



Mobilising for Justice

TRÓCAIRE'S STRATEGIC FRAMEWORK
2006-2016

TRÓCAIRE
Working for a Just World

Table of Contents

1. Introduction	3
2. External Environment Analysis	5
2.1 Current global situation	5
2.2 Future projections	7
2.3 The challenges of aid	8
2.4 NGOs and the development sector today	11
2.5 The changing Irish context for Trócaire's work	12
2.6 Strategic imperatives for Trócaire	14
3. Trócaire Today	16
3.1 Phase 1: 1973 – late 1980s	16
3.2 Phase 2: Late 1980s – present:	17
4. Vision, Mission and Values	18
5. Strategy and Approach	21
5.1 Strategic direction	21
5.2 Organisational programmes	23
5.3. Achieving our focus	23
6. Organisational Programmes	25
6.1 Programme 1: Building Sustainable Livelihoods	25
6.2 Programme 2: Governance and Human Rights	26
6.3 Programme 3: Preparing for, and Responding to, Humanitarian Crises	28
6.4 Programme 4: Addressing the HIV and AIDS Crisis	29
6.5 Programme 5: Promoting Gender Equality	31

6.6	Programme 6: Demanding Environmental Justice	32
6.7	Mobilising for Justice	33
7.	Delivering on our Promises: Best Practice	35
7.1	Building stronger partnerships	36
7.2	Developing expertise in core areas	36
7.3	Monitoring and evaluating the impact of our work	37
7.4	Contributing to wider development debates	38
7.5	Communicating our work effectively	38
8.	Building a Quality Organisation to Deliver our Plan	40
8.1	Building a sustainable and diverse funding base	40
8.2	Human resources and organisational structure	41
8.3	Information and Communications Technology (ICT)	43
	Annex 1: Definition of and expectations for priority themes	45

1 Introduction

“What is urgently needed is a moral and economic mobilisation”

Pope John Paul II, Message for World Day of Peace, 2005

A sense of urgency

The need to address global inequalities grows with each year that passes. Instability is an inevitable outcome in a world where massive inequalities co-exist with better communications and greater mobility. The expected impact of climate change in this unequal world will exacerbate these problems by increasing the vulnerability of those already living on the margins. In the next decade there will be no space for a ‘business as usual’ approach. Major changes are essential if the root causes of instability are to be addressed. But above all, change is essential if human dignity is to be respected. Behind each statistic is a real person who strives for a safe home and clean environment, health, the means to provide for their family and a better life for themselves and their children. However, they often face dire circumstances: they have meagre incomes, but no state safety net in times of need; they are vulnerable to sudden natural disasters, but have no means to respond once they are affected; they often face terminal and chronic illnesses in the family, but have no access to support services; they may manage to build a small home, but be forced to flee due to armed conflict or natural disasters. Their human rights are being denied, each and every day.

Trócaire’s response

Through its long-term and emergency response work, Trócaire is a key player in the Irish development sector. We operate on a 32-county basis. (Any reference to Ireland in this document reflects Ireland North and South). Our distinctive approach to development based on partnership has stood the test of time. It is an approach centred on a deep-rooted belief in the dignity of every human being and their human rights, regardless of faith, ethnicity or gender. Trócaire has enabled thousands of vulnerable and marginalised people across the world

to participate more fully in their own development. Trócaire has also played a key role in tackling the root causes of poverty, advocating for policy change and raising awareness on development issues in Ireland and internationally. The impact of this work in Ireland is evident in the commitment of government to development and in the levels of public awareness on global issues.

At the heart of Trócaire's work is the Lenten campaign, which combines the act of giving with reflection and learning on the causes of poverty. The Lenten campaign gives Trócaire its clear identity as a faith-based organisation and unites us with many other similar organisations across the world through CIDSE (International Cooperation for Development and Solidarity) and the wider church network through Caritas Internationalis (a confederation of 162 Catholic relief, development and social service organisations). We work with these organisations at the international level to challenge global structures of injustice.

The strategic planning process

In the course of the strategic planning process Trócaire identified core areas that we will continue to work on and new priorities and initiatives we need to take to ensure our work responds to new challenges in the future. Our plan reflects the views of the whole organisation and addresses important and urgent challenges to development. In June 2005 we began a process of intensive consultation with staff and partners. Two major organisational meetings were designed to bring out challenging ideas. We drew on feedback from the communities and organisations with whom we work. This strategic plan builds on our established strengths and challenges us to take on new areas in response to the changing world.



Justin Kilcullen
Director
28/9/2006

2 External Environment Analysis

2.1 Current global situation

Global population today stands at around 6.3 billion. Of those, 1.1 billion, or one in six people, live in extreme poverty, surviving on less than \$1 a day.¹ Some advances in reducing poverty have been made in recent years: since 1990, the proportion of people in extreme poverty has fallen from 28 per cent to 21 per cent. But over the same time population grew 15 percent, meaning that the actual number of people in poverty has risen.²

These statistics on monetary poverty are supported by other indicators of human poverty. *The United Nations Human Development Index*³ has a global average of 0.69. In Ireland it is 0.95 (UK 0.94), while in the least developed countries, 36 of which are in Africa, it is 0.52.⁴ More than 38 million people globally are living with HIV.⁵ While real advances have been made in terms of literacy, 960 million adults in the world still cannot read, almost all of them in the least developed countries. Disaggregating the data from a gender perspective, it is evident that women and girls still suffer disproportionately from poverty: over 70 per cent of the 130 million children who don't go to school, for example, are girls.

1 World Bank, 2005, *World Development Indicators 2005*

2 UN Human Development Report 2005

3 A combined indicator of health, education and monetary dimensions of development measuring on a scale from 0 –1, 1 being most developed

4 UNDP's Human Development Report, published annually, ranks the world's nation states in a Human Development Index

<http://hdr.undp.org/statistics/data/indicators.cfm?x=1&y=1&z=1>

5 This issue was highlighted during the conference *Breaking the Barriers- Partnership to fight HIV/AIDS in Europe and Central Asia* held in Dublin in 2004 during Irish Presidency of the EU. The final declaration of the conference can be found at:

http://www.eu2004.ie/templates/meeting.asp?sNavlocator=5,13&list_id=25

Poverty and inequality trends are highly regionalised. Despite advances in reducing poverty in Asia, 1.9 billion people still live on less than \$2 per day.⁶ Literacy in Asia remains a major problem, with 41 per cent of adults illiterate. In Latin America, the picture is very mixed. Many advances have taken place: adult literacy levels now stand at 89 per cent, GDP per capita stands at \$7,404, and average life expectancy is 72 years.⁷ Despite this, poverty fell only slightly in the 1990s: about one quarter of the region's population lives on less than \$2 a day and approximately 50 million of them live on less than \$1 a day. Inequality has played a fundamental role in Latin America's persistent income poverty. It is determined or exacerbated by unequal access to institutions, assets, markets, services and social protection, as well as racial and ethnic discrimination.⁸

Meanwhile, poverty in Africa has steadily deepened in recent decades. The statistics⁹ on all dimensions of human development in sub-Saharan Africa tell their own story:

- Under-nourishment has fallen in all other regions, but in Africa its prevalence has risen from 31 per cent in 1992 to 32 per cent in 2002
- The daily average income of the extreme poor in Africa has fallen in real terms from \$0.62 in 1981 to \$0.60 in 2001
- Life expectancy is 67 years globally, but in sub-Saharan Africa it is 46 years
- Globally, 83 per cent of people now have access to clean water and most countries have made big improvements in the last decade. In sub-Saharan Africa 42 per cent of people still lack a clean water supply
- In six African countries, HIV prevalence rates are above 20 per cent

If the Cold War dominated the latter half of the 20th century, security and the US-led so-called 'War on Terror' have filled this vacuum in the 21st century. As a result, governments have increasingly come to focus on security as a central tenet of both foreign and aid policy. Coupled with other pressures such as migration and religious fundamentalism this focus has fuelled a general sense of insecurity and instability even if, empirically, the number of conflicts has decreased.

