



Trocaire

Stakeholder Accountability Framework

Working for
a just world.

www.trocaire.org



Above: **Fenias Mazembe**, a member of the Emergency Response Association of Josina Machel, Gavuro Machanga District, Mozambique

We promise to relentlessly challenge and strive to overcome the causes and symptoms of poverty and injustice.

We stand together with women, men and children who face poverty and injustice and help to make a difference to their lives.

We do this so that people in the developing world have the opportunity to live full lives - lives of dignity, potential, hope and freedom.¹

¹Extracted from *Trócaire's Identity – A Blueprint*, 2011

Scope of framework

This Stakeholder Accountability Framework aims to make explicit Trócaire’s accountability commitments and is publicly available to all our stakeholders. It has application across the organisation, in our work at home and overseas. It is an integral part of the organisation’s drive for increased quality and accountability, in particular in relation to our international programmes and partnerships. The commitments will be contextualised in countries where Trócaire works in order to ensure relevance, meet specific commitments, apply strategic approaches and fulfil legal requirements in each context.

Trócaire’s Executive Leadership Team (ELT) provides oversight and monitors the progress of the organisation in delivering on its accountability commitments.



Public information notice from Trócaire partner, Pakistan Fisherfolk Forum at a food distribution point in Hyderabad, Sindh Province, Pakistan (2011)



A community in Nyambio village, Chikwawa, Malawi is supported by Trócaire partner CADECOM to better manage the effects of drought; growing more drought resistant crops and conserving water as sees in the building of this water reservoir (2012)

Who are our stakeholders?

This Framework binds us to the people and organisations that have a legitimate interest in our work and articulates Trócaire's accountability commitments to all our stakeholders. While paying particular attention to Trócaire's accountability to programme participants and their communities, partners and Trócaire staff and volunteers, it includes our commitment to all our key stakeholders including: the global Catholic Church, our supporters, the public, media, donors, host governments, regulators and bodies operating under contract to Trócaire.

Defining Accountability

For Trócaire, accountability means taking account of our commitment to justice and directing our efforts to be a transparent, responsible and high performing organisation; one that recognises and responds to the expectations placed on us by all our stakeholders.

It means working with others who share our vision of a just and peaceful world through open dialogue, authentic communication and a shared commitment to transparency. It means striving to improve the quality and effectiveness of our work and being constantly mindful that the interests and priorities of the communities and partners we work with lie at the heart of our existence. It means getting the best possible value out of the limited resources available to us and constantly renewing our efforts to apply ourselves to our responsibilities. In its essence it corresponds to our vision of 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, including ourselves, act for the common good.

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, Participation, Perseverance, Courage and Accountability.



Irish public donations provided funding for vital agriculture programmes in regions such as Ishiara in Kenya (2011)

Who we are

Trócaire² is the official overseas development agency of the Catholic Church in Ireland. Trócaire is also a member of CIDSE (International Cooperation for Development and Solidarity) and the wider Catholic church network through Caritas Internationalis (a confederation of 165 Catholic relief, development and social service organisations). We work with these organisations at the international level to challenge global structures of injustice.

Trócaire was set up in 1973 by the Bishops of Ireland to express the concern of the Irish Catholic Church for the suffering of the world's poorest people.

² Trócaire is the Irish word for “mercy” or “compassion”

“The nations of the world can be divided into two classes: first, the developed nations, second, the developing nations... Every year the gap between the two grows deeper and wider. The developing countries are the poor ones; the rich grow richer by leaps and bounds while the poor lag farther and farther behind...

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 earth and its good things belong to all the people of the earth and no nation has the right to build its own prosperity upon the misery of others. It is our Christian duty as individuals to share our wealth and to help our needy brothers. It is equally our Christian duty to demand that the political authorities representing us act always with justice and responsibility towards less fortunate countries and be prepared to use all means necessary for this end...

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 the 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...”

Extracted From “*Pastoral Letter Of The Bishops Of Ireland Establishing Trócaire*” (1973)

What we believe

Since the organisation was established in 1973, 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 statements³.

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.

Our mission statement is our interpretation of the mandate given to Trócaire by the Bishops in the context of the needs of today. It is a challenging yet ultimately rewarding task. We are privileged to be entrusted with this work, supported by the public who themselves face great difficulties at this time.

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.

³*Mobilising for Justice – Trócaire's Strategic Framework* (Revised version 2012-2016)

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.

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.

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.



Hazel Hurly, Trócaire volunteer, Cork



Discussion with community members who have fled the conflict in South Kordofan to Yida Refugee Camp, Unity State, South Sudan (2012)

Trócaire's Core Accountability Commitments

1. Values

Trócaire's 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 and we commit to communicating the essence of our work, at home and overseas. We put the following values into practice: Solidarity, Participation, Perseverance, Courage and Accountability.

Priority Focus Area 2013-2014

Trócaire will ensure that the organisation and its staff are enabled to meaningfully discuss and share these values with our key stakeholders to promote greater mutual understanding and collaboration. Trócaire will undertake initiatives including:

revised induction processes for all staff; launch and rollout of revised performance management procedures and staff training to ensure that staff can clearly articulate and give meaning to Trócaire’s strategy, approach, vision, mission and values in their daily work.

2. Partnership, Solidarity and Subsidiarity

Trócaire recognises that we all belong to one human family and this brings with it rights and responsibilities. In a spirit of partnership, respect and mutual collaboration we take on our responsibility to manage and share our resources and our skills with those with whom we work. Faithful to the principle of subsidiarity⁴, we ensure that decision-making and authority in our work are exercised at a level that is at the closest appropriate level to our partners and communities.

