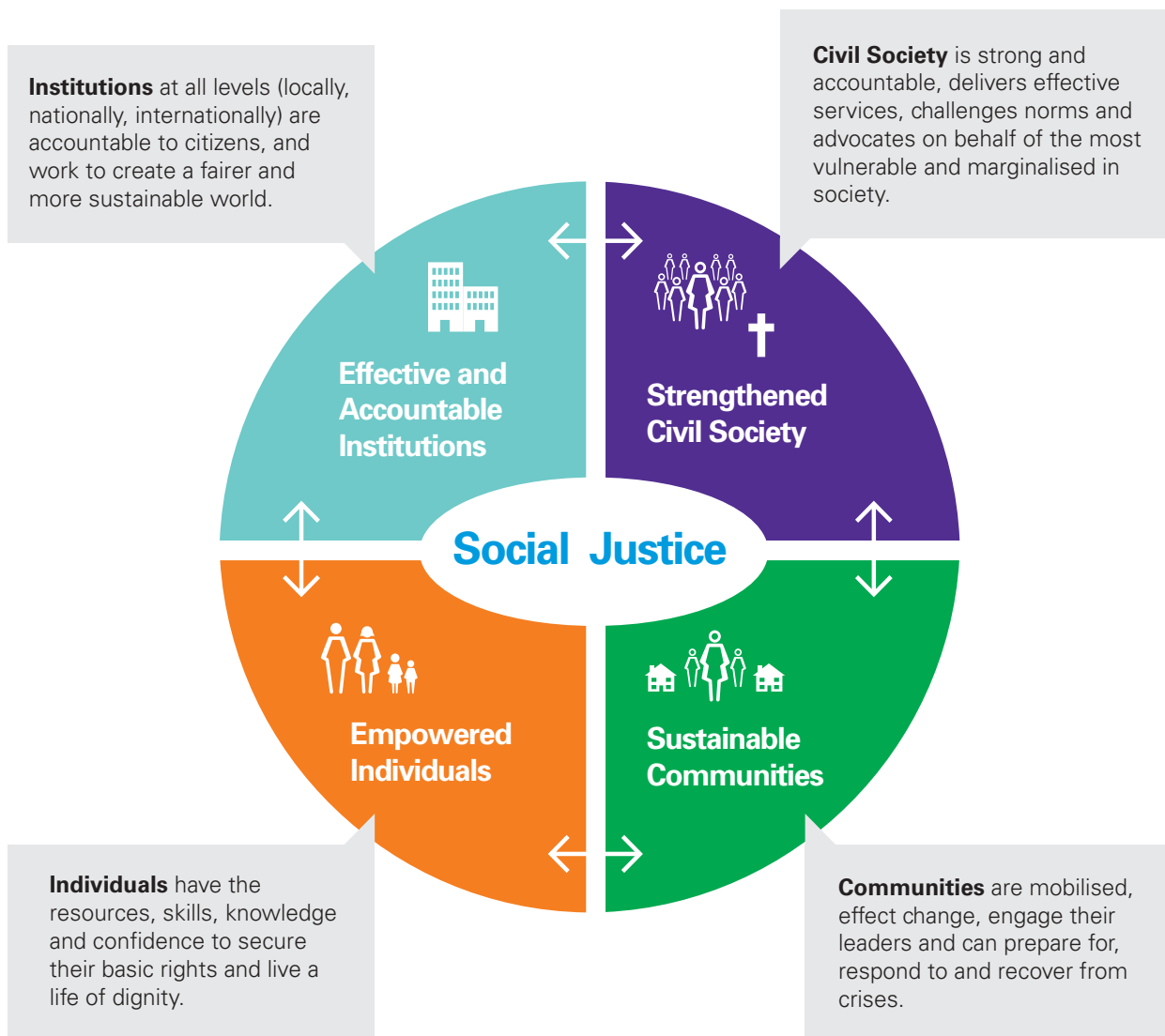
- Ensuring the participation, empowerment and inclusion of individuals, particularly women and girls;
- Ensuring engagement and agency is at the heart of sustainable, resilient and safe communities;
- Engaging with and promoting the voice of partners and civil society in a way that is locally-led and challenges unequal structures, policies and norms;
- Influencing those in power through evidenced based advocacy to create a fairer, more equal world and to be accountable to citizens.

Who does our work target?

We support people who experience poverty, vulnerability and marginalisation. We specifically target women and girls across all our programmes in recognition of the systemic barriers and inequality they face.