6 *Key Indicators 2004: Poverty in Asia: Measurement, Estimates, and Prospects*
http://www.adb.org/documents/books/key_indicators/2004/pdf/prelims.pdf

7 *UN Human Development Report 2005*

8 *World Bank Latin America and Caribbean Regional Brief 2006*

9 World Bank Estimates, *World Development Indicators 2005*. Based on 1993 \$PPP and *UN Human Development Report 2005*

This global political environment has direct consequences on the way development and humanitarian organisations operate. Issues of particular concern include the influence of security-led foreign policy on the flow of aid, the encroachment of non-humanitarian groups on the humanitarian arena, the undermining of the UN peace and security mandate, the infringement of human rights through counter-terrorism measures and the perception of the role and purpose of faith-based non-governmental organisations (NGOs) in a climate of religious fundamentalism.

2.2 Future projections

Global population is expected to rise to 7.2 billion by 2015, with the largest increases in countries with a low human development index. The World Bank predicts that by 2015, 858 million fewer people will live in extreme monetary poverty if economic growth rates in developing countries are sustained. But there is a very high level of uncertainty over those growth rates based on the past experience of financial and other external shocks such as global terrorism. A major external factor limiting future economic growth of developing countries will be the price of oil.

According to even the most optimistic predictions, hundreds of millions of people will still be trapped in chronic poverty in 2015: 340 million in sub-Saharan Africa and 216 million in South Asia. In developing Asia, a best-case scenario projects a decline in impoverished populations from 690 to 150 million, while a worst-case scenario predicts a decline to 490 million. The vast majority of these decreases in poverty will be accounted for by China and India. Current economic prospects for Latin America as a whole are positive, with strong economic growth expected to continue at around six per cent if favourable global conditions prevail.¹⁰ This should raise average GDP by around four per cent annually. The principal challenge within Latin America will remain high levels of inequality.

2.2.1 Multiple impacts of climate change

Scientists predict that climate change will result in a dramatic decrease in areas of dry land agriculture that relies solely on rain over the next 20-30 years, even with minimal increases in temperature. Salt-water intrusion from rising sea levels

¹⁰ The World Bank cautions against over-optimistic predictions as the Latin American economic area is highly dependent on the US economy, its fiscal deficit and currency fluctuations

will reduce the quality and quantity of freshwater supplies.¹¹ Higher temperatures are expected to expand the range of some vector-borne diseases. Climate change is likely to have a number of effects on developing countries. It will accelerate social stratification in Africa, lead to new conflicts over natural resources, particularly water, and increase the number and intensity of natural disasters. The cumulative impact of increased mobility and climate change will lead to dramatically increased levels of migration in the next decade. This includes both rural-urban migration in developing countries and migration into rich countries.

2.2.2 Rising HIV prevalence

New data from the most recent *UN AIDS Epidemic Update*¹² show that rates of HIV are still rising in all but one region of the world.¹³ Sub-Saharan Africa remains hardest hit, but in Latin America, Eastern Europe and particularly Asia, the combination of intravenous drug abuse and the sex industry is fuelling epidemics and prevention programmes are falling short. Overall trends in HIV transmission are expected to increase further in many areas unless there is a dramatic increase in efforts to prevent transmission and improve the numbers receiving treatment. Access to treatment for HIV has improved markedly over the past few years and predictions are highly dependent on treatment remaining available. More than one million people with HIV in low-and middle-income countries are now living longer and better lives because they are on antiretroviral treatment. Despite these advances, however, one in seven children will be orphans in twelve African countries by 2010¹⁴ and responses are unlikely to be effective unless underlying inequalities that fuel the epidemic are tackled with greater resolve.

2.3 The challenges of aid

There is widespread acknowledgement that poverty in the world must be addressed for global peace and justice to be achieved. Governments in developed countries, multi-lateral agencies including the World Bank, the IMF (International Monetary Fund) and the United Nations (UN) as well as other

11 See UK joint NGO group on development and climate change *Up in Smoke? Africa and Climate Change*
<http://www.neweconomics.org/gen/uploads/4jgqh545jc4sk055soffcq4519062005184642.pdf>

12 *UN AIDS Epidemic Update 2005*, <http://www.unaids.org/epi/2005/index.asp>

13 The Caribbean showed no change overall in HIV rates since 2003

14 UNICEF Ireland, *Growing up Alone*

https://www.unicef.ie/unicef.php?content=ovc_report.php

organisations working to reduce poverty have pledged to make this goal a central part of their work. But for a number of reasons, aid has failed to reduce poverty to date and poverty eradication seems unreachable.

2.3.1 Failed globalisation policies

Failed policies at the heart of globalisation have played a major part in aid's failure to deliver poverty eradication. There is overwhelming consensus that the strict structural adjustment policies put in place by international financial institutions during the 1980s and 1990s to kick-start inward investment and economic growth were a failure.

Research points to a number of reasons why these policies have failed so badly. These include failure to take into account the pre-existing high levels of inequality in terms of access to basic assets such as land in countries where policies were applied. This has enabled powerful elites to take advantage of privatisation and liberalisation. In many instances, it exacerbated conflict. In addition, by linking debt repayment levels to exports and liberalising capital markets, countries were left exposed to the fluctuations of international commodity markets. Capital liberalisation exposed countries to capital flight. While the wealthy could shift their resources abroad, the majority of poor people had no means of protecting themselves against the depreciation of any assets.

In most cases these policies led to greater inequality and undermined the capacity of government institutions to play an effective role in development. Inflation may have decreased, but so has public spending on health, education and essential infrastructure. The outcome is unhealthy and poorly educated populations unable to participate in the workforce.

2.3.2 Key lessons not being learnt

Despite the weight of this evidence, very little has changed in practice. While there may be greater openness to civil society, the current policies, including the Poverty Reduction Strategy Papers (PRSPs), still prescribe standard economic models that undermine human development. There is little participation of people in processes that affect their lives. The privatisation of public services, liberalisation of trade and low spending on essential public services remain central pillars of macro-economic management. Some modest changes have been made. In 2000, governments signed up to the UN's Millennium Development Goals (MDGs), setting out key targets for human development by

2015. The MDGs have provided an important policy framework to address the historic deficit in social infrastructure through increased aid. A degree of debt cancellation has also been granted, but linked to strict conditions around macro-economic reforms. The current policies, however, still do not address underlying inequalities in assets that lead to poverty.

2.3.3 Poor governance and lack of accountability

The current emphasis on aid in the form of direct support to governments has highlighted the need to increase their accountability and address weak governance systems. Historical and political analyses increasingly point to the role of state corruption, in its many forms, in compounding economic stagnation and poverty.¹⁵ There is growing evidence that economic growth actually depends on qualitative, not quantitative, factors such as the structure of property rights, the extent to which courts of law apply and enforce rules inexpensively and quickly and the size of government and its effectiveness in delivering public goods.¹⁶ Civil society organisations have a critical role to play building better governance through holding governments, corporations and institutions to account.

