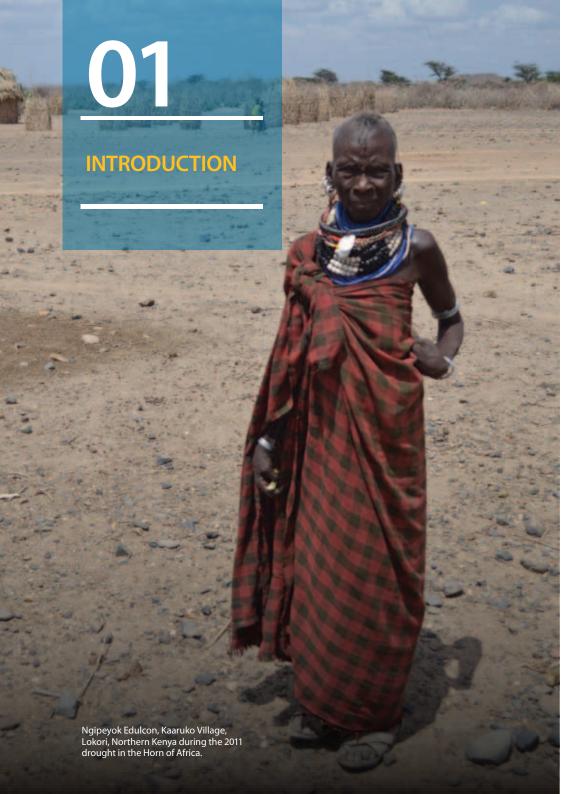


We promise to relentlessly challenge and strive to overcome the causes and symptoms of poverty and injustice. It is our promise to make what is fundamentally right and fair known, acknowledged and respected. We stand together with women, men and children who face poverty and injustice and help to make a difference to their lives. We do this so that people in the developing world have the opportunity to live full lives. Lives all are entitled to – lives of dignity, potential, hope and freedom.<sup>1</sup>

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"...the world has witnessed the vast resources that governments can draw upon to rescue financial institutions deemed 'too big to fail'. Surely the integral human development of the world's poorest peoples is no less important: here is an enterprise...that is truly too big to fail" Address of Pope Benedict XVI, Westminster Hall, September 2010

#### 1.1 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 woman, man or child. Trócaire embodies a dedication to achieving a world where every individual can live with dignity, attain their rights and be seen to be treated as equals, and where every individual has freedom and voice. We not only focus on people who are denied justice but also challenge and work with the institutions of power, urging them to act for the common good and to bring about meaningful and sustainable change.<sup>1</sup>

#### 1.2 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 is based on partnership. This approach is 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 millions 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.

## 1.3 Revision of our Strategic Framework (2006–2016)

In June 2006, Trócaire set out our ten-year Strategic Framework (Mobilising for Justice 2006–2016). In 2010 we completed our first review of the Framework, the results of which have informed this revised version covering the period 2011 to 2016.

Mobilising for Justice was and is an ambitious plan. It required a significant investment in establishing field offices, programme teams and other resources in order to deliver its objectives. When we launched our ten-year Framework we did not anticipate the radically different economic climate in which this review would take place. Due to economic circumstances, we have had to cut back on some of our programmes, country operations and staffing.

However, despite the difficulties we have experienced, significant progress has been made. The programme approach has been widely adopted, the establishment of country offices is complete and the regions have been consolidated. We have implemented new management and accountability systems, including an ambitious Management Information System, which have had a positive impact on the way that we work.

A weakness in the implementation of the first years of the Framework was the lack of established milestones and baselines against which to measure progress. A significant part of the review process has therefore involved establishing baselines and setting milestones against which future progress can be measured.

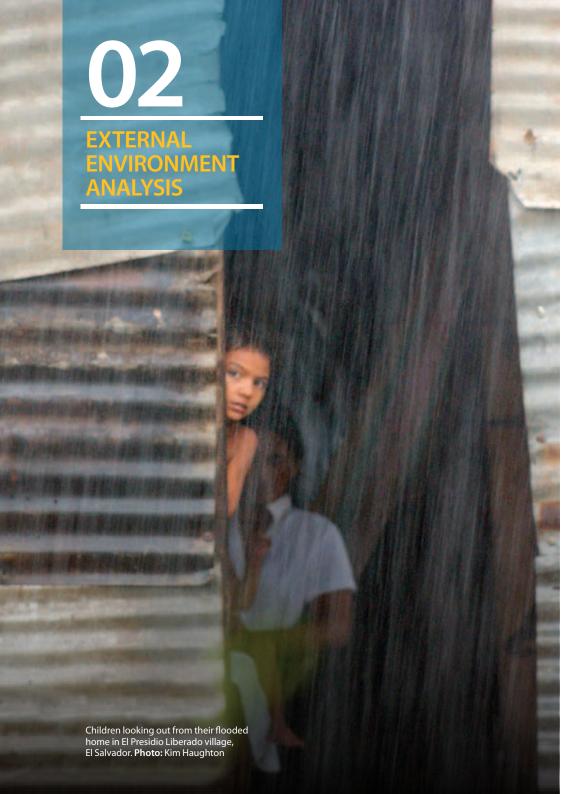
This second phase of Mobilising for Justice responds to these new economic realities. We are aware that the economic situation may not improve in the coming years, but as an organisation we cannot stand still. At our current levels of income, approximately €50 million in 2009 and 2010, we still have the resources to make a real impact on the lives of poor communities in our programme countries. For this reason, Trócaire has adopted an approach of prudent optimism. Despite all the current economic difficulties, fundraising from the public is holding up and we have strengthened our capacity to raise institutional funding in the field. We believe we can continue to raise in the region of €50 million per year from all sources.

We recognise the need to renew our efforts to be a high-performing organisation in the interests of those for whom we work as well as the organisation's other stakeholders and supporters. This is an important element of accountability, one of our five organisational values. We must ensure that we get the best possible value out of the more limited resources that will be available to us over the coming years. This will require renewed effort from all of us in how we apply ourselves to our responsibilities.

