

# Trócaire

## For a Just and Sustainable Future

### Strategic Plan 2016 – 2020





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This page: Letay Glyohans, from Adwa, north Ethiopia, breeds chickens as part of a women's cooperative supported by Trócaire. In Ethiopia, Trócaire helps women like Letay to increase and diversify their income.

Cover page: Maria Soto and other Ixil women at the trial of former Guatemalan dictator, Rios Montt, for genocide against the indigenous Ixil people in the 1980s.





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

### Trócaire & partners will achieve this by:

Supporting individuals to live with dignity & to secure basic rights



Mobilising and building sustainable and resilient communities



Strengthening Civil Society to challenge unjust social norms



Engaging with & influencing institutions to create a just world



### Focusing on the areas of:



Resource Rights

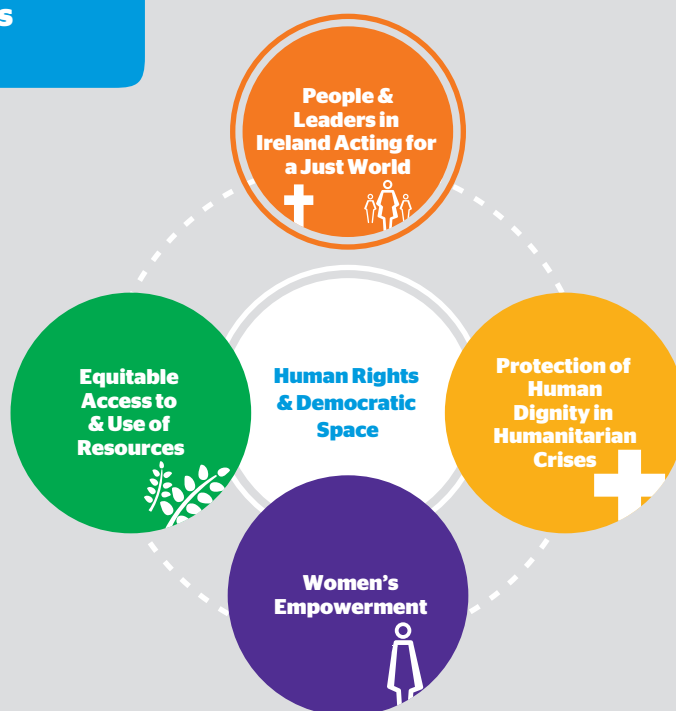


Women's Empowerment



Humanitarian Preparedness & Response

### To Achieve our Goals for a Just World:



### Enabled by our Goals for a Stronger Trócaire:

Innovation,  
Learning &  
Improvement

Effective  
Partnerships

Increased  
Scale &  
Income

An Accountable  
& Effective  
Organisation





Gacembe Mugende grows tomatoes on sprinkler irrigated land in Meru, Kenya. Trócaire works with farmers, like Gacembe, who have struggled to survive due to increasingly erratic rainfall.



# Introduction

Trócaire was established in 1973 as the overseas development agency of the Catholic Church in Ireland.

The organisation was created in response to the widening gap between rich and poor and our collective duty to reduce it. In the words of Trócaire's founding document, in which the Bishops of Ireland gave the organisation a strong and clear mandate, "These duties are no longer a matter of charity, but of simple justice."

Over the past four decades, Trócaire has worked alongside our partners to protect and respond to the basic rights of those in need, while tackling the critical questions as to why people are poor and oppressed. Trócaire means compassion in the Irish language, a virtue which continues to inspire and motivate Trócaire staff in all that we do. We work in Ireland and internationally to support the empowerment of the poor and excluded to claim their rights, and to challenge the structural issues that maintain poverty and inequality.

However, the world is not a static place, and we must reflect and adapt to the rapidly changing context. Based on an in-depth review of our previous Strategic Plan *Mobilising for Justice* (2006-2016), and an analysis of the current global context and trends, we have developed a strategic vision and direction for the organisation for the period 2016 to 2020.

*Mobilising for Justice* was an ambitious plan, and it has delivered considerable impact on the lives of the poor and marginalised, with positive change achieved at community level and at broader systemic level despite the extremely challenging economic environment of recent years. Areas where our work has excelled include addressing gender inequality, sustained work on land rights, building resilience among communities to climate-related shocks and work on justice and human rights, which has seen important gains in influencing policies at national and international levels. Trócaire also continues to play a key role in influencing educators, children and young people in Ireland to take action against poverty and injustice.

Building on these successes and the learning garnered from our last Strategic Plan, Trócaire remains an organisation inspired by Catholic Social Teaching, with an overarching commitment to social justice.