Governance, however, needs to be addressed at the international level as well. The lack of transparency around the role of the private sector represents a major obstacle in ensuring that poverty is addressed. Trans-national mechanisms are required to hold this sector to account. The absence of just global governance structures is at the heart of many of these problems. Developing countries are still deprived of meaningful participation in the World Bank, IMF and World Trade Organisation (WTO) and have very little opportunity to formulate and articulate alternative solutions to the economic and social problems they face.

2.3.4 Power inequalities and gender imbalances

Change must take place in the relationships between people if poverty is to be addressed. Aid that does not challenge how power is distributed between the rich and the poor, men and women, the majority and the minority will not transform the cycles of inequality and poverty. In addition, gender imbalances still remain and as a result women all over the world cannot fully benefit from any progress made towards eradicating poverty.

15 Lockwood, M *The State They're In*

16 Erixon, F, 2005, *Aid and Development: Will it Work this Time?*

http://www.policynetwork.net/uploaded/pdf/Aid_&_Development_final.pdf

2.4 NGOs and the development sector today

2.4.1 Trends in development aid

Aid is now firmly back on the international agenda. OECD (Organisation for Economic Cooperation and Development) governments have signed up to the UN target of spending 0.7 per cent of GNI on Overseas Development Aid (ODA) by 2015. This could all change in the medium-term, however, as evident by the well-documented lack of widespread public support for aid in European countries and a lack of public confidence in aid. The Irish government has made a firm commitment to raise ODA substantially by 2013. Future increases in Irish aid, however, are contingent on the political priorities of the next Irish administration, which comes into office as early as 2007.

The British government aims to reach its target of 0.7 per cent of GNI for ODA by 2013. The Northern Irish trend in development aid will be influenced by the success or otherwise of devolved government and whether or not development aid remains the remit of the British government.

Aid harmonisation

Concurrent with an increase in aid, many donor governments have agreed to take a similar and overlapping approach to the aid they offer to developing country governments. This aid harmonisation means aid is given directly as a contribution to governments' overall budgets. Thus while aid is increasing, funds for organisations such as Trócaire and the partners we support may become limited.

The move towards aid harmonisation is giving rise to growing demands for greater accountability. More money will be ring-fenced by donors to be spent on ensuring good financial management as a means of combating corruption. Yet research shows that such systems are sorely lacking in most countries where aid is channelled. This represents a critical obstacle for growing aid budgets. In addition, increasing aid levels may result in donor countries trying to replicate the traditional role of international NGOs (e.g. new rapid response force in Ireland).

2.4.2 Implications of changing aid environment for Trócaire

Donors recognise that aid programmes that support the growth of civil society organisations are a means of improving governance. A key role for civil society

both in developing and developed countries will be to call for accountability of governments to their people in relation to performance in achieving poverty reduction. In Ireland, Trócaire sees its role as a lobbyist on behalf of people in the developing world, to ensure that the Irish and British governments' policies and actions hold developing countries who receive our funds to account on their pro-poor strategies. In the developing world, Trócaire enables its partners to acquire the knowledge, skills and tools to confront these new development challenges.

The role of international NGOs as intermediary donors between governments and local NGOs is also changing. The growth in direct funding to civil society organisations carrying out watchdog functions could undermine this intermediary role. The growing capacity of NGOs in developing countries and aid restructuring contribute to this trend.

Irish NGOs currently have a wide degree of flexibility with Irish Aid through its Multi-Annual Programme Scheme (MAPS), which guarantees funding over a particular period, and through the civil society fund. This could change in the future if Irish Aid priorities shift significantly. In other EU countries NGOs have experienced the difficulty of being absorbed into the government agenda, but then being neither willing nor able to adapt suddenly as political priorities changed (as in the Netherlands) or international donors changed their approach (as in the Paris Agenda on aid harmonisation – See 2.4.1).

2.5 The changing Irish context for Trócaire's work

2.5.1 Overview

The Republic of Ireland now has an average income of €34,280 per head, and in Northern Ireland the average income is €26,637. Growing prosperity increases the need for Trócaire to communicate about people's responsibility towards those living in poverty. The Irish people have historically been generous donors, but this generosity has not kept pace with economic growth. By 2012 each household in Ireland will be contributing over €2,000 in taxes per year to official aid spending. At the same time, over 6,000 charities are now registered in Ireland, leading to greater competition. This presents Trócaire with the challenge of engaging the public more and ensuring its continued support.

2.5.2 Changing face of Irish society

Economic success has transformed Ireland from a country of emigration into a destination for people from all over the world. It is estimated that 20,000 people will arrive per annum in the Republic of Ireland between 2006 and 2010 and 10,000 per annum between 2011 and 2015. A further 5,000 will arrive each year after. Recent estimates show some 30,000 immigrants in Northern Ireland. Rising immigration means that Ireland's population is becoming more diverse and comprises people of all faiths, ethnicities and cultures. Trócaire will adapt by embracing new means of communication to reach new and existing stakeholders.

Other aspects of Irish society are also changing:

- The number of people in Ireland over the age of 50 is increasing, with a growth of 26.6 per cent predicted in the over 70s age group alone and a 42.9 per cent growth predicted in the 60-69 per cent age group
- With increased communication on development, there is a growing desire on the part of the public to be directly involved in the charities they support, something Trócaire must address
- There is a greater demand for transparency and accountability in Irish society north and south, and increasingly within the charities sector
- Trócaire must develop and establish ways of demonstrating impact in its work to donors and supporters

2.5.3 Changes within the Catholic church

A total of 88 per cent of Irish people described themselves as Catholic in the 2002 census. According to the latest figures from the European Social Survey (ESS), a total of 77.4 per cent of Catholics attend mass at least once a month, with 63.4 per cent attending mass once a week or more. In Northern Ireland the figure is 66 per cent.

The figures showed that 159,300 Catholics in Ireland attend mass daily, equivalent to almost two full attendances at Croke Park. For those over 65 years of age, attendance rates of over 90 per cent were recorded.

While 78 per cent of those living on farms or in the countryside attend mass weekly or more often, the rate drops to 57 per cent for those living in towns and under 50 per cent for those living in suburbs of big cities. The survey showed that mass attendance in large urban areas appeared to be based on lessening frequency rather than outright non-attendance.

However, the level of people attending mass at least once a month in Ireland is still far ahead of the rest of Western Europe. In France it is 27.3 per cent, and in Italy 50.7 per cent.

Church structures are also changing to adapt to declining clergy numbers. At the same time, there is a new emphasis on the role of the lay faithful and their role in translating the church's social teaching into practice. People are increasingly interested in developing their spirituality outside the institution of the church. This presents opportunities for Trócaire to offer such alternatives in the context of solidarity, human dignity and care for creation.

2.5.4 Changing face of communications

Ireland north and south is being transformed through the widespread use of digital technologies, such as broadband Internet and wireless mobile technology. 649,400 households in the Republic of Ireland owned a home computer in June 2004, and 537,000 of those had Internet connections. In 2006 Northern Ireland became the first region in Europe to have 100 per cent broadband coverage. 59 per cent of households there access the Internet, with 57 per cent of those using broadband. There are now more mobile phones than people in Ireland.