Finally, in revising our Strategic Framework to take into account the changing world we work in, we have sharpened the focus of our work whilst retaining the thrust of the original document. We have merged the Livelihoods and Environmental Justice thematic programmes into one, building on synergies between the two. We have reduced the number of countries where we work, preferring to add depth to that work. We have revisited the objectives and outcomes we set ourselves to ensure coherence across all aspects of work and we have established clear deliverables and milestones against which we can monitor progress over the next three years (these are documented separately in our Three-Year Implementation Plan).

We intend to build on the significant achievements of the first phase of our Framework to enable us to fulfil the clear targets we have set ourselves for this next period.

Section 01 Introduction 09



#### 2.1 Current global situation

The global context in which we operate is changing rapidly – from the unpredictable and devastating impacts of climate change and the emergence of new political forces, such as the G20, to the dramatic shifts in the global financial and economic environment precipitated by the financial crash in 2008. The implications are far from clear, making the context for international development one of uncertainty and change. These new dynamics interact with areas of continuity, not least the stubborn patterns of poverty and inequality that persist despite decades of development interventions. Understanding and responding to the new challenges and opportunities arising in the global context will be essential for organisations seeking to tackle poverty and injustice in the coming decade.

Almost a fifth of the 6.9 billion people alive today live in extreme poverty: defined as less than \$1.25/day. On a global scale there has been some progress: the number of people living in extreme poverty fell from 1.8 billion in 1990 to 1.4 billion in 2005 and is expected to fall to less than 900 million by 2015.

This reduction in extreme poverty, however, disguises large regional differences. The greatest level of poverty reduction occurred in East Asia and the Pacific, where 750 million people have moved out of extreme poverty in the last thirty years. In Latin America and the Caribbean two million people moved out of extreme poverty in the same time period.

However, in Sub-Saharan Africa a small reduction in the overall proportion of people living in extreme poverty masks the fact that the actual number of people living in extreme poverty almost doubled to 350 million. Furthermore, most of the people who have moved out of extreme poverty remain very poor. The number of people living in poverty, at \$2.00 a day, has remained at 2.9 billion since 2005 while the number of people living just above extreme poverty levels, between \$1.25 and \$2.00 a day, nearly doubled, to 1.2 billion.

The majority of people living in poverty are female, and gender inequalities, from access to resources to influencing decision-making, remain an obstacle to reducing inequality. Women are vastly underrepresented in decision-making positions in government, accounting for only 19% of parliamentarians worldwide in 2010. Without representation at this level, it is difficult for women to influence policy.

## 2.2 Trends shaping the future of development

The Leading Edge 2020 Report, published by Trócaire in 2011, identified five major global trends which will shape development in the coming decade.

#### 2.2.1 Climate change

Climate change is a 'game changer' in the global context, defining and constraining what will be possible as we seek to promote development in an increasingly constrained and unpredictable environment. The coming years will see heightened tensions between countries, as they seek to collaborate on, adapt to and reduce the multi-faceted threats posed.

Space to grow in a context that requires substantial global greenhouse gas reductions in order to avoid catastrophic climate change will be a major area of tension between countries. There is a need to continue to build political will internationally to prevent further climate change. There is a sense that, at least in the North, the message on climate change is still not producing significant change in people's attitudes and behaviour. Ongoing education and advocacy are essential.

People living in poverty are most vulnerable to the impacts of climate change. It is projected that by 2020 between 75 and 250 million people in Africa will face increased water stress, and in some countries yields from rain-fed agriculture could fall by up to 50%.<sup>2</sup> The provision of finance to deal with impacts of climate change on vulnerable people will become increasingly important.

The increasing frequency of extreme climate-related events will create further humanitarian disasters, and potentially greater migration, conflict and political and economic instability. Disaster preparedness will become increasingly important across all areas of work. More frequent emergencies will be a drain on resources and the good will of public donors or INGO supporter bases, resulting in knock-on effects in other long-term work areas.

#### 2.2.2 Shifting geopolitics

The emergence (or re-emergence) of new powers, particularly China, India and the other 'BRIC' countries (Brazil and Russia), marks a shift from the 'unipolar' world order that emerged after the Cold War. Growth projections for the BRIC countries indicate that they will collectively match the original G7's share of global GDP by mid-Century.<sup>3</sup> Economic cooperation between least developed and middle income countries may replace traditional development aid. New finance may come with new and different conditionalities.

The United Nations faces increasing criticism as an institution of global governance. The emerging power of the G20 as a forum for international collaboration will result in significant changes in the dominant model of development, the implications of which remain unknown. A lack of transparency and accountability exposes marked governance gaps at many different levels. Understanding and responding to the changing opportunities and challenges as a result of such dramatic shifts in the political context will be critical.

#### 2.2.3 Demographic change

Demographic change, incorporating population growth, migration and urbanisation will present some major challenges in the coming decade. Global population is projected to reach 9.2 billion by 2050. Together with projections of mass increases in migration as a result of climate change and unemployment, it may result in a hardening of attitudes in the North. Agencies depending on public donations may find fundraising more difficult. The public may question their support for development efforts if they feel they are undermined by population growth presented as out of control.

In 2008 for the first time more than half of the world's population lived in urban areas, and by 2050 that figure is likely to rise to 70%. Responding to the urbanisation of poverty will present new challenges for agencies that have historically worked predominantly in rural areas.

#### 2.2.4 Natural resource pressures

Climate change, population growth and geopolitical shifts are increasing pressure on natural resources and reinforcing a trend towards resource conflict. Land, water and clean air are vital to life and are important resources for supporting development. The links between the exploitation of natural resources, particularly extractives, and undermining fragile democracies (the 'resource curse') is further exacerbated by the growing trend to suppress and criminalise social protest in developing countries, limiting people's ability to demand accountability.

Land grabbing, where foreign investors make agreements with states to control large parcels of land for commercial or agricultural production, is a particular area of concern. The amount of farmland involved in deals increased from less than 4 million hectares prior to 2008 to 56 million hectares in 2009. and over 70% of deals were in Africa with countries including Ethiopia, Mozambique and Sudan transferring millions of hectares of agricultural land to investors.4 The consequences of increasing pressure on natural resources are far-reaching for development agencies, and will become increasingly important in their response.