This new Strategic Plan is built on a foundation of experience, expertise, learning and research. Adapting to the current global realities and increasing complexities, Trócaire will strive to work in a more integrated way to address the multiple and often intersecting vulnerabilities that people face in the poorest and most marginalised communities.

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**"The aim of Trócaire will be twofold. 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."**

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Pastoral Letter of the Bishops of Ireland  
on the establishment of Trócaire. February 1973.

The key areas of work for this Strategic Plan are drawn from an in-depth analysis of the factors that drive poverty and injustice and a solid understanding of where Trócaire can have most impact.

**Trócaire will focus and build expertise in three priority areas:**

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**Resource Rights:**

ensuring that those in need have access to, control over and the ability to effectively protect and use critical resources, in particular land and water.



**Women's Empowerment:**

ensuring that women have a voice in decisions that affect their lives, within their homes, communities, and beyond, and that they are free from violence.



**Humanitarian Preparedness and Response:**

ensuring communities are prepared for, can respond effectively to and withstand crises.

Within each of these three priority areas, we will focus on the fundamental issues of justice and human rights which perpetuate poverty, inequality and vulnerability at national and international levels. At the heart of all our work is the commitment to address the imbalance of power that exists in today's increasingly unequal world.

Underpinned by a rights-based approach, we will rigorously engage duty bearers nationally and internationally on key policy issues, and continue to support individuals and communities to better understand and claim their rights.

To achieve our mission and guide our work in these areas we have set nine goals. We have designed *Goals for a Just World*, which relate to our core body of work and the changes that the organisation wants to bring about, and *Goals for a Stronger Trócaire*, which reflect how we will improve as an organisation in order to achieve our goals.

## 01

## Global Challenges



Students from St Dominic's in Ballyfermot: Bronagh O'Reilly, Niamh Menton, Danielle McGouran, Chloe Ennis and Lorna Bird meet Derek Keating TD (FG) to ask the government for a strong climate law.



The world is going through a period of rapid and dynamic change. We have entered **an era of complexity, fragility and uncertainty**, confronted by profound political, social, economic, and technological changes<sup>1</sup>.

We are also at a critical stage in global development. Recent years have seen notable successes. In the years since the Millennium Development Goals were launched, **74 countries have halved their levels of poverty** and 173 million fewer people experience chronic hunger. The Sustainable Development Goals and the post-2015 agenda, which aims to 'leave no-one behind', represent a new commitment for the future. These positive trends offer hope as we strive for a world in which every woman, man and child is born equal and with the right to a dignified life, free from poverty and injustice.

However, not everyone is benefiting equally from these successes. Inequality has reached its highest level since records began<sup>2</sup>, and continues to widen. **Global wealth is becoming increasingly concentrated among a minority elite**, with the combined wealth of the richest 1 percent of people predicted to overtake that of the other 99 percent of people by 2016. The alignment of fiscal policies, at all levels, with the realisation of economic, social and environmental rights is more imperative now than ever.

Gender-based discrimination and the denial of the rights of women remain the most widespread drivers of inequalities today<sup>3</sup>. **Women continue to carry the most significant burden of poverty**. Poverty affects both men and women but women frequently face additional discrimination, exclusion and lack of opportunity to break the cycle of poverty. Women are at higher risk of violence, HIV, and are more vulnerable to the impacts of natural disasters and conflict.

Across rich and poor countries alike, **inequality is fuelling tensions and conflict and endangering democracies**. The continuation of this trajectory will hamper the fight against poverty and threaten global stability. Deepening inequality and poverty are indicators of the systemic failure of global and national governance systems.

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**"If development is the new name for peace, war and preparations for war are the major enemy of the healthy development of peoples. If we take the common good of all humanity as our norm, instead of individual greed, peace would be possible".**

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Saint John Paul II, *Sollicitudo Rei Socialis*, 1987.

The capacity of states to independently decide their own policies is coming under ever greater pressure. Increasingly, power is shifting away from democratic governments and institutions towards powerful multinational entities **threatening citizen participation and creating an accountability vacuum**.

The rights of poor women and men are increasingly overshadowed by the lure of foreign investment. Each year, farm land up to four times the size of the Republic of Ireland is lost due to environmental degradation, conversion to industrial use or urbanisation<sup>4</sup>.

In the past decade, more than 81 million acres of land worldwide has been sold off to foreign investors<sup>5</sup>, at times without the free, prior, and informed consent of communities, resulting in farmers being forced from their homes and families left hungry. **Vulnerable communities are being silenced and denied access to critical natural resources such as land and water**. Across the world, civil society organisations and human rights defenders who speak out against such abuses of power face increasing restrictions and repression.