When VOIP (Voice over Internet Protocol) is added to WiFi and to mobile phone consoles, people will be allowed to make international mobile calls potentially free of charge. This has implications for all global communications. The age profile of usage of such technologies demonstrates that young people are at the leading edge. Communicating effectively with younger generations will increasingly involve making strategic use of such technologies.

2.6 Strategic imperatives for Trócaire

Trócaire's Leading Edge project¹⁷ and other internal research identified a number of key ways in which international development agencies need to respond to the changing external environment. If Trócaire is to remain a leading edge development agency in the future it will need to focus on:

¹⁷ The Leading Edge project was a research project carried out by Trócaire from July – December 2005. It involved interviewing 40 leading experts in the fields of development and politics in Ireland and internationally in order to set out emerging challenges and trends

- Developing strong specialisations within a small number of sectors and regions
- Building innovative and alternative forms of partnership with civil society characterised by long-term relationships, increased equality, collaborative decision-making, trust and mutual transparency and accountability
- Recognising and, together with our partners, addressing the systemic nature of HIV and AIDS, environmental change and power imbalances, specifically relating to gender, within development work
- Promoting and supporting the evolution and growth of a strong, vibrant, effective and independent civil society in developing countries
- Recognising accountability as central to the delivery of aid to date and helping civil society become involved in holding governments, institutions and the private sector to account
- Acting as a facilitator and connector between organisations and people committed to tackling injustice and poverty, participating in and supporting strategic coalitions, alliances and network building
- Widening the conversation on global injustice through innovative campaigns and advocacy to generate political momentum in the developed world for change
- Making space for participation by stakeholders in developing countries in all our work and increasing our accountability to our partners and people and communities in the developing world
- Reinforcing our communications on justice, using ICT and new media in all our work, especially fundraising, campaigning and communications
- Bringing our message to new home audiences, including immigrant communities
- Providing the public, and especially young people, with greater opportunities to engage directly with our work
- Engaging with the changing church in Ireland, while establishing a more diverse funding base

3 Trócaire Today

Against this backdrop, Trócaire's mandate to 'work for a just world' is as relevant as ever. In 1973, the Bishops of Ireland gave Trócaire a strong and clear mandate: abroad, to help those in greatest need in developing countries and at home to raise awareness and campaign for structural change on the causes of poverty. "These duties are no longer a matter of charity but of simple justice," the Bishops said. Since then we have endeavoured to be faithful to this mandate, which highlights the moral outrage of poverty and injustice and calls upon us to be passionate advocates for change.

3.1 Phase 1: 1973 – late 1980s

Trócaire's speaking out on difficult issues and tackling powerful political forces marked this phase. We completed a programme of work based on solidarity in a polarised world. Our partners were courageous and outspoken opponents of the horrific human rights abuses in Latin America, particularly Central America. We worked with both church and human rights groups to overcome the oppression of the dictatorships of Asia such as the Philippines and South Korea. We played a leading role in the NGO opposition to apartheid in South Africa, lobbying successfully for the establishment of a special EU fund for victims of apartheid.

We acted as lead agency in the CIDSE (International Cooperation for Development and Solidarity) programme for Cambodia, Laos and Vietnam at the height of the Cold War when these countries were isolated from the West. We invested 20 per cent of our income in education and campaigning at home and internationally.

3.2 Phase 2: Late 1980s – present:

We had to face the rapidly changing context for development with the end of the Cold War. The world was less polarised but more complex. The increase in complex emergencies (Rwanda, Sudan) and failed states (Somalia) in Africa presented a new challenge that Trócaire embraced. New models of response were required. We set up offices in key countries and brought our experience on social transformation to bear on crisis situations, committing ourselves to exposing the underlying political and economic causes of emergencies as well as responding to the great needs. We drew up a charter of development rights in conjunction with our 25th anniversary and refocused our work on the theme of ‘people, power and participation.’

Recognising our emerging role as advocates in Ireland and Europe on issues affecting development, we set up a policy and advocacy unit within Trócaire to facilitate research and advocacy on specific priorities. We have grown rapidly, with increased funding from official donors such as Irish Aid and from the Irish public. We have maintained our identity as an organisation working for justice in an unequal world.

The proposed third phase of Trócaire’s organisational life is now outlined in the following sections of the document.

“We are a rich nation, then, while others are poor. But there is more to it than that. We are a rich nation to some extent because others are poor. Part of our prosperity is due to the fact that people in the developing countries are not getting a fair deal.”

The Bishops of Ireland on Development, 1973

4 Vision, Mission and Values

In the 33 years since the organisation was established Trócaire's work has evolved to face the challenges of the day. In order to guide our work over the coming years we have rearticulated our mandate in our organisation's vision and mission statements.

Vision

Trócaire envisages a just and peaceful world where people's dignity is ensured and rights are respected; where basic needs are met and resources are shared equitably; where people have control over their own lives and those in power act for the common good.

Mission

Inspired by Gospel values, Trócaire works for a just and sustainable world for all.

We give expression to this mission by:

- Providing long-term support to people who live in extreme poverty in the developing world, enabling them to work their way out of poverty
- Providing appropriate assistance to people most in need in emergencies and enabling communities to prepare for and resist future emergencies
- Tackling the structural causes of poverty by mobilising people for justice in Ireland and abroad

We do this by:

- Working in partnership with civil society organisations in Ireland and abroad
- Working directly on development education, advocacy and campaigns that emphasise the underlying causes of poverty

“There can never be room for a poverty that denies anyone what is needed for a dignified life.”

Pope Benedict XVI, Deus Caritas Est 20

Values

Our work is grounded in Catholic social teaching, which stresses the dignity of each person and their inalienable human rights, along with their responsibilities, regardless of culture, ethnicity, gender or religion. This belief in the unity and diversity of humankind is the basic value we bring to what we do.

We work with people who share our vision of a just and peaceful world, regardless of religion or race. We equally recognise that being a church agency provides us with special opportunities both in Ireland and internationally, as all faith-based organisations have a key role to play in educating for justice, fostering dialogue, sharing resources and mobilising people.

As we work to achieve our mission, we put the following values into practice both within the organisation and in our programmes and relationships:

Solidarity

We recognise that we all belong to one human family, and that living together on this earth brings with it rights and responsibilities for everyone. We will take on our responsibility to share our resources and our skills with those who need them in a spirit of mutual collaboration.

Participation

We will work in partnership with colleagues and partners, involving and consulting with them and listening and responding to their needs based on a foundation of mutual understanding, respect and responsibility.

Perseverance

We will persevere in our work, recognising that discernible impact can take a long time to achieve.

Courage

We will be courageous in our struggle for justice, speaking out fearlessly when we campaign for and on behalf of others. We will encourage a climate of risk-

taking and innovation that embraces those who think creatively while acting responsibly to deliver our goals.

Accountability

We recognise and respect the enormous trust placed in us by our supporters and partners and our collective responsibility to act with the utmost integrity in stewardship of those resources. We will at all times strive to be accountable, transparent and cost-effective in the use of those resources.