#### 2.2.5 Widening inequality

The gap between rich and poor continues to widen at national, regional and global levels. People living in OECD countries enjoy a per capita income of \$37,077 GNI, compared to \$2,050 in Sub-Saharan Africa, and can expect to live to 80 years of age compared to 52.7.5 Gender inequality at all levels remains a persistent challenge: the majority of people living in poverty are women, who continue to have less access to resources, power and political decisionmaking than men. The recent formation of UN Women could bring more focus to the sector. Agencies will need to renew efforts to meaningfully mainstream gender across all areas of work.

A particular issue in the coming years will be inequality within middle income countries. As countries graduate from least developed country status, they may have less access to development funding. Yet some of these countries will still be home to large numbers of people living in poverty.

#### 2.2.6 Other key trends

As well as the five trends identified above, other significant factors that will shape the future of development include the enormous potential of information and communications technology.

The growing reach of mobile phone technology, mobile banking and broadband internet will continue to have transformative effects. The flipside of this is the possibility that a growing technology divide, whereby access to technology is concentrated in the hands of the few, could intensify inequalities and potentially hamper growth in developing countries.

Security, and the securitisation of aid, will continue to influence the agenda. It will have particular impact on the delivery of humanitarian aid, with increased involvement of the military. The discourse of the global war on terror may be used in certain regions as a framework to contain internal conflict, with the potential to usher in repressive legislation and undermine democratic processes. In many countries civil society organisations are already facing the consequences of restrictive laws or actions limiting public protest.

While significant advances have been made in the fight against HIV – new infections have decreased by 17% since 2001, the proportion of the population living with HIV in the worst affected areas has decreased by 25% and 5 million people living with HIV have been put on treatment<sup>6</sup>, significant challenges remain. A sharp decline in funding for HIV severely threatens progress towards universal access targets, there is insufficient action on prevention, and the prevention of mother to child transmission remains at 50% in low and middle income countries.

#### 2.3 Trends in development aid

Following a decade of growth in ODA during which time the EU doubled its contribution to ODA, the economic uncertainty following the 2008 financial crisis is exerting downward pressure on budgets across the OECD. While the EU remains the world's leading donor, with more than half the ODA pledged in 2010 coming from European Union member states, and OECD governments have pledged to reach the UN goal of 0.7% of GNI going to ODA by 2015, continued uncertainty around the achievement of this target is expected. Potential alternative sources, including international taxation, to finance development are also becoming more mainstream policy concerns.

The issue of making aid more effective has become a driving force within the development sector in the past decade. It is widely accepted that the aid sector is overcrowded and suffers from a serious lack of coordination. The number of donors per recipient country rose from 12 per country in the 1960s to 33 per country over the period from 2001-5.8 The challenge of measuring the impact of aid is also a top concern. The OECD's Development Assistance Committee (DAC) has taken a lead in the aid effectiveness agenda. The Paris Declaration of 2005, which was signed by over 100 donor and recipient governments, set out five mutually reinforcing principles designed to make aid more effective: ownership, alignment, harmonisation, management for results, and mutual accountability.

This ambitious agenda was followed up in 2008 with the Accra Agenda for Action, which focused more on country ownership, building more effective partnerships, and accountability for results. This represents a growing consensus around changes which donors and recipients (be they governments, international organisations or NGOs) need to make to access funding.

Finally, an emerging trend is an apparent shift in the dominant model of development back towards economic growth as the driver of development. Growth had characterised the approach to development in the 1970s and 1980s, in contrast to the broader conceptualisation of development as 'human development' that emerged in the 1990s and the subsequent MDG framework that provided the political focus for international development efforts over the last decade. In the current Draft Green Paper on Development, the EU emphasises a series of economic cooperation measures to put economic growth at the centre of development.9 This is mirrored by the development agenda and action plan launched by the G20 at the 2010 Seoul summit, which is focused on the link between growth and development.

## 2.4 Implications of a changing context for Trócaire

Findings from the Leading Edge report suggest that to meet the challenges of the changing global context, INGOs need to:

- > Do more and better advocacy,
  harnessing their potential to bring
  about change. Their advocacy
  must be evidence based, using local
  knowledge and stronger analysis.
  They must work in collaboration with
  each other, ensure their advocacy is
  partner-led and informed by the
  work on the ground, and work in
  closer partnership with the South,
  making sure they support rather
  than stifle or usurp the voices of
  their southern partners.
- > Ensure downward accountability towards those they serve. INGOs have played a powerful role in holding governments and international organisations to account, but have not always been as stringent in their own accountability. It is essential they place as much emphasis on their accountability to the needs of the people they serve as they do on those who fund their work. They need to involve partners more in shaping their policies and decisions. They need to ensure they do not falsely confer legitimacy on all southern NGOs without questioning who they represent. They need to develop a shared vision of partnership, where key decisions are taken together.

- > Become more flexible and responsive. This means allowing themselves the ability to shift resources and focus as priorities change without falling into the trap of reacting to fads or temporary trends. They must invest time and money in critical thinking and learning that will allow them to discern better what the new challenges are. They must work with other INGOs to remove rigid frameworks which make it difficult to shift priorities.
- > Engage with power and politics, and how they influence the contexts in which they work, both at home and abroad. They need to engage more directly with the political implications of their own work, and recognise how power and politics influence their own identity and the change they are trying to bring about.
- > Build southern civil society capacity.
  As many functions currently carried out by INGOs will be increasingly carried out by southern organisations, INGOs need to support that process and focus. They need to ensure that the capacity support they provide is high quality, sustainable and meets needs on the ground.
- > Plan for a changed funding environment. It is likely that funders will move towards awarding larger, longer term contracts focused on service delivery. Those INGOs who wish to compete will need to achieve efficiencies and build technical capacity. In doing so, they will be increasingly in competition with the private sector. It is unlikely that many small and medium-sized INGOs will achieve the scale or technical capacity to compete for large competitive tenders. They will need to diversify their funding base.