We also seek to ensure we are effectively engaging youth, a key demographic for change. Our programmes explicitly include individuals who may be discriminated against on the basis of gender, age, disability, ethnicity, race or any other factor.

This is in line with the principles of Leave No One Behind as outlined in the Sustainable Development Goals (SDGs).



The change we aim to bring about together with our partners

THE BIG SHIFTS

For almost 50 years, Trócaire's strategy and approach have been constantly evolving in response to the needs facing communities.



Working with a **global network of local partners**, our programmes have delivered life-changing support to millions of people around the world.

As we enter a new strategic plan, we have identified **two major shifts** that will drive our work over the coming years.

Madeline David (40) and her son, Nevian Antwan Nuñez (9) arm-wrestling in the porch in front of their house in Honduras. Madeline is a human rights defender working to protect her community's access to land. (Photo: Giulia Vuillermoz / Trócaire)



SHIFT 1: SHIFTING THE POWER: PROGRESSING LOCALISATION, PUTTING LOCAL PARTNERS FIRST

Trócaire has worked in partnership with local organisations for almost 50 years. It is a core and defining aspect of who we are. Our commitment to partnership stems from the belief that development must be locally-owned and driven by a vibrant local civil society and the communities they represent and work with.

We believe that progress on localisation in our sector is long overdue.

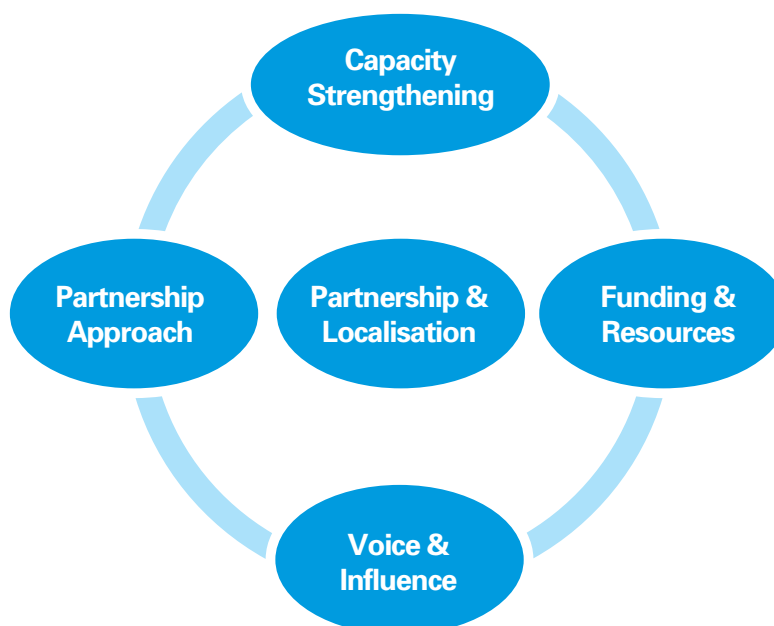
The nature of how we work with partners has evolved over time. We believe that progress on localisation in our sector is long overdue. Therefore, as we enter this new strategic plan, we will lead by example by committing to a step change in our approaches to partnership.

This 'step change' in our approach involves shifting the power more profoundly to our local partners and supporting local civil society to gain more voice and visibility within the humanitarian and development systems and processes.

This commitment to localisation is at the centre of our strategic plan.

To achieve this, we are committed to a comprehensive set of actions in four areas:

- Quality of relationships:**
 We will strengthen the quality of our relationships with our partners by fostering more open and honest dialogue, strengthening feedback mechanisms and creating opportunities for partners to participate in the governance structures of Trócaire.
- Capacity strengthening:**
 We will accompany our local partners and invest in their ambitions to become more resilient, independent, and sustainable organisations so that they can more effectively serve the communities they work with. This support will go beyond joint programming.
- Increasing voice & influence:**
 Together with partners we will work to amplify the voice and influence



of local organisations and communities in national, regional and global development and humanitarian structures and processes so that they increasingly lead and own these processes.

- **Level of funding & resources:** We will work with our local partners so that they access new funding from donors and together with partners we will undertake advocacy to ensure that levels of global funding going directly to local organisations increases in line with the global commitments set out in the Grand Bargain.

Recognising the diversity of our partners we will adopt a multifaceted approach including:

- Jointly delivering humanitarian and development work together with local communities.