5 Strategy and Approach

5.1 Strategic direction

Trócaire recognises that a variety of responses is needed in order to make a difference to the lives of poor and marginalised people in the developing world. This commitment to a broad-based approach has been re-affirmed in this new strategic plan. At the same time, the organisation will channel its energy and resources to address the strategic imperatives outlined on page 15, and to take on some new issues. We will face these challenges by:

- Building on our strengths and prioritising key aspects of our current work
- Taking on targeted new areas of work both globally and regionally
- Working in a much more integrated manner across all programme areas
- Focusing on 25 priority countries

5.1.1 Adopting a rights-based approach

Trócaire's perspective is based on a development rights analysis, interpreting human rights in its broadest sense to cover political, civil, economic, social, cultural and collective rights. Trócaire will continue to work in solidarity with people living in poverty and who are marginalised. Our work will empower poor communities and individuals to know and claim their rights and to participate in decisions that affect them. We will work to ensure that states and others responsible for protecting and fulfilling human rights are held accountable. We will continue to prioritise advocacy and campaigns at local, national and global levels to change the structures and policies that deny people their rights.

We will work to educate Irish people and provide them with opportunities to express their solidarity with the poor. We will ensure our communication and fundraising messages use rights-based language and images.

5.1.2 Prioritising justice

Advocacy is one of Trócaire's key strengths. Under the new plan, we will deepen our support for civil society in developing countries in order to hold governments and institutions to account on issues relating to social justice. Given the importance of ensuring our work on justice is heard in an affluent Ireland, we will also give greater priority to our development education, campaigning and policy work in Ireland. We will develop new strategies on education for global citizenship and build in opportunities to engage people directly with our work. We will also develop a new area of advocacy around the role of the private sector in development.

5.1.3 Developing new specialisations

Within our livelihoods and emergency work we will develop a specialisation on disaster risk management. This will enable communities and organisations to understand and manage the risks to which they are exposed, including environmental risks. We will build on our existing work on people's right to land and access to natural resources. Within our emergency work, we will develop a new specialisation on the protection of vulnerable groups and individuals, particularly those affected by conflict. We will raise awareness and advocate for the rights of those who cannot protect themselves. We will also develop a new competency to support the rights of migrants.

5.1.4 Environmental justice

Given the growing importance of environmental issues in our work, we will develop a new programme on environmental justice. This will initially involve research and identification of critical issues with a view to integrating it into our work over a number of years.

5.1.5 Prioritising gender equality

We will increase our commitment to addressing issues related to gender equality across all our work. In the coming years, we will mainstream gender equality and build new thematic programmes on gender equality and empowerment of women, focussing specifically on the elimination of gender-based violence. The gender dimension of our HIV interventions will be a strong area of focus.

5.1.6 Supporting civil society

Working with and through civil society is a key element of Trócaire's partnership approach in all continents of the developing world. We will build long-term relationships with our partners and strive for increased equality and mutual transparency and accountability.

In the context of this plan, we will establish focused civil society development programmes to increase the space for dialogue, association and action at local, national and global levels. We will also develop a strategic partner programme, where stronger alliances can be built with key partner agencies and particular support is provided so that they can become more effective agents for change.

5.2 Organisational programmes

We will develop and implement six organisational programmes during the lifetime of the plan, three on broad-based topics and three on critical issues:

Broad-based programmes:

- Building sustainable livelihoods
- Mobilising for justice
- Preparing for, and Responding to, Humanitarian Crises

Programmes on critical issues:

- Responding to HIV and AIDS
- Promoting gender equality
- Demanding environmental justice

5.3. Achieving our focus

5.3.1 Thematic focus

A number of priority themes have been identified under each of the organisational programmes. An increasing proportion of the programming resources will be channelled to them on a gradual basis. Targets will be set to ensure that this prioritisation is achieved. Specialist resources will also be directed towards the priority themes. The definition of and expectations for priority themes are outlined in Annex 1.

Regional and country-level strategies will be aligned to the global strategic plan but the thematic focus in each region and country will reflect the local context.

5.3.2 Programme approach

Trócaire is already developing a programme approach to maximise the impact of our programmes by linking all of our work¹⁸ on a particular theme in a coherent manner from local to global level.

To implement this approach each country will identify a maximum of three themes on which programmes will be built and linked to higher-level advocacy and campaigning. Cross-organisational structures and working groups will be established to facilitate this process.

5.3.3 Geographic focus

There is a clear recognition that, in order to maximise the impact of our work in future, we will have to focus our efforts not only thematically but also geographically.

During the first three years of this plan, we will begin to focus on 25 priority countries within six regions. We will allocate 85 per cent of our development funds to these countries (up from 70 per cent in the top 25 countries at present), which will be identified according to agreed criteria. Each will be supported by a field presence, requiring a significant degree of further decentralisation from head office.

Specific initiatives will also be supported in countries of particular strategic interest where there are justifiable reasons for doing so e.g. for learning or innovation purposes.

¹⁸ This includes service-delivery, mobilisation, advocacy, capacity-building and networking activities

6 Organisational Programmes

We will develop and implement six organisational programmes during the lifetime of the plan, three on broad-based topics and three on critical issues;

A. Broad-based programmes

6.1 Programme 1: Building Sustainable Livelihoods

Trócaire works with some of the most vulnerable people in the developing world. Helping people to make a living so that they can escape from poverty is one of the central themes of our work. Supporting livelihoods requires the adoption of a broad-based approach in keeping with the local context.

Three priority themes have been identified:

- Disaster Risk Reduction
- Access to resources, especially land and water rights
- Migration

Objective: To increase the capacity of poor, marginalised and vulnerable people to secure sustainable and just livelihoods

6.1.1 Outcome: People have sustainable and robust livelihoods that provide them with food security, a growing income and an improved quality of life

Strategy:

- Sustainable and innovative approaches to agricultural production
- Improved access to and management of productive assets (with an emphasis on land and water)

- Diversification of income sources (through increased access to markets, value chain development and off farm activities)
- Creating an enabling policy environment, including a focus on trade in at least two of the six regions

6.1.2 Outcome: People’s livelihoods are more resilient - they are better able to withstand and manage the impacts of natural and man-made disasters

Strategy:

- Disaster Risk Reduction and vulnerability analysis will inform our livelihoods programmes
- Equitable and sustainable access to natural resources
- Sustainable and efficient use and management of natural resources
- Building on the strengths of people and communities to protect themselves

6.1.3 Outcome: Trócaire increasingly researches and addresses the issue of migration

Strategy:

- Trócaire will analyse and explore the issue of migration in several regions

6.2 Programme 2: Governance and Human Rights

Building accountable local, national and international governance based on the fulfilment of human rights and democratic participation is one of the greatest development challenges today. Trócaire will work with a wide variety of civil society partners, including the Church, to improve the accountability of governments, business and international institutions through policy reforms and greater citizen participation in decision-making at all levels. It will also continue to support those working for the protection of civil and political rights, particularly in hostile environments.

Objective: To promote participatory governance, the fulfilment of human rights and peaceful approaches to dealing with conflict

6.2.1 Outcome: Increased accountability of institutions, the private sector and governments towards people living in poverty

Strategy: Develop and implement programmes on:

- Formal and informal public education to strengthen citizenship and build democratic leadership
- Civil society advocacy to ensure that decision-makers prioritise accountability to their own citizens in the implementation of policies and in the use of resources
- The fair and sustainable use of extractive resources

6.2.2 Outcome: The fulfilment of civil and political rights of vulnerable groups in the countries where Trócaire works

Strategy: Develop and implement programmes on:

- Civil society monitoring of democratic processes to ensure respect for human rights and the rule of law
- Human rights defenders and other vulnerable groups
- Institutional reforms to support human rights

6.2.3 Outcome: Active participation of civil society in peace-building in the countries where Trócaire works

Strategy: Develop and implement programmes on:

- Civil society peace-building, including peace education, community-based peace programmes, mediation and facilitation skills
- Inter-faith initiatives in the conflict-affected countries in which we work
- Developing the capacity of Trócaire and partners to ensure that conflict sensitivity is part of development and emergency programming

Each of the above outcomes will include:

- International advocacy, and where appropriate, campaigns within Ireland, the EU and/or the UN
- Strengthening policy and advocacy capacity of our partners, building networks and coalitions and forming strategic partnerships

6.3 Programme 3: Preparing for, and Responding to, Humanitarian Crises

Providing assistance to people at risk of, or already affected by, humanitarian crises is an essential part of Trócaire's work.