- > Develop stronger analysis of the local context in which they work.
  This is pivotal both in terms of advocacy and programming work, but difficult to achieve on an ongoing basis. INGOs need to recognise the need for different strategies in different countries, adapted for individual circumstances, rather than simply trying to apply their own strategic goals.
- > Engage more with their own societies and try to build societies that are conducive to development both at home and abroad. INGOs must consider how they work to build links with work for justice at home and abroad. Education is key to raising public awareness of how development occurs, so that the public understand the impacts of their own actions, and exert pressure for political change. The public increasingly want more ownership and engagement in the relationships they support, and INGOs need to respond to these needs.
- > Build a global culture of solidarity, building closer links with social movements. INGOs have a unique ability to link different groups and communities, and offer a vehicle for citizens in wealthy countries to express their concern and solidarity. To do this, they need to overcome their differences and learn how to work more closely together.
- > Promote innovation and technology. INGOs have the ability to take risks that governments and international organisations cannot. By piloting new and innovative ideas, they can promote innovative schemes and share best practice which can be scaled up by governments. They need to work as catalysts in order to make technology work for the poor, and to develop the necessary expertise in this area.

2.5 The changing Irish context for Trócaire's work

In the wake of credit and housing booms, Ireland has witnessed the worst economic crisis in its recent history. Between 2008 and 2010 real GDP contracted by a total of 10.2%.10 The Republic of Ireland now has an average income of €28,92211, and in Northern Ireland the average income is approximately €18,500.12 Ireland's response to the crisis has centred on financial sector reforms and major fiscal adjustments with resulting significant budgetary cutbacks.<sup>13</sup> While a return to economic growth is expected, the economic outlook remains far from certain, with projected growth for 2012 recently revised down to 0.5% from an estimated 1% in 2011.14

Between 2008 and 2010 Ireland's aid budget was cut by €249 million. At 27% this cut was disproportionately high compared to government spending cutbacks of 9% in other areas. The government remains committed to achieving the ODA target of 0.7% of GNP by 2015.

Irish public support has also been challenging. Three out of every four people donate to charity in the Republic but giving levels have fallen significantly due to the economic recession. The number of Irish people donating to charity fell to 75% in November 2009, from 83% in March 2008. The decrease in Irish giving is almost four times as high as decreases in Great Britain and Northern Ireland. 16

The most popular ways of getting involved with charities are through campaigning activities, such as signing petitions, discussing issues with friends or family and shopping ethically. People identify fundraising or volunteering for and donating to charities as things that are difficult for them to get involved in, while also recognising that they think people have a duty to get involved with these activities. This suggests that charities should be seeking out volunteers, donors and fundraisers and making it as easy as possible to get involved with the charity. Knowing that the charity spends its money effectively is the most important aspect of the experience of donating to a charity, as indicated by 83% of the Irish public.<sup>17</sup>

#### **Changes within the Catholic Church**

"Over 84% of Irish people described themselves as Catholic in the 2011 Census, representing an increase of almost 180,000 individuals since the 2006 census.<sup>18</sup>"

While charitable donations by nonregular worshippers have dipped, the giving levels among regular worshippers or Churchgoers have held up. This presents an opportunity to further engage effectively with this audience.<sup>19</sup>

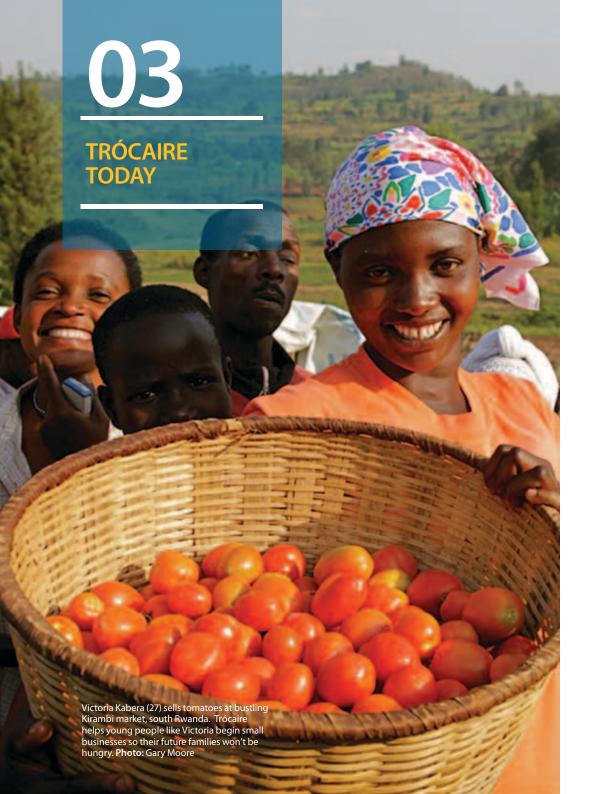
#### **Communications technologies**

New communications technologies have brought the crises and challenges of far-flung countries into every home and business, in real time. The vast majority of Irish people now have access to broadband. Of the 1,571,039 active internet subscriptions in Ireland, 91.8% of these are broadband. Irish internet users continue to move to higher speed internet subscriptions, which allow them to download larger files and view heavier content such as multimedia. Irish people of all ages are using the internet. With an upward trend in older people using the internet its use is no longer just associated with younger, more 'tech savvy' people.

While the 16–34 age range has the highest internet use rates (at around 80%), there is growing use among older people, with approximately 235,000 Irish people aged over 55 now online.

The use of social media is becoming an increasingly popular phenomenon on a global scale. As of 2008 two-thirds of the world's internet population visited a social network or blogging site. 52% of Irish internet users used the internet for social media sites in the last three months of 2009.

New technologies are also impacting on how organisations work. 86% of NGO employees are using mobile technology in their work, and 31% of NGO employees working overseas say it would be difficult to do their jobs without use of wireless technology.<sup>20</sup>



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. Trócaire endeavours 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 1973 - late 1980s

Speaking out on difficult issues and tackling powerful political forces marked this phase for Trócaire. 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% of our income in education and campaigning at home and internationally.

#### 3.2 Late 1980s - 2006

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.