- Lending our voice as an international actor to issues that require international policy change.
- Acting as a convenor by bringing organisations together from the local to the global.
- Standing in solidarity and offering protection to partners who are targeted for the work they do.

To meet these ambitious commitments, we will undertake a range of actions:

- Establish a partnership and localisation technical hub to deepen our approach and expertise on partnership and seek to influence others through research, sharing learning and advocacy. This hub will be based in Nairobi.
- Undertake a comprehensive set of actions, globally and in Ireland, to increase the

visibility, voice, influence and resources of our partners and other local actors.

- Support a diverse portfolio of partners, with a particular focus on strengthening and giving voice to small-to-medium and female-led organisations.
- Adopt a range of different models of partnerships. This will be increasingly shaped by a shifting of power, with partners increasing their leadership and visibility in how we work.
- Monitor our progress against these commitments and strengthen our accountability to partners.

Below: Catherine Alukunio from Trócaire partner Caritas Wamba speaks to people in Bahaha village, Ituri province, Democratic Republic of Congo. (Photo: Garry Walsh / Trócaire)



SHIFT 2: SHARPENING OUR FOCUS: STRONGER PROGRAMMES, CLEARER CONTEXTS

Trócaire's programmes tackle a range of different injustices in countries across Asia, the Middle East, Africa and Latin America. In this strategic plan, we will sharpen our focus by grouping the countries where we work under three categories: fragility and conflict, human rights and democratic space, and climate change and gender inequality.

By 2030, more than half the world's extreme poor will live in countries characterised by fragility, conflict and violence

The classification is influenced both by the global context and the expertise that Trócaire and partners have developed over time in each country.

In each group we will **build expertise, learning and research in particular areas of programming**. This new approach will allow us to maximise funding and impact in the areas of focus in each portfolio. The countries in each category will not operate in isolation from those in other categories. However, having several countries working on agreed themes and using similar approaches will allow for learning, research, funding and partner exchange across countries.

The country classification:

- **Fragile and conflict-affected states.**

By 2030, more than half the world's extreme poor will live in countries characterised by fragility, conflict and violence. We will grow our work in these contexts, with a particular focus on protection, peacebuilding and

strengthening the links between our humanitarian and development work.

- Countries where **human rights and democratic space** are contested. This work takes place in countries where democracy, the rule of law and human rights are under attack. We will build on our many years of experience in this work and strengthen learning and networking across the countries where we work.
- Countries where we can make a significant contribution to tackling **climate change and gender inequality**. Women are often most vulnerable to the impacts of climate change, while also being at risk of violence and inequality due to gender discrimination. Addressing the impacts of climate change and gender inequality has been core to our work for many years. This new classification will allow for further specialisation on these issues.

Fragile & Conflict Affected States

- We will provide life-saving support and work across the humanitarian-development –peace nexus to foster recovery and stability for those left furthest behind.
- The protection of women and girls will be central to the response.
- We will continue our ongoing emergency preparedness and response to emergency crises.

Countries impacted by Climate Change and Gender Inequality

- We will support communities to improve and adapt their livelihoods while also preparing for increasing climatic shocks through disaster risk reduction.
- Women will be the primary target group with a strong focus on protection, voice and leadership.
- We will provide ongoing emergency preparedness and response to crisis when required.

Countries with Human Rights Violations and Democratic Space Deficit

- We will support access to justice, advocate for democratic space and support human rights defenders, particularly land and environmental defenders.
- Addressing gender-based violence and protecting women human rights defenders will be central to the response.
- We will provide ongoing emergency preparedness and response to crisis when required.



Children playing in a refugee camp in the Beqaa valley in Lebanon. (Photo: Simon Walsh / Trócaire)

OUR GOALS

Over the course of this strategic plan, Trócaire's work will be guided by five key goals.

These goals aim to improve the lives of the communities we work with around the world and to continue to build and foster a culture of global solidarity in Ireland.

Wubit from Addis Ababa in Ethiopia earns money through an income-generating project supporting women in the city. When Covid-19 struck, the women earned income by sewing face masks.
(Photo: Barnaby Skinner)



GOAL 1: DEFENDING HUMAN RIGHTS AND PROMOTING ACCESS TO JUSTICE

Democracy, the rule of law and human rights are under attack in many countries.

Contributing to SDGs: Goal 5, Goal 10, Goal 16



Human rights defenders often have little access to justice or protection. They are routinely harassed, intimidated, attacked, displaced and sometimes killed. The rights of the most marginalised people are frequently denied. Civil society space is shrinking and civil society organisations and human rights defenders are being criminalised, reducing the space for people to take action or hold governments to account. Countries where we undertake human rights and justice work are characterised by weak democratic institutions, corruption, political instability and impunity.