Priority Focus Area 2013-2014

Trócaire will prioritise enhancing the quality of our relationships and mutual responsibilities with partners and communities. This will be achieved through the improvement of organisational structures, systems and policies which maximise the shared benefits of partnership.

3. Transparency and Information Sharing

Trócaire build relationships of trust and integrity with partners, communities, staff and key stakeholders by striving for mutual transparency and accountability. We endeavour to achieve a truly collaborative and open approach to sharing information and communicating with our partners, communities, staff and other key stakeholders.

⁴The principle of ‘Subsidiarity’ in Catholic Social teaching states that nothing should be done by a larger and more complex organisation, which can be done as well by a smaller and less complex organisation. The Church states that ‘intermediate social entities can properly perform the functions that fall to them without being required to hand them over unjustly to other social entities of a higher level’ (Compendium of the Social Doctrine of the Church Para 168). Since excessive interventions by larger institutions can threaten personal freedom and initiative, any activity, which can be performed by a more decentralised entity, should be.



Syrian refugee children near Reyfoun, Lebanon (2013)

Priority Focus Area 2013-2014

Trócaire will develop new policies on transparency and information sharing to enhance our collaborative approach and increase mutual levels of trust with partners and communities.

4. Participation and Feedback

Trócaire works with staff, volunteers, partners, communities and all key stakeholders, involving and consulting with them, and listening and responding to their needs based on a foundation of mutual understanding, respect and responsibility. We work with our partners to ensure the active participation of communities in the decisions that affect their lives.

Priority Focus Area 2013-2014

Trócaire will enhance its approach to participation and creative consultation with partners, communities, staff and volunteers supported by feedback mechanisms that create the space for creative, respectful and safe collaboration.

5. Safeguarding and Complaint Handling Mechanisms

Trócaire will ensure that the safety and dignity of all individuals with whom we work are respected. Trócaire also endeavours to ensure that we and our partners make all necessary efforts to minimise risks of corruption and other forms of malpractice. We will ensure that appropriate measures are taken to protect staff, partners and communities and that procedures are in place to enable people to raise a complaint and receive a response.

Priority Focus Area 2013-2014

A Safeguarding Programme Participants Policy (SPPP), including Prevention of Sexual Exploitation and Abuse (PSEA), Investigations Procedures and Implementation Guides for Staff and Partners will be finalised. A Complaints Handling Mechanism (CHM) for stakeholders, including partners and programme participants, will be developed. The SPPP and CHM will be piloted in at least two countries, with a view to integrating experiences into a review of policies and procedures and implementing the SPPP and CHM in all Trócaire country offices.

6. Programme Quality

Trócaire is committed to ensuring that our programmes are of the highest possible quality. We strive to adhere to relevant international standards and apply best practices. As a fundamental principle we ensure that our programme quality systems support and encourage dynamic, responsive programmes that can adapt and learn to ultimately enhance the benefits of our actions.

Priority Focus Area 2013-2014

Support to partners will be increased to develop, implement, monitor and review programme effectiveness; this includes revision of the *Programme Management and Accountability Guide* (PMAG) to be finalised and rolled out across the International Division providing guidance on Trócaire's approach to Programme Management, Accountability and Learning. Key research initiatives will be

undertaken and evidence-based learning drawn from them and applied to programme design at organisational and country levels.

7. Learning and Continual Improvement

Trócaire is committed to continuing to grow and nurture an effective, responsive and courageous organisation. Our staff team is professional, committed and effective in delivering the work of the organisation. This level of commitment and contribution is highly valued by Trócaire and every effort is made to developing staff so that each can contribute to the best of his or her ability. We support our staff to learn, develop and innovate in their work and in their collaboration with our partners and communities.

Priority Focus Area 2013-2014

In order to fulfil the mandate of Trócaire, the organisation strives to be a high performing and efficient organisation ensuring real and sustainable results. The **One Trócaire** concept envisages one organisation with one vision, mission and set of values, working effectively across units, divisions and locations, encouraging team working to maximise our potential.

Working for a just world.



The community of Jhilligoan, Odisha, India (2012). Alan Whelan, Trócaire

Photo Credits:

Cover:

Allai and Ruai Hantal, Head and Joint Secretary of the Village Development Committee in Kodaljodi village, Odisha, India. Alan Whelan, Trócaire

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Fenias Mazembe, a member of the Emergency Response Association of Josina Machel, Gavuro Machanga District, Mozambique. Hu O'Reilly

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Public information notice from Trócaire partner, Pakistan Fisherfolk Forum at a food distribution point in Hyderabad, Sindh Province, Pakistan (2011). David O'Hare, Trócaire

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A community in Nyambio village, Chikwawa, Malawi is supported by Trócaire partner CADECOM to better manage the effects of drought; growing more drought resistant crops and conserving water as seen in the building of this water reservoir (2012). Alan Whelan, Trócaire

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Irish public donations provided funding for vital agriculture programmes in regions such as Ishiara in Kenya (2011). Eoghan Rice, Trócaire

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Hazel Hurlly, Trócaire volunteer, Cork. Trócaire

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Discussion with community members who have fled the conflict in South Kordofan to Yida Refugee Camp, Unity State, South Sudan (2012). Maurice McQuillan, Trócaire

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Syrian refugee children near Reyfoun, Lebanon (2013). Eoghan Rice, Trócaire

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