#### 3.3 2007 - present

## Since the launch of our ten-year Framework:

- > We have grown and strengthened our organisation with increased funding from 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 whilst strengthening the professionalism of our approach to our work.
- > We have put in place a regional management structure and focused our overseas programmes on 27 countries (down from 60)<sup>21</sup>, opening new offices and strengthening existing ones. We have invested in the skills and talent development of our staff and supported staff to acquire new expertise.
- > We have reviewed our relationships with our partners and identified actions to strengthen these relationships whilst ensuring a strategic approach to programming, including further investments in our programme approach.
- > We have developed programme policies and related strategies for each of the five thematic organisational programmes and for key aspects of our Mobilising for Justice work (Campaigns, Education, and Church).

- > We have developed a wide range of tools and resources to strengthen the professionalism of our programme work, including gender and HIV mainstreaming tools, preparedness and protection standards and partners at risk guidelines, and introduced a number of programmatic innovations, including our work on disaster risk reduction.
- > Development education remains a flagship programme for Trócaire and we have started to build a particular competency in humanitarian protection of most vulnerable groups.
- > We installed a new and comprehensive Management Information System (MIS) which has contributed to the strengthening of our financial accountability, and invested considerably in information communications technology infrastructure and support.
- > We are continuously improving our programme cycle and results-based management systems so as to be able to better assess and articulate the impact of our work and to inform our planning and decision-making with these results.
- > We have continued to build our campaigning and advocacy work and enjoyed a number of campaign and policy successes (e.g. with our Aid Campaign (2009), Climate Change Policy (2008), EU Elections (2009), Palestine (2007–2009) and National Pension Reserve Fund (2009).
- > We have built our external communications profile and achieved fundraising and donor funding successes despite the recent difficult environment.

- > We are repositioning our Lenten campaign to better appeal to a radically changing constituency and making more tailored and customised engagements with our supporters.
- > We continue to invest in strengthening our relationships with the Church.

In summary, the foundations are in place and a lot of the groundwork has been done to support the achievement of our ten-year Framework. Objectives and outcomes for the next phase of Trócaire's organisational life are outlined in sections six and seven of this document.

Our 40th anniversary falls in 2013. This will be a rare opportunity to focus the attention of the public on Trócaire's work and achievements.

"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 Catholic Bishops of Ireland on Development,

Section 3 Trócaire Today



In the 38 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 re-articulated 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.

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.

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

Pope Benedict XVI, Deus Caritas Est. 20

#### 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.

#### Value

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.

Section 04 Vision, Mission & Values



#### 5.1 Strategic direction

Trócaire recognises that a variety of responses are needed in order to make a difference to the lives of poor and marginalised people in the developing world. In 2006, Trócaire outlined the following themes that were to influence our strategic approach to our programme work, both abroad and in Ireland.

#### These were:

- > Prioritising issues of Social Justice
- > Developing a programme approach
- > Establishing greater geographic focus
- > Adopting a rights-based approach
- > Prioritising gender equality
- > Supporting civil society
- > Building competency in issues of Environmental Justice

These themes have been instrumental in how we have designed and planned our programme interventions over the past five years and continue to guide our work.

## **5.2 Strengthening organisational programmes**

We have built our programmes around five thematic areas:

- > Governance and Human Rights
- > Sustainable Livelihoods and Environmental Justice
- > Preparing for, and Responding to, Humanitarian Crises
- > Promoting Gender Equality
- > Addressing the HIV and AIDS Crisis

#### 5.3 Distinctive competencies

While Trócaire is active in many areas of endeavour, in delivering our mission, we will strive to be recognised as the leading Irish development agency and a significant contributor to the international development sector. In so doing we will strengthen the following areas of competency.

With and through our partners, Trócaire will work with poor and marginalised people to tackle poverty and injustice by:

- > Holding governments to account for their policies and actions on poverty and injustice.
- > Securing the rights of citizens to resources, particularly land and water (this will include addressing the threats and impact of climate change on the most vulnerable communities).
- > Promoting gender equality.
- > We will also work to protect the rights of the most vulnerable people in emergency situations.
- > We will mobilise the Irish public to support us in achieving these objectives.

#### 5.4 Strategic coherence

Regional and country-level strategies will be developed and aligned to the global strategic plan. Our field programmes will be planned within these strategic parameters whilst reflecting and responding to the local context.

#### 5.5 Strategic imperatives

Having reviewed our progress to date, Trócaire has refined a number of strategic imperatives which we need to have in place to respond to the external environment.

# For Trócaire to remain a leading-edge agency through to 2016, we will need to focus on:

- > Developing strong, distinctive competencies 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 partners, addressing the systemic nature of power imbalances, especially relating to gender; HIV and AIDS; and environmental change.
- > Promoting and supporting the evolution and growth of a strong, vibrant, effective and independent civil society in developing countries.

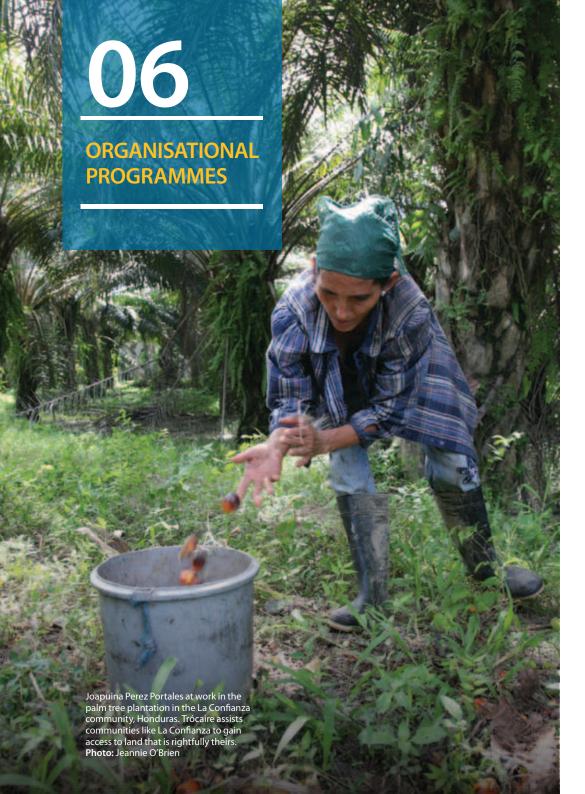
- > Recognising accountability as central to development and helping civil society become involved in holding governments, institutions and the private sector to account.
- > Widening the conversation on global injustice through innovative campaigns and advocacy to generate political momentum for change in the developed world.
- > Increasing our accountability to all stakeholders including our partners and people and communities in the developing world.
- Maximising the use of new media to reach out to new and existing communities in innovative and dynamic ways.
- > 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.
- > Assessing the impact of all our work to ensure our activities deliver maximum, positive impact in people's lives, for the resources deployed.
- > Being a committed and highperforming organisation in everything we do – through appropriate investments in people and systems.