Our ambition

Trócaire's ambition is to support the protection and empowerment of individuals and communities who have suffered human rights violations and those who are at risk of human rights violations. We aim to support rights holders and their defenders to take action to claim, secure and defend their rights. We also support them to obtain redress and improve or maintain their safety and wellbeing. We aspire for communities to hold duty bearers to account so that policies and institutional practices are increasingly human rights compliant. Increased participation, representation

and leadership of those most affected is a cornerstone of our programmes. This work will be guided by a recognition that perseverance is required to ensure justice is delivered for communities.

How we will achieve our ambition

To achieve this, we will work with our partners to:

- Consolidate a **holistic approach to supporting human rights defenders**, particularly women human rights defenders, and other survivors of violations and abuses.
- Deepen our support for **the collective defence of natural resources** (land and water), particularly promoting community consultations and free, prior and informed consent.
- Sustain and increase investment in **strategic litigation processes** and promote collective protection for communities and individuals.
- Promote **citizen monitoring and advocacy strategies** that increase participation and empowerment of citizens.

Trócaire's ambition is to support the protection and empowerment of individuals and communities who have suffered human rights violations and those who are at risk of human rights violations.

- Advance **human rights and justice research** on key priorities, such as business and human rights.
- Enhance **women's protection, voice and leadership** by supporting women-centred organisations, women human rights defenders and women's networks and movements.

With whom

We will work with communities and individual human rights defenders, particularly indigenous communities and women human rights defenders. We will support communities whose rights and livelihoods are under threat from large corporations, as well as individuals and communities who have experienced rights violations and abuses. We will ensure there is increased participation, representation and leadership of women and girls, youth and marginalised groups, including indigenous groups, in all our programming interventions.

Where

We will deliver our human rights and justice work where civil and political freedoms are highly restricted and where people's right to natural resources is frequently violated. The primary focus of this work will be on our human rights country classification. We will prioritise, consolidate and deepen our work in these countries. However, we will remain open to developing new justice and human rights programmes in other countries where the situation demands a response and where Trócaire and our partners can add value.



Above: Honduran human rights defender Maria Felicita Lopez. Maria has been targeted for protesting against a hydroelectric dam which encroaches on her indigenous people's land. Her eight-year-old son was shot at three times. "You risk your life by challenging economic power here," she explains. "It's difficult, but we must do it."

(Photo: Simon Burch / Trócaire)

GOAL 2: CLIMATE AND ENVIRONMENTAL JUSTICE

Changes to our climate and environment are increasing the frequency, intensity and unpredictability of severe weather events.

Contributing to SDGs: Goal 1, 2 and 13



Those who contribute least to climate change are disproportionately affected by it. Climatic events, such as droughts and floods, are making already poor and marginalised communities even more vulnerable. Climate change is also contributing to natural resource degradation and the loss of biodiversity. This further undermines the ability of rural communities to sustain their agricultural activities, which often leads to conflict over decreasing resources or forces people to migrate.

Our ambition

Trócaire's ambition is to support poor and marginalised rural communities to sustain their livelihoods and to mitigate and adapt to the impacts of climate change and environmental degradation. We aim to provide access to technical knowledge and resources that will support people to achieve sustainable and diverse sources of food and income. We will also support farmers to take a leading role in collaborative decision-making processes. This will strengthen their ability to benefit from markets and to influence policies and processes that impact on their livelihoods. Furthermore, we will work with communities to ensure fair access to natural resources.

How we will achieve our ambition

- **Promoting a rights-based agroecological approach**, including natural resources management that supports households and communities to achieve sustainable, continuous food production and increase profitability.
- **Strengthening collaboration between all market actors using a systems-based approach**. This will include both public and private sectors and will lead to more equitable and sustainable engagements for poor farmers.
- **Supporting women's voice and influence** in decision-making and policy formulation processes at household, community and national levels.
- **Supporting community-led climate governance and disaster risk management processes and structures**, so that communities can prepare for and recover from crises and 'build back better'.

Trócaire's ambition is to support poor and marginalised rural communities to sustain their livelihoods and to mitigate and adapt to the impacts of climate change and environmental degradation.