**The scale of humanitarian crises and needs continues to grow. Conflict-driven emergencies** are increasingly complex and protracted and affect more people each year. These conflicts displace millions of civilians, depriving them of food, clean water, sanitation and protection, and placing women and girls in particular at risk of gender-based violence. The number of refugees, asylum seekers and displaced people in the world now stands at 50 million, the highest number since World War II.

At the same time, as stated in Pope Francis's Encyclical on ecology<sup>6</sup>, climate change continues to fundamentally alter the natural environment on which we all depend.

**The increasing frequency and severity of climate-related disasters is having a devastating impact**. Extreme weather conditions erode resilience, affecting the ability of women and men to grow food, earn an income and withstand future hazards. The effects of climate change could prolong the fight to eradicate hunger by decades. Climate-related disasters, primarily floods and storms, affected 97 million people in 2013. **The UN estimates that 1 billion people could be displaced due to climate change between now and 2050<sup>7</sup>**.

In the midst of this rapidly changing context, it is vital to have a strong anchor to guide the direction of the work of Trócaire. For Trócaire, this anchor is justice and the fundamental human rights of every individual. We believe that we are all part of one global family, connected to each other and to the earth which provides for us. We have a duty and responsibility to respect and uphold the rights of each individual and to protect and preserve the planet upon which we depend.



## 02

## What We Believe

Ezinta and Grevinson Mzoze, Salima District, Malawi.  
With training from Trócaire and partner Malawi Interfaith  
AIDS Association, Grevinson has become a male motivator  
promoting the rights of women and girls.





## 2.1 Trócaire's Vision

**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.

We work with people who share our vision, regardless of religion or ethnicity. We equally recognise that being a Church agency provides us with special opportunities both in Ireland and internationally, to play a key role in educating for justice, fostering dialogue, sharing resources and mobilising people.

## 2.2 Trócaire's Mission

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

We give expression to this mission by:

- Supporting the empowerment of the poor and marginalised, enabling them to claim their rights and live free from poverty and oppression;
- Providing timely, needs-based assistance to people affected by crises, protecting their safety, dignity and fundamental human rights, and enabling communities to prepare for and be more resilient to future crises; and
- Tackling the structural causes of poverty by engaging people in Ireland and abroad to take action on issues of global injustice.

We do this by:

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

## 2.3 Five values that shape how we work

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.

**Justice informs and frames the following values, which we put in practice to achieve our mission:**

### Solidarity

In a spirit of mutual collaboration, we combine our knowledge, resources and skills with communities at local level, acknowledging the strength that solidarity brings. Living interdependently on this earth brings with it rights and responsibilities for everyone.

### Participation

Through working with communities, colleagues, partners overseas and supporters in Ireland, we ensure active participation based on mutual understanding, dignity and respect. We believe that active participation helps to redress the power imbalances between women and men, citizens and state so that women and men can influence decisions which affect their lives. Through working in partnership with the Church and civil society, we aim to ensure our work is guided by local knowledge, expertise and the experiences of women, men, boys and girls in the communities we support.

### Perseverance

We work with communities across the developing world and Ireland, persevering through the challenges we encounter in our ongoing struggle for justice, delivering discernible impact and recognising that this can take a long time to achieve. Together, we will tackle the root causes of poverty, and build a just and sustainable world.

### Courage

We are courageous in our struggle for a just world, speaking out strongly when we campaign with and for others. We encourage a culture of creativity and innovation that enables us to take risks while acting responsibly to deliver our goals.

### Accountability

We recognise and respect the enormous trust placed in us by the communities and partners we work with, and the supporters, donors and volunteers who make this work possible. We act with the utmost integrity in the stewardship of all our valuable resources, be they financial, human or physical. We will at all times seek to be transparent and cost-effective in the use of these resources and will engage in authentic dialogue with the communities with whom we work internationally and in Ireland.



## 2.4 What makes Trócaire different?

Trócaire was founded as an expression of the social mission of the Catholic Church in Ireland. Our work is rooted in the key principles of **Catholic Social Teaching (CST)**, which views the person as fully connected to the natural environment and the entire human family. Our commitment to the principles of CST inspires us to both attend to the needs of those who are suffering and empower people to challenge the structures and vested power relationships which perpetuate that suffering. CST also strengthens our commitment to protecting the earth and inspires our work in addressing issues of Climate Change.

**“Every little triumph for human dignity, every small liberation of women, every time a child soldier is freed from the army, every time famine is averted, every time the voiceless find a voice, then we see a sign of hope. All these small victories express our hope that ‘Our Victory is certain’. God’s word has been spoken; it will be accomplished.”**

Fr. Timothy Radcliffe O.P.,  
Annual St. Patrick’s College  
Trócaire Lecture, 2003.