#### 5.6 Other attributes

In carrying out our work we have also identified a number of particular attributes for which we want Trócaire to be known and respected:

- > Working for justice, using a rightsbased approach with a clear commitment to women's rights.
- > Achieving and demonstrating real, long-term impact and making a positive difference in people's lives.
- > Trusted by the public as an accountable, effective and intelligent organisation.
- > Willing to be radical, edgy, challenging and agenda-setting.
- > Committed to thinking, learning and research as the basis for effective advocacy.
- > Involving the Irish public, including young people.
- > Respectful relationships with partners and engaging in new collaborations.
- > Doing the best work with high-calibre staff.
- Communicating effectively, including through new media.
- > An effective relationship with the Church.

Section 05 Strategy & Approach



The following section sets out the objectives, outcomes and related strategies for each of our five organisational programmes. More detailed indicators, deliverables and annual milestones are documented in our Three-Year Implementation Plan 2011–2014.



#### 6.1 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 decisionmaking at all levels. It will also continue to support those working for the protection of civil and political rights, particularly in hostile environments.

### **Our Objective**

To support citizens to bring about more participatory, accountable and responsive governance, where states respect, protect and fulfil the human rights of the poorest and most marginalised people.

#### **GOVERNANCE & HUMAN RIGHTS PROGRAMME LOGIC MODEL**

#### Strategies

- > Support partners to empower poor and marginalised people to participate in governance structures and processes, claim their rights and on accountability from government (at local level in particular)
- > Work with both men and women to promote changes in attitudes, behaviours and norms in order to achieve more equitable participation of women in decision-making
- Support women to play effective and representative leadership roles in decision-making at community and higher levels
- Support partners to engage with government in order to ensure that those in authority are more responsive and accountable to poor and marginalised people
- > Build links between organisations at local and national level in order to achieve changes in laws, policies and processes which benefit poor and marginalised people
- > Prevent violations of human rights, through work which increases awareness of rights among vulnerable populations and enables them to protect themselves and their communities from abuses
- > Support partners to work with people whose rights have been violated in a systematic and targeted manner, empowering them to seek redress through justice systems or other appropriate mechanisms
- Support partners to effectively monitor, document and advocate on systemic human rights abuses with a view to holding perpetrators to account and achieving changes in laws, policies and practices that perpetuate impunity
- > Support national and international advocacy which increases accountability and compliance of states with international human rights and humanitarian law
- > Provide support to and carry out appropriate international advocacy on behalf of human rights defenders in order to ensure that they are able to fulfil their work securely
- > Build the capacity of partners to recognise the different ways in which injustices affect women and men, and to develop appropriate strategies in response to this analysis
- > Monitor and evaluate progress in mainstreaming at project, programme and organisational levels, sharing lessons learnt across GHR and other programmes
- > Underpin work under Outcomes 1 and 2 with sound conflict analysis that identifies the interactions between local conflicts and Trócaire programmes, partners and projects
- Adapt programme and project design based on conflict analysis to ensure programmes integrate a Do No Harm approach at a minimum
- Respond proactively to conflict where context necessitates through supporting our partners to promote dialogue and consensus building and to facilitate conflict mediation and negotiation between conflicting parties (especially at local level)

#### **Outcomes**

Participatory and accountable governance – Poor and marginalised people (especially women) are empowered to demand that states are more participatory, accountable and responsive

Access to justice – Poor and marginalised people are increasingly able to organise for the protection of their rights and to hold perpetrators to account for gross human rights violations which systematically target vulnerable groups

**Gender Equality** – Gender equality is mainstreamed effectively in all GHR programmes

Conflict – Trócaire programmes and partners promote peace and contribute to reduced levels of destructive and violent conflict in target areas

#### **Impact**

Citizens bring about more participatory, accountable and responsive governance, where states respect, protect and fulfil the human rights of the poorest and most marginalised people

## 6.2 Sustainable Livelihoods and Environmental Justice

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.

Our work on environmental justice has been merged with the Sustainable Livelihoods programme. Addressing environmental justice is an imperative for Trócaire. 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.

The outcome on migration, within the Sustainable Livelihoods programme, has been dropped as a global outcome, although we may continue to do some regional work on the issue.

## SUSTAINABLE LIVELIHOODS AND ENVIRONMENTAL JUSTICE PROGRAMME LOGIC MODEL

#### Strategies

- Support diversified and sustainable approaches to increasing agricultural production (which enhance the natural environment and increase resilience to hazards including climate change)
- > Proactively promote and scale up innovation, appropriate technology and learning in livelihoods programmes
- Advocate for complementary food and agricultural policies at local, national and international levels
- > Support people to increase and diversify their incomes through:
  - Accessing markets for their produce
  - Adding value through processing
  - Developing off-farm activities through microfinance and business development services
- Advocate for complementary trade and finance policies at national, regional and international levels
- > Promote increased access to land, water and forest resources
- > Support communities to protect their resource rights
- Advocate for complementary land, resources rights and climate change policies at national, regional and international levels

## **Our Objective**

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

#### Outcomes

**Food security** – People have improved food security

**Income security** – People have growing incomes

Resource rights – People have realised and protected their resource rights (especially land for women)

### **mpact**

Poor, marginalised and vulnerable people have secure, sustainable and just livelihoods

## 6.3 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.

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.