With whom

We will work primarily with smallholder farming families directly affected by the negative impacts of climate change and environmental degradation. We will have a particular focus on rural women and young people. We will support farmers' groups, grassroots community organisations and local enterprises to access natural resources and to have the voice and agency to influence, negotiate and collaborate with public and private service providers.

Where

We will undertake and amplify this work in several countries that are severely impacted by climate change. Along with our local partners, we have built significant experience in supporting communities in these countries to respond to the climate-related challenges they face.

Above: Local farmers learning sustainable farming methods at Kyenire Demor Farm, eastern Kenya. This region is badly affected by climate change, which has made it harder for farmers to produce crops.

(Photo: Gary Moore / Trócaire)

GOAL 3: SUPPORTING WOMEN'S AND GIRLS' PROTECTION, VOICE & LEADERSHIP

Women and girls are frequently excluded from decision making and experience human rights violations and abuses in every society.

Contributing to SDGs: Goal 3, 5, 16



The exclusion of women's voices and perspectives from decision making spaces and the pervasiveness of gender-based violence continue to hinder development gains. Women and girls' rights and needs are consistently deprioritised in international development and humanitarian responses. This reflects the systemic nature of gender inequality that exists within all systems. While all women and girls experience the impacts or threats of gender inequality, adolescent girls are particularly at risk of violence, sexual exploitation, intimate partner violence, forced marriage and sexual violence. These risks are heightened during times of humanitarian crisis.

Our ambition

Trócaire's ambition is to help women and girls increase their safety, psychosocial wellbeing, meaningful participation and leadership. We will support women, girls and other at-risk groups to access to survivor-centred gender-based violence (GBV) response and prevention services. Furthermore, we will challenge systemic gender inequalities to ensure meaningful opportunity is created for women's voice and leadership in decision-making forums.

To achieve this ambition, we will increasingly work with women-centred organisations.

How we will achieve our ambition

We will work with our partners to:

- Deliver **high quality GBV response and prevention interventions** centred on women and girls. These interventions will take place in emergency and non-emergency settings in line with Trócaire's Protection and GBV Framework. In high HIV-prevalence settings, we will address the interconnections between GBV and HIV.
- Support programmes that remove obstacles, foster opportunities and **increase the voice and influence** of women and girls in decision-making spaces, including political participation.
- Provide **psychosocial support to women and girls** to enhance connectedness, confidence, leadership, self-esteem, access to resources and safe and secure employment.

Trócaire's ambition is to help women and girls increase their safety, psychosocial wellbeing, meaningful participation and leadership.

- Support **women-centred organisations and women's networks** engaged in coordination, networking, advocacy and leadership for gender equality.

With whom

We will work primarily with local women-centred organisations to deliver community-based interventions led by women and girls. These interventions will be grounded in psychosocial support and feminist participatory approaches. We will utilise specific strategies to target and work with

adolescent girls. We will work with survivors of GBV and women at risk of violence as a particular target group of our interventions.

Where

We aim to grow this work in specific countries, where together with our partners, we have developed a deep understanding of the context and the specific barriers to progressing gender equality. Safe programming, the protection of women and girls and women's empowerment will also be central to programmes in all country groups.

We will work primarily with local women-centred organisations to deliver community-based interventions led by women and girls



Members of a protection committee in Bunia, Democratic Republic of Congo. The protection committee support survivors of sexual and gender-based violence. They provide a safe place for survivors to report their cases. Committee members provide psychosocial support, as well as assistance seeking medical and legal support. Cases of sexual violence are incredibly common in the region and many perpetrators aren't ever brought to justice.

(Photo: Garry Walsh / Trócaire)

GOAL 4: SAVING LIVES & PROTECTING HUMAN DIGNITY

Humanitarian need has reached unprecedented levels.

Contributing to SDGs:

Goal 1; Goal 2; Goal 3;
Goal 5; Goal 6



Conflicts are protracted and record numbers of people are displaced. Changes to our climate are increasing the frequency and intensity of humanitarian disasters. Infectious disease poses an increased threat, particularly where health systems are weak and access to water and sanitation is limited. People affected by crisis face the loss of their livelihoods, education and health services. They suffer violence, displacement, hunger and psychosocial impacts. The impact is particularly devastating where conflict and climatic events coincide. Women, girls, people living with disabilities and minority groups are particularly vulnerable.

Our ambition

Trócaire's ambition is to support locally-led humanitarian responses to save lives, reduce suffering and ensure human dignity is protected. We will provide people with access to essential life-saving responses and services. We will support people, especially women and girls, so that they are protected and safe and their well being enhanced during times of crisis. We will help build the resilience of people who are at risk, strengthening their ability to cope with future shocks and stresses.