Being able to prevent or mitigate the impact of a crisis is the preferred approach when addressing humanitarian need. As such, Trócaire will continue to develop these capacities with our partners and vulnerable communities.

Recognising, however, that extensive and severe need continues to arise, it is necessary to maintain and increase our - and our partners' - capacities to respond effectively to humanitarian crises.

At the core of our humanitarian programme is the desire to ensure and protect human dignity. As a rights-based organisation, Trócaire's humanitarian programme is further informed by an understanding of, and respect for, humanitarian principles. In our approach we will focus on meeting essential needs, and ensure appropriate linkages with development processes. To improve the impact of our work we will collaborate, where appropriate, with like-minded organisations.

Objective: To reduce the impact of humanitarian crises on vulnerable communities and individuals

This objective will be achieved through measures designed to prevent, prepare for, mitigate and respond to crises. Priority emphasis will be placed upon preparing for and responding to acute humanitarian need. This emphasis is reflected in the outcomes identified below.

6.3.1 Outcome: Vulnerable communities and individuals are better able to cope during humanitarian crises

Strategy: Develop and implement Disaster Risk Reduction (DRR) activities (with an emphasis on emergency preparedness)

This will include:

- Capacity building of local communities, partners and organisational staff on good practice for DRR, for example the establishment of early-warning systems
- Advocacy aimed at bilateral, multilateral, and private sector accountability in relation to the causes and impact of humanitarian crises

6.3.2 Outcome: Lives are saved and improved through rapid, appropriate and effective responses

Strategy: Develop and implement high quality humanitarian response programmes.

This will include:

- Ensuring all interventions are needs-based, informed by analysis, and guided by good practice tools and guidelines such as the Sphere standards, the NGO Code of Conduct, and those that exist for mainstreaming gender, HIV and environmental considerations
- Ensuring that all relief interventions are appropriately linked to development processes and priorities
- Strategic engagement with donors, the UN and other stakeholders on relevant issues such as the financing of humanitarian aid, safeguarding humanitarian access, and governance issues and accountability
- Collaborating with the Caritas confederation and other relevant organisations

6.3.3 Outcome: Humanitarian interventions are underpinned by a heightened awareness of, and participation by, the public in advocacy and fund-raising efforts

Strategy: Enhance public and official support for, and engagement in, humanitarian issues, with a focus on advocacy, campaigns and funding.

This will include:

- Ensuring all interventions are informed by a sound analysis of the root causes of, and appropriate solutions for, humanitarian crises
- Ensuring public information strategies and processes are designed to clearly inform the public of the contribution they can make (financial and/or campaign-related) to meet humanitarian needs

B. Critical issues

6.4 Programme 4: Addressing the HIV and AIDS Crisis

Trócaire recognises the devastating impact of HIV and AIDS on human development and the links between HIV, AIDS and poverty. We will tackle the root causes that continue to fuel the epidemic and address the impact of HIV and AIDS on vulnerable communities.

We will mainstream HIV in all policies, programmes and with partners and be informed by specific HIV and AIDS work in a discrete number of countries. Specific HIV and AIDS programmes will in turn be informed by a gender analysis and support broader advocacy initiatives that highlight injustices and inequalities.

Objective: To reduce vulnerability to HIV and mitigate the impact of HIV and AIDS on poor and marginalised communities

6.4.1 Outcome: HIV is mainstreamed in all organisational responses, programmes and policies

Strategy:

- Mainstream HIV at an organisational level
- Mainstream HIV with partners and in programmes

This will include:

- Ensuring HIV and AIDS is addressed in communications, education and advocacy work
- Prioritising mainstreaming in livelihoods and emergency work
- Collaborating with relevant organisations including Dóchas and Caritas in the development and implementation of best practice approaches

6.4.2 Outcome: Vulnerable communities have access to integrated quality services that challenge HIV and AIDS-related injustices and inequalities

Strategy: Develop and implement programmes that:

- Support an integrated model of prevention, care, support and treatment for people affected by HIV and AIDS
- Address the rights of people whose lives are affected by HIV and AIDS

This will include:

- Placing gender at the centre of our analysis and response to HIV and AIDS
- Developing learning hubs on HIV and AIDS in a discrete number of countries and regions
- Strengthening the advocacy capacity of partners and programmes

6.5 Programme 5: Promoting Gender Equality

Building on our existing gender programming, we will focus on the empowerment of women and work to eliminate gender inequalities. Recognising that gender-based violence has a major impact on huge numbers of women in the developing world, particularly in emergencies, and is a major source of suffering and injustice, we will also address this.

The key priority of this programme initially will be mainstreaming gender equality throughout the organisation and our programmes.

Objective: To contribute to the elimination of gender inequalities and ensure that women and men have equal rights and opportunities in access to and control of resources and power

6.5.1 Outcome: Gender is mainstreamed in all organisational responses, programmes and policies

Strategy:

- Mainstream gender at an organisational level
- Mainstream gender with partners and in programmes

This will include:

- Ensuring that Trócaire's organisational policies, systems, structures and practices address gender and development
- Addressing gender, especially gender based violence, as central to our emergency response
- Prioritising vulnerability resulting from gender inequality in livelihoods programmes

6.5.2 Outcome: Women's vulnerability to disadvantage, exploitation and violence in Trócaire's priority countries is reduced

Strategy: Develop and implement programmes that address:

- Gender equality and the empowerment of women
- The elimination of gender-based violence

This will include:

- Scaling up gender equality and women's empowerment programmes in selected areas

- Collaborating with the Irish Joint Consortium on Gender-Based Violence in responding to the issue
- Learning from the experiences in Northern Ireland on UNSC Resolution 1325, and on the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW)

6.6 Programme 6: Demanding Environmental Justice

As the enormous impact of climate change on the planet becomes increasingly evident, addressing environmental justice has become an imperative for all development agencies. Trócaire's role in addressing climate change is driven by the fact that the poorest countries and communities are paying the greatest price for unsustainable use of natural resources. Poor countries feel the effects of climate change sooner and more strongly and their coping mechanisms are less developed.

We will address environmental justice as a matter of priority over the next ten years. We will undertake a research programme to identify the most effective way for us to respond to this critical issue.

Objective: To ensure that Trócaire as an organisation and through its programmes contributes to a sustainable and just use of environmental resources

6.6.1 Outcome: Environmental justice is increasingly addressed in Trócaire's programmes and throughout the organisation

Strategy:

- Develop and implement a new programme on environmental justice

This will include:

- Leading and participating in public campaigns to challenge the EU, governments, the private sector and citizens to take responsibility for global environmental justice
- Ensuring that environmental issues are fully addressed in all our programme work
- Improving Trócaire's environmental footprint

6.7. Mobilising for Justice

A common theme across our six organisational programmes is the mobilisation of individuals, communities and states for global justice. This last programme will not focus on one particular theme, but rather will form a bridge between the six thematic programmes, focusing on mobilisation in Ireland and internationally. It will draw extensively on our six thematic programmes to engage key Irish stakeholders, including government, business, church, youth and community groups and schools in mobilising for justice through high-level advocacy, innovative campaigns and development education.