**Justice and human rights** are at the heart of what Trócaire does and who we are. We believe that every woman, man and child is born equal and with the inalienable right to a dignified life, free from injustice. Trócaire understands poverty as being more than the absence of basic needs. It is the absence of opportunity, a lack of power, a lack of voice, and a lack of control over one’s destiny. To tackle poverty is to address the additional factors that perpetuate the cycle of poverty.

We believe at the heart of poverty and injustice is an **imbalance of power** when those in power disregard the fundamental human rights and dignity of each individual and fail to act for **the common good**. Trócaire is committed to addressing this imbalance by supporting the empowerment of women and men, to challenge unjust power structures and to claim their rights.

Trócaire’s approach of **working in partnership** with the Church and other civil society organisations in the countries where we work, rather than taking an operational approach, is based on the core values of solidarity, participation, perseverance, courage and accountability. Trócaire believes that real and lasting change can only be achieved by supporting individuals and communities to achieve their basic rights as human beings, and to be authors of their own development in the long term. A core element of this work involves **strengthening local communities and civil society** to challenge unjust social norms and structures.



# 03

## How Trócaire Brings About Change

552 white ribbons hang from the railings of Dublin's Merrion Square, one to commemorate each child killed during the 2014 conflict in Gaza and Israel. The ribbons were placed on the railings by Trócaire and Oxfam Ireland to mark the one year anniversary of the conflict beginning.





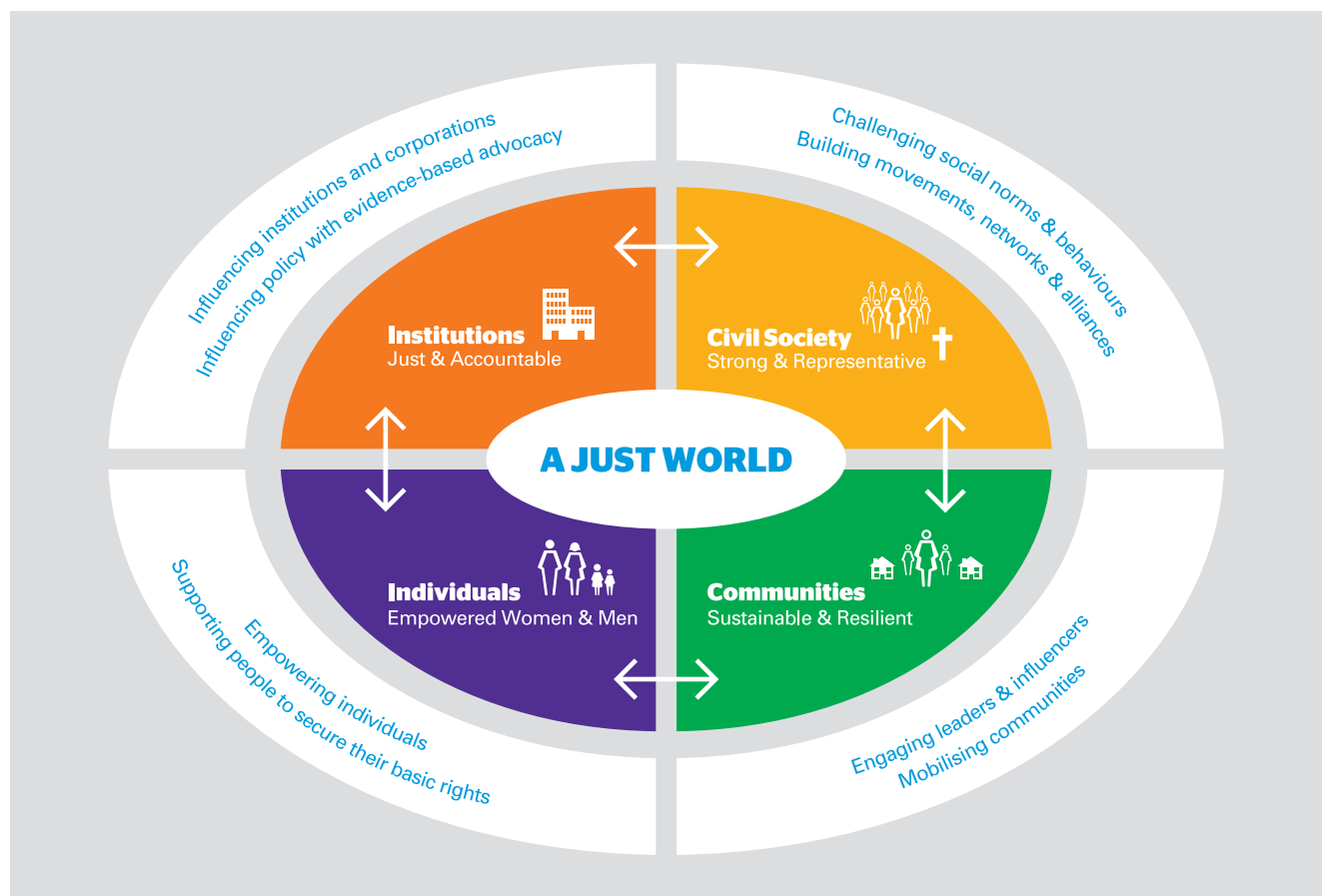
Trócaire's focus is on transforming the lives of poor, marginalised women and men. This includes those who do not have secure access to food or basic needs and those who are discriminated against, marginalised, persecuted, and vulnerable to exploitation or affected by crises.