Where the context demands it, we will support displaced people to return or resettle when and if it is safe to do so.

How we will achieve our ambition

- Delivering humanitarian interventions that are **safe, inclusive, dignified and conflict sensitive across a range of sectors** (food security, nutrition, WASH, health) depending on needs.
- Providing a continued **specialism in protection** for women, girls and at-risk groups, including multi-sectoral gender-based violence response and prevention.
- Ensuring a focus on **nexus programming** across humanitarian, development and peace work in **protracted crisis contexts** to address multi-sectoral needs of communities.
- Supporting **community-led disaster risk management** approaches in countries impacted by adverse climate events and developing links with social protection schemes where possible.

Trócaire's ambition is to support locally-led humanitarian responses to save lives, reduce suffering and ensure human dignity is protected.

- Undertaking **emergency preparedness planning** at local partner level to encourage **early action** using **anticipatory finance** where feasible.
- Developing innovative solutions to the challenges facing humanitarian responses, including exploring new technologies and **digital opportunities**.
- Working with **partners and networks to undertake advocacy** on the rights of crisis-affected communities

With whom

We will work with **communities, networks and local partners, particularly women-centred organisations** and ensure communities are better resourced to prepare for, withstand and recover from crises. The **protection of women and girls** is central to our work and they will be a particular target of our interventions. We will work with networks including the Caritas Internationalis Confederation and collaborate with other humanitarian actors to ensure our responses are as effective as possible.

Where

Humanitarian interventions will take place across all our countries of operation. We are particularly committed to deepening and scaling up our humanitarian programmes in fragile and conflict-affected states. We will also support work in countries experiencing increased frequency and intensity of **climate-related disasters**.



Indi next to her shelter provided by Trócaire in the Qahnxsley IDP camp, Somalia.

(Photo: Allan Gichigi)

GOAL 5: MOBILISING IN IRELAND TO ACHIEVE GLOBAL JUSTICE

In an age of unprecedented interconnectedness, the big crises of our time - climate change, conflict and inequality - require a global response.

Contributing to SDGs:

Goal 1, Goal 2, Goal 5,
Goal 13, Goal 15, Goal 16
and Goal 17



Fostering a culture of global solidarity in Ireland, north and south, is fundamental to Trócaire's mandate. This solidarity has always been strong, but external factors are creating challenges.

Reduced trust in the charity sector, the rise in nativist thinking and an economic volatility are all key challenges for Trócaire. There are also opportunities. Society on both sides of the border is increasingly diverse and classrooms, parishes and communities are increasingly multi-cultural.

These challenges and opportunities will help shape how we connect with people in Ireland, supporting them to continue to fight for global justice.

Ambition

Trócaire's ambition is to enhance our reputation and relevance by building dynamic communities of change online and offline. We will scale up our outreach through educators, volunteers, church stakeholders, campaigners and donors. Driven by communications rooted in our values, a growing and diverse cohort of the Irish public will have a deep connection to Trócaire and will support us to achieve change. Our advocacy

will influence duty-bearers and bring about legislative and policy change in areas linked to our work overseas.

How we will achieve our ambition

We will undertake a variety of actions, including:

- Strengthening political commitment to overseas development aid and to global justice through campaigning and advocacy. In particular, we will campaign for political action in Ireland, the UK and the EU to support human rights, climate justice and protecting the rights of people affected by conflict.
- Efficient and segmented targeting of our volunteer campaigning and church networks. This will involve working through multipliers, networks and social movements.
- Working with educators in faith-based, multi-denominational and non-denominational schools to provide high-quality educational resources and training that is responsive to the needs of educators.

We will influence duty-bearers and bring about legislative and policy change in areas linked to our work overseas

- Using online and offline channels to fully communicate Trócaire's values and areas of work in a way that is rooted in the dignity of our programme participants and our justice message.
- Create a sustainable personal connection between our supporters and the work of Trócaire, which further reinforces consistent messaging on our long-term commitment to communities and programme participants

With whom

Trócaire's work in Ireland will focus on key stakeholders across the island of Ireland. These include church and lay communities, educators, campaigners, volunteers and donors. To deliver our policy agenda we will work with political representatives, partners and influencers across the political spectrum in Ireland, Europe and internationally.

Driven by communications rooted in our values, a growing and diverse cohort of the Irish public will have a deep connection to Trócaire and will support us to achieve change.