Objective: To mobilise the public in Ireland and internationally to achieve changes in policies, programmes and behaviours which impact on poverty and injustice

6.7.1 Outcome: Changes in Irish, UK and EU policies and programmes that impact on poverty and injustice

Strategy:

- Collaborative advocacy between Trócaire, Southern civil society and other partners based on priority themes identified within the six programme areas

This will include:

- Collaboration with Dóchas, CIDSE and other international partners in effective policy, advocacy and campaigning work
- Independent, evidence-based research, analysis and publications on our core policy areas

6.7.2 Outcome: The public in Ireland and internationally is better informed about its role in building a just world and takes action against injustice and poverty

Strategy: Develop and implement programmes on:

- Development education, highlighting the root causes of injustice and poverty and the role of the Irish people in building a just world
- Mobilising the public in Ireland and internationally to bring about specific changes in policy and behaviour to achieve greater global justice

This will include:

- Working with curricula at all levels to ensure growth of development education issues within subject areas
- Providing the public, especially young people and community groups, with ways of becoming more directly involved in our work
- Ensuring campaigns complement Trócaire's education and policy work as well as the campaign work of our partners
- Leading and participating in public campaigns with other NGOs in Ireland and internationally
- Funding selected Northern-based and Irish organisations to carry out development education and campaigns work

6.7.3 Outcome: The church in Ireland becomes an articulate and outspoken body on issues of international justice

Strategy:

- Engage with emerging church structures at national, diocesan and parish level to ensure that Trócaire's work is integrated into the life of the church
- Collaborate with relevant church and other faith-based groups to promote the international justice agenda in their work
- Deepen the understanding within Trócaire of what it means to be a faith-based organisation

This will include:

- Continuing to develop the Lenten Campaign to integrate it into diocesan plans and structures
- Working with the Irish Commission for Justice and Social Affairs and others
- Promoting a greater understanding of Catholic social teaching within Trócaire

7 Delivering on our Promises: Best Practice

Delivering this ambitious work programme requires a strong organisation. Organisational stakeholders have a right to expect the highest professional and quality standards. They also have a right to know what impact Trócaire's work is having. This work, however, will only be possible if funds are raised and Trócaire's work is communicated effectively to a diverse audience.

Meeting the highest standards requires investment in research and training. Staff skills and expertise need to be regularly updated. Quality relationships with our partners in developing countries must be maintained and strengthened. Time and resources are essential in order to learn from experiences on the ground. This organisational learning is critical to ensuring quality, but is also a key contribution that Trócaire can make to the wider development community in Ireland and internationally.

In the coming years, Trócaire will focus on five priority improvements:

- Building stronger partnerships
- Developing expertise on core areas
- Monitoring and evaluating the impact of our work
- Making a contribution to wider development debates
- Communicating our work more effectively

Objective: to ensure that all our programmes have impact, are grounded in cutting edge development research and represent best practice

7.1 Building stronger partnerships

Trócaire's approach to development is centred on the principles of solidarity and partnership. Our programmes are based on strong partnerships with civil society organisations in the developing world characterised by long-term relationships and mutual trust. We recognise the need to develop this approach further in the coming years.

7.1.1 Outcome: The quality and impact of our partnerships with civil society and others in fighting poverty and injustice is increased

Strategy: Develop and implement:

- Our partnership model, joint programming and mutual learning
- A civil society capacity-building programme, including a strategic partner programme

This will include:

- Advocacy and public mobilisation campaigns alongside partner agencies operating at local, national and international level
- Supporting local/national/international networks relevant to our partners

7.2 Developing expertise in core areas

Delivering high quality programmes means developing expertise on the organisational priorities. This will enable us to provide a better service to partners and to ensure our collective efforts have a greater impact.

7.2.1 Outcome: Programmes are built on focused research and expertise

Strategy:

- Invest in new expertise on core organisational programmes and mainstreamed/cross-cutting issues
- Research and develop the new focus areas of environmental justice and private sector accountability

This will include:

- Deepening organisational knowledge of the links between Catholic social teaching and our work

7.2.2 Outcome: Learning is disseminated widely within the organisation and informs our approaches

Strategy:

- Develop and implement a strategy for capturing programme learning across the organisation and using it

7.3 Monitoring and evaluating the impact of our work

Effective monitoring and evaluation of our work will enable us to be more accountable to donors and to demonstrate impact.

7.3.1 Outcome: We can effectively demonstrate to our stakeholders that our work is having an impact

Strategy:

- Develop and implement a strong programme cycle management system to measure impact of the strategic plan
- Implement a programmatic approach across the organisation

This will include:

- Developing a strong IT-based Management Information System

7.3.2 Outcome: The strategic plan is implemented over the ten-year period to 2016

Strategy:

- Draw up a phased approach to implementing the plan over its ten year lifespan
- Prepare a detailed initial phase (three years) and budget
- Prepare annual operation plans and budgets to deliver on the first phase objectives
- Monitor the implementation of this work through regular meetings of the Strategic Leadership Team
- Use external evaluation as appropriate to guide the process
- Adjust the overall plan, as appropriate, to take account of organisational learning and changing circumstances

7.4 Contributing to wider development debates

The collective experience of Trócaire and its partners is the most precious resource at the organisation's disposal. It offers valuable insights that should inform future approaches. It can also offer a valuable contribution to wider development debates both in Ireland and internationally.

7.4.1 Outcome: Trócaire has an impact on cutting edge development thinking which influences policy and action

Strategy:

- Act as a catalyst for the creation of a centre of excellence on one of our core programme areas on the National University of Ireland (NUI) Maynooth campus and link to other relevant educational institutions
- Contribute to international research around core programmes
- Publish our learning in professional journals

7.5 Communicating our work effectively

Trócaire will develop a communications service that will position the organisation as a radical advocate committed to building a just and sustainable world. Information and Communications Technology (ICT) and mobile technologies, in particular, offer unprecedented opportunities for organisations engaged in development work. Communications work can expose unjust and exploitative relationships between people, generating new and exciting opportunities for collective action. Much of Trócaire's work involves connecting people in many places and communicating what we do to diverse audiences.

Objective: To provide an excellent communications service that delivers an authoritative voice to diverse audiences and influences their attitudes about development

7.5.1 Outcome: New and traditional supporters know about Trócaire and its work

Strategy:

- Employ innovative means of communicating with new and traditional supporters to achieve greater impact
- Increase our internal capacity for communications work

7.5.2 Outcome: Trócaire's positions and views on development and emergencies are more widely reflected throughout mainstream and new media

Strategy:

- Strengthen Trócaire as a radical advocate with a name and image associated with global justice
- Emphasise underlying causes and human rights issues in our communications about emergencies
- Promote Trócaire's voice in media through timely research and strong relations with journalists and other members of the media

7.5.3 Outcome: Trócaire is making the best use of innovative ICT to achieve and communicate its development goals in a cost-effective and sustainable manner

Strategy:

- Set out and implement an ICT development plan that is reviewed and updated on a regular basis

7.5.4 Outcome: Key stakeholders in our priority countries are fully informed about and contribute towards the development of Trócaire's work

Strategy:

- Communicate regularly with partner agencies, beneficiaries, national governments, media and donors on Trócaire's programmes
- Ensure participation of a wide range of local stakeholders in all of Trócaire's planning and evaluation processes

8 Building a Quality Organisation to Deliver our Plan

8.1 Building a sustainable and diverse funding base

Trócaire will ensure that it has a strong, diverse and sustainable funding base for the future. Through our funding programmes we will also draw public and official donors into the organisation's work on solidarity and justice. All Trócaire staff members have a responsibility to contribute to the overall funding objectives of the organisation.