#### **HUMANITARIAN PROGRAMME LOGIC MODEL**

#### Strategie:

Develop and implement Disaster Risk Reduction (DRR) activities (with an emphasis on emergency preparedness). This will include:

- > Capacity building of communities, partners and organisational staff on good practices 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

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 financing of humanitarian aid, access, governance issues and accountability
- > Collaborating with the Caritas confederation and other relevant organisations

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

### **Our Objective**

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

#### Outcomes

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

Lives are saved and improved through rapid, appropriate and effective responses

Humanitarian interventions are underpinned by a heightened awareness of, and participation by, the public in advocacy and fundraising efforts

### mpact

The impact of humanitarian crisis on vulnerable communities is reduced

#### **6.4 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, is a manifestation

of gender equality and is a major source of suffering and injustice, we will also support a significant body of work in this area.

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

#### GENDER PROGRAMME LOGIC MODEL

#### Strategies

- > Women's empowerment will be supported throughout other priority programme areas
- > Programmes will support women's leadership and their increased participation in the community and political spheres
- > Programmes will work with men to change harmful attitudes and traditional norms and practices which reinforce gender inequality
- Programmes will support and work with national women's organisations and networks to advance women's empowerment
- > Nationally and globally we will use key instruments such as CEDAW and UNSCR 1325 and 1820 to advocate for women's rights and law reform
- Programmes will support comprehensive GBV programmes that include a range of support services and advocacy
- > Programmes will work at multiple levels and link with other providers
- > Programmes will address impunity and support access to justice for survivors of gender-based violence GBV
- > Programmes will advocate for GBV policy and law reform with like-minded agencies and networks
- > Programmes will engage with leaders and other agents of change in addressing violence against women
- > Programmes will promote multiple strategies to address the particular vulnerability of women and girls to HIV
- > The organisation ensures that policies and systems reflect our commitment to gender equality
- > Senior management will drive gender mainstreaming across the organisation
- > The organisation will ensure that work-life balance exists across the organisation and that equal rights and entitlements are promoted for men and women
- Accountability will be defined and responsibility for addressing gender integrated in internal systems
- > Programmes will use sex disaggregated data and gender sensitive information about the target households and populations with whom we and our partners work
- > Managers will be supported to manage according to gender commitments
- > Programmes will be supported through technical advice, resources, knowledge sharing and cross-regional learning

### **Our 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.

#### Outcomes

Women are empowered personally, socially and politically

Women's vulnerability to gender- based violence is reduced

Gender is mainstreamed across the organisation, with partners and in programmes

#### mpact

Gender inequalities are eliminated and women and men have equal rights and opportunities in access to and control of resources and power

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## 6.5 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. A key focus will be on ensuring the rights of poor and marginalised

women, men and children to universal access to prevention, treatment, care and support services.

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 gender analysis and will support broader advocacy initiatives that highlight injustices and inequalities.

#### **HIV PROGRAMME LOGIC MODEL**

#### Strategies

- > Provide access to prevention, treatment, care and support services either through referrals or through direct service provision
- > Promote linkages and referrals between prevention, care and treatment for clients particularly in high prevalence areas
- > Ensure linkages with the local / national AIDS response
- Offer comprehensive prevention interventions that are known to be effective (evidence-based interventions) and are context specific
- Address gender inequality and the particular vulnerability of women and girls to HIV, through community dialogue, engaging men and working with local leaders to address social and cultural barriers
- > Provide a range of support services (food, nutrition, counselling, home visits, succession planning, education) according to the needs of women, men and children affected by HIV
- > Promote participation in support groups for people living with HIV
- > Promote and defend the rights of people living with and affected by HIV through policy and advocacy initiatives
- > Provide legal services to people living with HIV whose rights have been denied
- > Address rights issues related to HIV at multiple levels (local, national and global)
- > Address stigma and discrimination, with a particular focus on Church partners
- > Empower people living with HIV to articulate and demand their rights
- > Ensure that Trócaire's internal policies, practices and systems address HIV
- > Senior management drive mainstreaming as an organisational commitment, particularly in areas where HIV has a significant impact on development
- > Management apply and monitor the workplace policy in head office and the field
- > Linkages and learning are promoted between HIV and gender mainstreaming
- > Programmes invest human and financial resources to facilitate mainstreaming
- > Programmes provide dedicated technical advice, support and accompaniment to facilitate mainstreaming in high prevalence areas
- > Managers drive, support and monitor programme mainstreaming in partners in areas where HIV has a significant impact on development
- > HIV will be integrated into baseline and M&E systems

### **Our Objective**

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

#### Outcomes

Vulnerable communities have increased access to effective prevention, treatment, care and support programmes

People living with and affected by HIV realise their fundamental human rights

HIV is mainstreamed across the organisation and with partners and programmes in areas where HIV has a significant impact on development

#### mpact

Vulnerability to HIV is reduced and the impact of HIV and AIDS on poor and marginalised communities is mitigated

numum ngmo



In order for Trócaire to deliver on its mission, we will continue to invest in and strengthen all units and teams so that we are highly skilled, knowledgeable, effective, efficient and accountable in all aspects of our work.

## 7.1 Mobilising for Justice and other Ireland Division work

#### 7.1.1 Mobilising for Justice

A common theme across Trócaire's work is the mobilisation of individuals, communities and states for global justice. Our Mobilising for Justice work draws extensively on our five 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.

## **Our Objective**

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

Outcome 1 – Irish, UK and EU policies and practices that cause poverty and injustice in the developing world, are influenced by Trócaire policy and advocacy work.

Outcome 2 – Educators and young people in the formal education sector are better educated about their role in building a just world and take action against injustice and poverty.

Outcome 3 – Youth are mobilised through universities, parishes and peace and justice groups, and take action on Trócaire's priority global justice issues.

Outcome 4 – The Church body is mobilised to advocate on issues of international justice.

Outcome 5 – Discourse in Ireland on development is influenced by Trócaire research which is rooted in programmes.

## 7.1.2 Communicating our work effectively

### **Our Objective**

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

Outcome 1 – New and traditional supporters know about Trócaire and its work.

Outcome 2 – Trócaire's position and views on development and emergencies are more widely reflected throughout mainstream and new media.

Outcome 3 – Trócaire communicates its development goals in a cost-effective and sustainable way by making best use of ICT.

#### 7.1.3 Fundraising and marketing

## **Our Objective**

To build a strong, sustainable and diverse funding base through public income sources that also reflects our vision, mission and values.