Students from Gaelscoil Bharra Cabrach in Dublin playing 'Project Honduras', Trócaire's development education game aimed at teaching young people about the humanitarian impacts of climate change in Central America.

(Photo: Garry Walsh / Trócaire)

DELIVERING QUALITY IN ALL OF OUR PROGRAMMING INTERVENTIONS

High quality programmes draw on the experience of communities, partners, Trócaire staff and other collaborators to deliver lasting change that is based on meaningful relationships.

Our understanding of programme quality is rooted in the Core Humanitarian Standards (CHS) and a commitment to delivering safe and inclusive programming as outlined in our safe programming approach. This requires our staff and partners work together to:

Be Appropriate and Relevant	Address clear needs identified by community members in a manner appropriate to the context, bringing together international standards, global good practice and local knowledge to create solutions that are mindful of the impact on individuals, communities and their wider environment.
Effectively Manage Programmes	Monitor programme implementation, results and the unintended positive and negative effects of our work on an ongoing basis in collaboration with community members and use this information to adapt our work as needed and ensure we do no harm.
Strengthen Local Capacity	Deliver interventions which build on existing knowledge and capacities, strengthening community resilience, local leadership and local organisations.
Share Information and Ensure Participation	Provide information to communities about who we are and what they can expect of us whilst ensuring engagement and inclusive participation throughout the programme cycle.
Listen and Respond	Listen and respond to concerns, supported by strong feedback and complaints handling mechanisms.
Connect, Support, Coordinate and Advocate	Collaborate and coordinate with other actors, leveraging our strengths, skills and resources to collectively deliver greater impact.
Research, Learn, Improve and Share	Learn through monitoring, reflection, evaluation and research, use that knowledge to improve our own work, and share it with others to benefit the wider sector.

SUPPORTING AND FUNDING OUR WORK

To support the achievement of this plan we will need diversified, stable and sustainable levels of funding from both the public and our institutional partners.

High levels of public donations give Trócaire flexibility to implement life-changing programmes and invest in structures to ensure the organisation is strong and secure.

The funding environment for NGOs is clouded in uncertainty and funding models are changing. Globally, funding from governments and institutions is insecure and it is anticipated that the first few years of this plan will see further challenges due to a global recession and contraction of domestic revenues.

Additionally, during the life of this plan we will increase our focus on supporting our partners to access funding directly from institutional donors. This will impact the levels of funding that we will directly access. Despite these uncertainties, Trócaire goes into this strategic plan with high levels of financial support from the Irish public and a growing institutional donor partner base.

Our ambition

Our ambition is that Trócaire will have stable and sustainable annual income to allow us deliver our programmes. This income will come from a diversified and strong portfolio of institutional donors and an increased supporter base among the Irish public. We will also increase supports to local partners to strengthen their ability to directly access funding from donors.

Growing our public supporter base is central to the

organisation's strategy. High levels of public donations give Trócaire flexibility to implement life-changing programmes and invest in structures to ensure the organisation is strong and secure.

We will be ambitious in accessing funding from institutions, both government and non-government, while also advocating for increased funding streams to go directly to local organisations. Building on strong donor relationships and our reputation for quality programming, our ambition is to build a solid pipeline of multiannual funding, while also supporting partners to directly access new sources of funding.

How we will achieve our ambition

Building our public support requires strengthening the personal connection of people in Ireland with our work overseas. Our guiding strategies are a focus on supporter recruitment, brand relevance and supporter retention. We will build emotional connections with current and new supporters through storytelling.

In a changing and more secular Ireland, we will remain relevant to our existing supporters, while also growing our support among new, more diverse audiences, who are all linked by shared

values and a common belief in global justice. Among the shifts required to facilitate this are: a supporter base segmented by identities and interests; values-based engagement with key audiences; and a culture where all staff are empowered to support fundraising in ways appropriate to them.

We will build on our strong relationships with a core group of institutional donors and continue to work in partnership to address the most pressing issues of our time. We will seek new partnerships, alliances and consortia, focused on complementary skills and

expertise, to ensure increased and stable funding across our programmatic portfolio. We will support local partners to diversify their funding base and we will work in networks and with peers to advocate for increased levels of funding to be made accessible to local organisations.

We will seek funding through a range of funding modalities, demonstrating our expertise and our track record in achieving positive change in people's lives in the most efficient, effective and equitable manner.