Fundraising is increasingly competitive. How we raise funds is important, so we commit ourselves to ethical practices in raising and spending resources. Trócaire's fundraising will reflect the organisation's vision, mission and values. We will manage the resources raised in an effective and transparent manner and ensure we are accountable to donors and partners.

Objective: To build a strong, sustainable and diverse funding base through both public and co-financed income sources that also reflects our vision, mission and values

8.1.1 Outcome: Trócaire will increase its unrestricted public income significantly to deliver this ambitious strategic plan

Strategy:

- Develop a large-scale committed giving programme to ensure an unrestricted and sustainable income-base
- Introduce new income streams to guarantee diversity e.g. corporate, foundation, online/Internet marketing and fundraising

- Develop levels of donor engagement to respond to a growing demand from the public for greater involvement in our overseas work

8.1.2 Outcome: The Lenten campaign remains a major source of public income

Strategy:

- Increase the Lenten campaign income through pro-actively addressing changing church structures
- Address the challenges presented by the changes in the church in Ireland while making the campaign and its messages attractive to those outside the church

8.1.3 Outcome: Trócaire will have a diverse co-financing base that maximises income from Irish Aid, DfID, the EU and other institutional donors

Strategy:

- Engage strategically with Irish Aid, DfID and the EU, maximising our income and policy influence without compromising our independence
- Develop in country co-financing opportunities, with particular emphasis on building relationships with Irish Aid, DfID and EU delegations through expanded field presence

8.2 Human resources and organisational structure

Trócaire's staff is professional, committed and effective in delivering the work of the organisation. This level of commitment and contribution is highly valued by the organisation and every effort is made to develop staff so that each can contribute to the best of his or her ability. The organisation anticipates a period of strategic growth over the next ten years that will require an increase in staffing levels in order to fulfil this strategic plan. A more integrated approach to our work will also require shifts in the way we manage the competences and skills of our staff.

Objective: To build and develop an effective and challenging organisation, culture and structure

8.2.1 Outcome: The value-based organisational culture and ethos of Trócaire is strengthened through a period of strategic growth

Strategy:

- Give ongoing guidance and support to staff, including at induction, on how our organisational values and objectives are expressed through all areas of our work

8.2.2 Outcome: An organisational structure that responds to and delivers the strategic plan

Strategy:

- Design an appropriate structure that facilitates cross-organisational working
- Put in place systems and processes consistent with the organisation's structure
- Ensure an approach to management that is supportive and respectful of staff
- Promote a culture of leadership that facilitates addressing the critical issues in delivering the strategic plan

8.2.3 Outcome: Staff members based overseas are fully integrated in the organisation and are included in all organisational processes that impact on their work

Strategy:

- Provide human resources support to ensure maximum integration of organisational policies and procedures in field offices
- Develop a programme of exchange visits for staff working both overseas and in Ireland
- Develop a cross-organisational structure for internal communications and work with the IT department to maximise the potential of the extranet

8.2.4 Outcome: A competency-based framework that facilitates greater integration and mobility of staff across the organisation

Strategy:

- Develop and phase in a new competency framework that reflects an integrated cross-organisational way of working

- Create mechanisms where staff members can use their skills to contribute to a number of cross-organisational teams as part of an integrated structure

8.2.5 Outcome: Trócaire is a learning organisation, resulting in increased impact and effective achievement of organisational objectives

Strategy:

- Develop and implement a learning organisation policy, led by the HR department
- Develop and deliver a competency-based training plan that provides focused training and development opportunities for all staff

8.2.6 Outcome: Trócaire is the employer in the development sector for which highly motivated and skilled people want to work

Strategy:

- Maintain a challenging, engaging and inclusive working environment for all staff
- Position Trócaire's terms and conditions so that they remain attractive to all staff considering our status as a publicly-funded organisation
- Implement a safe and healthy work environment and flexible working arrangements comparable to the best benchmarks of employers in other sectors

8.3 Information and Communications Technology (ICT)

Technology is a key resource for Trócaire and is increasingly used to facilitate all aspects of our work. Over the next ten years the organisation will enhance and expand the use of technology to support delivery of this strategic plan. Particular emphasis will be placed on innovative technology and new media with the aim of improving internal integration and communication.

Objective: To increase the impact of our work through the use of innovative technology and new media where appropriate

8.3.1 Outcome: Trócaire adopts innovative ICT in a cost-effective and sustainable manner to facilitate all aspects of its work

Strategy:

- Develop and implement an organisation-wide policy to ensure we are making the best use of ICT in all aspects of our work

This will include:

- Developing a partnership with a leading edge organisation in the private sector noted for innovation in ICT
- Establishing a working group to study emerging technologies and to incorporate all relevant innovations into Trócaire's work
- Establishing internal user groups to audit effectiveness and efficiency of ICT
- Working with the human resources team to maximise the potential of the extranet

Annex 1: Definition of and expectations for priority themes

A priority theme will have the following characteristics:

- A commitment to a substantial amount of work in at least two of the six programme regions
- Allocation of a specific percentage of the global programme budget, with a phased increase in expenditure over a five-year period
- Provision of technical expertise and human resources
- Development of a strategy in the first year of the plan to achieve a high degree of competency on the theme over a five-year period
- Development of programming/operational guidelines

The achievement of a recognised competency on the theme will result in the following:

- Specific and regular advocacy work at local, national, regional and global levels on the theme
- Documentation of learning on a structured and regular basis
- Specific and regular publications by Trócaire or partner agencies on the theme
- Participation in international networks on the theme, including a contribution towards the development and implementation of best practice international standards
- Recognition by key international development agencies that Trócaire has a particular expertise in this area of work

Notes

- Recognising that contexts can vary widely across regions and countries, all priority themes may not apply equally to all. Regional and country strategies will be developed to reflect the particular context, but where a Trócaire priority theme is identified as a significant issue in that region/country, it is expected that the Trócaire programmes within the region/country will reflect this. For example, where it has been identified that a particular region/country is vulnerable to natural disasters, livelihoods programmes in that region/country will be expected to include a Disaster Risk Management (DRM) strategy.
- Mainstreaming of gender equality and HIV and AIDS will apply to all of the 25 priority countries on a phased basis. Mainstreaming means that an analysis and response will be undertaken at all levels of policy, programme and in the workplace.



Head Office: Maynooth, Co. Kildare, Tel: + 353 1 6293333

Dublin Office: 12 Cathedral Street, Dublin 1, Tel: + 353 1 8743875

Cork Office: 9 Cook Street, Cork, Tel: + 353 21 4275622

Northern Ireland Office: 50 King Street, Belfast, BT1 6AD, Tel: + 44 28 90808030

www.trocaire.org

Cover photo: Temba Phiri (13) is a HIV positive orphan who lives with her grandparents in Lilongwe, Malawi. Her family receives support from a local healthcare organisation funded by Trócaire. Photo Noel Gavin/Allpix