**Outcome 1** – Trócaire will increase its unrestricted public income significantly to deliver the Strategic Framework.

Outcome 2 – The Lenten campaign remains a major source of public income.

## 7.2 Organisational Development and Corporate Affairs Division

Our Organisational Development and Corporate Affairs Division strengthens the overall governance model of the organisation by supporting the development of our high performing culture and the adoption of new processes and systems. The current economic climate requires us to renew our efforts to deliver the best possible value from our more limited resources. We also have the opportunity to use technology to improve the lives of poor, marginalised and vulnerable people. The division is responsible for overall organisational strategic development and encompasses Human Resources, Information and Communications Technology (ICT), Internal Audit and Finance teams.

#### 7.2.1 Human resources

### **Our Objective**

To build and develop an effective and challenging organisation, culture and structure.

Outcome 1 – The value-based organisational culture and ethos of Trócaire is strengthened.

Outcome 2 – An organisational structure is in place that responds to and delivers the strategic plan.

Outcome 3 – Staff members based overseas are fully integrated into the organisation and are included in all organisational processes that impact on their work.

Outcome 4 – Trócaire is the employer in the development sector for which highly motivated and skilled people want to work.

## 7.2.2 Information and communications technology

### **Our Objective**

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

Outcome 1 – Trócaire adopts innovative ICT in a cost-effective and sustainable manner to facilitate all aspects of its work.

7.2.3 Enhancing financial management and governance capabilities

### **Our Objective**

To ensure high standards of accountability for and stewardship of all our financial resources, through our approach to financial management.

Outcome 1 – Our approach to financial management ensures high standards of accountability for and stewardship of all our financial resources.

#### 7.3 Strategy and Impact Unit

Trócaire has recognised that an initial weakness in the implementation of our programme work was the lack of systems for setting and measuring progress. In response to this, a Strategy and Impact Unit has been established to support all divisions in implementing all aspects of the Strategic Framework and putting in place systems and structures which help plan, manage and demonstrate the impact of our work. The unit also supports initiatives to strengthen the work of our partners.

### **Our Objective**

To strengthen the impact of Trócaire's work by ensuring robust planning, impact assessment and performance monitoring approaches are in place and informing decision-making.

Outcome 1 – All programmes achieve results, are grounded in cutting-edge development research and represent best practice.

Outcome 2 – We can assess and articulate the impact of all our work.

Outcome 3 – The ten-year Strategic Framework is fully implemented.

Outcome 4 – Trócaire's partners become stronger civil society organisations and are able to fulfil their roles as agents of social transformation and defenders of democratic principles in an effective and independent manner.

#### 7.4 Institutional Funding Unit

### **Our Objective**

Build a sustainable, growth orientated and diverse funding base through institutional funding sources that also reflects our vision, mission and values.

Outcome 1 – Trócaire will maintain core funding from Irish Aid and respond effectively to its results based methodology and guidelines. DfID, EU and other institutional donors.

Outcome 2 – Trócaire will have diverse and recurring institutional funding from non-Irish Aid sources for development programmes, including DfID, EU and other strategic institutional donors and the systems in place to effectively manage this funding.

- <sup>1</sup>Trócaire's identity a blueprint, 2011
- <sup>2</sup>IPCC (2007) Contribution of Working GroupII to the Fourth Assessment Report of theIntergovernmental Panel on Climate Change.Summary for Policy Makers
- <sup>3</sup>Humphrey, J. and Messner, D. (2006) 'China and its impact on global and regional governance', Agenda-setting paper prepared for DflD, Brighton: Institute for Development Studies
- <sup>4</sup>UNDP (2010) Human Development Report, New York: UNDP <sup>5</sup>lbid.
- <sup>6</sup>Catholic HIV and AIDS Network (2011) KeepingCommitments for HIV and AIDS: Access for All toPrevention, Treatment, Care and Support
- <sup>7</sup>European Commission Green Paper, 'EUdevelopment policy in support of inclusive growth and sustainable development –increasing the impact of EU development policy'
- <sup>8</sup>World Bank (2007) Aid Architecture: an Overview of the Main Trends in Official Development Assistance Flows, Washington: World Bank <sup>9</sup>European Commission Green Paper, op. cit.
- <sup>10</sup>Department of Finance (September 2011) Monthly Economic Bulletin (www.finance.gov.ie/viewdoc.asp?DocID=6972)
- <sup>11</sup>Central Statistics Office (www.cso.ie/releasespublications/documents/economy/current/nie.pdf)
- <sup>12</sup>Office of National Statistics (www.ons.gov.uk/ons/rel/elmr/economic-andlabour-marketreview/no--6--june-2010/regional-gross-valueadded.pdf)
  <sup>13</sup>International Monetary Fund (2011) 'IMF completes third review under the extended arrangement with Ireland and approves €1.48 billion disbursement,' Press Release No. 11/323, September 2, (www.imf.org/ external/np/sec/pr/2011/pr11323.htm)
- <sup>14</sup>International Monetary Fund (2012) 'Statement by the EC, ECB, and IMF on the Review Mission to Ireland', Press Release No. 12/15, January 19, 2012 (http://www.imf.org/external/np/sec/pr/2012/pr1215.htm)
- <sup>15</sup>Genesis (2011) Charity Trends 2011: The Internal and External Factors Influencing Today's NGOs
- <sup>16</sup>Hargrave, C. et al. (2011) 'Tracking public attitudes towards charities in Ireland', The Irish Charity Engagement Monitor Wave 8 results
- <sup>18</sup>Central Statistics Office (http://www.cso.ie/en/media/csoie/census/documents/census2011pdr/Census%202011%20Highlights%20Part%20 1%20web%2072dpi.pdf)
- <sup>19</sup>Hargrave, C. et al. (2011) op. cit.
- <sup>20</sup>Genesis (2011) op. cit.
- <sup>21</sup>In early 2012 the decision was taken to furtherreduce this to 17 countries over 2012 and 2013

Trócaire is the official overseas development agency of the Catholic Church in Ireland. Trócaire is a member of Caritas Internationalis, the international confederation of 162 Catholic development agencies, and CIDSE, the alliance of 16 Catholic development organisations in Europe and America.

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