With whom

Trócaire has already built a strong support base among the public and institutions. Over the course of this plan, we will strengthen those existing relationships and proactively seek to build new ones. Amongst the public, our focus will be on recruiting new supporters who have a global mindset. Institutionally, new alliances and consortia will be key for growing our funding base. We will continue to engage within the Caritas and CIDSE networks to advocate to donors and collaborate to fund our work.



Fr. Paul Thornton of Brackenstown Parish, Swords, collecting Trócaire boxes at a socially distanced drive-thru drop-off during the Covid-19 pandemic in May 2020. Trócaire's Lenten Appeal is Ireland's largest annual fundraising campaign.

(Photo: Mark Stedman / Trócaire)

BECOMING A MORE AGILE AND RESILIENT ORGANISATION

Organisational agility and the ability to navigate uncertainty are the hallmarks of resilient organisations in a world that is marked by increasingly rapid change.

We will ensure that Trócaire is able to meet the challenges of the future by building agility and resilience in our organisation. This means investing in our culture, people, technology, systems and standards.

Our **people** are at the heart of what we do. We will support staff to be at their best and will expect our people to live out our values. We are committed to ensuring our culture supports our mission. In particular, there are two key cultural areas we will promote:

- A culture of **empowerment, autonomy and accountability**. It is crucial that decisions are made at the right levels and that there are strong accountability mechanisms to support autonomy. We will foster a strong culture of listening and honest communication based on respect.

- A **culture of equality, diversity and inclusion**. This includes strengthening the diversity of our workforce, increasing opportunity for mobility and developing systems to support a global workforce. All staff will act to address inequality, in particular gender and racial inequality. We will continue to ensure that our safeguarding policies and processes maintain an environment that prevents abuse and exploitation and is responsive to any concerns.

Emerging technologies have the potential to increase our efficiency and effectiveness, to support data driven decision-making and improve the impact of our programmes. We will commit to promoting innovative and agile use of technology. Our ambition is to be an increasingly **data driven organisation**.

To successfully deliver the strategy, we need efficient and effective **systems and processes**. We will develop these with an emphasis on agility and resilience. Particular areas of focus will be agile resource management; a more robust approach to project management; and strengthened processes for policy management. These key initiatives will be underpinned by Trócaire's Value for Money and Accountability Frameworks.

Finally, delivering our work **in accordance with international and sector standards** is a non-negotiable. We will continue to support high quality programmes that **put communities and programme participants** at the heart of all we do. We will continue to demonstrate excellence in sector standards such as the Core Humanitarian Standards, as well as regulatory requirements and our own standards and frameworks that illustrate our commitment to accountability, financial stewardship, compliance and risk management.

We will ensure that Trócaire is able to meet the challenges of the future by building agility and resilience in our organisation.

HOLDING OURSELVES TO ACCOUNT

Accountability is one of Trócaire's five core values.

It is expressed through our individual and collective commitment to respect the trust placed in us by the communities we work with, our partners and those who fund, support, deliver and regulate our work.

We will continue to strengthen our accountability to all stakeholders, particularly community members and partners. We will continue to strengthen our feedback and complaints mechanisms to

ensure that no voice is unheard and that we can respond effectively to any concerns.

In holding ourselves to account, we make the following specific commitments:



Communities and individuals

Our interventions will be appropriate and impactful. We will prioritise the safety and dignity of those involved. People who engage in our projects and work will know their rights and entitlements and feel empowered to hold Trócaire and partners to account. We will be transparent at all times and actively seek and respond to feedback and complaints.



Regulatory bodies, including national governments

We will ensure we meet all our regulatory requirements with openness and transparency.



Staff

We will ensure a safe and supportive working environment, one that is underpinned by clarity of expectations and support.



Partners

We will engage in true partnership based on respect and transparency. We will ensure clarity on expectations, supports and mechanisms to hold each other to account.



The environment

We are committed to reducing the impact of our activities on the environment through our carbon emission reduction initiative.



Safeguarding

We are committed to ensuring that people who work for or represent Trócaire, including our partners, do not engage in behaviours that abuse or exploit others. We will continue to apply international best practice to prevent harm and to respond appropriately to concerns raised.



Donors & supporters

We will communicate regularly about both our successes and areas for improvement. We will use the funds entrusted to us wisely for the maximum benefit of vulnerable communities. We will uphold best practice and the highest ethical standards in our fundraising.



Monitoring

We are committed to reviewing and evaluating the implementation and impact of our strategy. This will be done through robust processes and reporting mechanisms.

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