Truly transformative change occurs through addressing power imbalances at societal and institutional levels. The actions of many are required to effect change at multiple levels. It demands a truly global response, underpinned by a commitment to justice and solidarity, to create a shift in power that ultimately benefits those in most need.

Trócaire works collaboratively with the Church and other partners at home and internationally to bring about change at individual, community, society and institutional levels. Specifically, Trócaire aims to address poverty and marginalisation by:

- **Supporting individuals** to have the resources, skills, knowledge and confidence to live a life of dignity and secure their basic rights;
- **Mobilising communities and engaging leaders and influencers** to **build sustainable and resilient communities** and to prepare, respond and recover from crises;
- **Strengthening civil society** to challenge unjust social norms and the structures that sustain them, and greater engagement with like-minded networks, movements and alliances; and
- **Engaging with and influencing those in power both within institutions and corporations**, to create a fairer, more sustainable and accountable world.

Figure 1: How Trócaire brings about change





### 3.1 Trócaire's priority areas of work

Trócaire is an organisation with an overarching commitment to social justice. Within that, we recognise that greater focus on priority areas will bring further depth, quality and a greater impact to our work.

Our areas of work are drawn from an in-depth analysis of the factors that drive and perpetuate poverty and from Trócaire's expertise, learning and research, particularly in the past 10 years.

For Trócaire, the key factors in today's context which keep women and men in poverty are:

- **A lack of access to, control over and protection of resources, particularly land and water:** globally one in nine are hungry, with insufficient access to land, water, inputs and training, many of them smallholder farmers and particularly women;

- **Inequality, in particular gender inequality:** women and girls continue to experience multiple forms of discrimination, resulting in increased poverty and vulnerability; and

- **Humanitarian crises:** these continue to increase in scale and frequency, exacerbated by political factors and climate change, denying people access to basic needs and protection in times of crises.

These factors flourish in a context of poor governance and disregard for human rights.

Consequently, Trócaire will prioritise three key areas of work:



**Resource Rights:** ensuring that those in need have access to, control over and the ability to effectively protect and use critical resources, in particular land and water.



**Women's Empowerment:** ensuring that women have a voice in decisions that affect their lives, within their homes, communities, and beyond, and that they are free from violence.



**Humanitarian Preparedness and Response:** ensuring communities are prepared for and can respond to crises.

Adapting to the current global realities and complexities, we will work in a more integrated way to address the multiple and often intersecting vulnerabilities that people face in the poorest and most marginalised communities.

We will work to tackle the key structural issues at national and international levels which underpin inequality, such as lack of accountability and shrinking civil society space<sup>8</sup>, and which must be addressed to achieve our vision in the priority areas. In particular country contexts, Trócaire will also work to protect and support those who stand firm against human rights violations, specifically related to civil and political rights.

At the heart of all our work is the commitment to address the imbalance of power by supporting the empowerment of women and men to access their rights. Hence, all our work is informed by a rights-based approach and a structured approach to empowerment. This approach is reflected in the design of our goals, with human rights and democratic space as an overarching goal, which is inextricably linked to the achievement of the goals on resource rights, women's empowerment and humanitarian response. Our work on women's empowerment is in turn embedded across all our work, in Ireland and overseas.

# 04

## Key Developments in this Strategic Plan

Mali Gumrin helps to prepare rice at a camp for displaced people in Kachin State, northern Myanmar. Conflict has displaced approximately 100,000 people in the region. Church agencies in Kachin State are supporting people in camps by providing shelter and food.





## The following elements will shape Trócaire's work for the period of this Strategic Plan:

### A stronger social justice focus in all our work, both in Ireland and internationally, based on Catholic Social Teaching (CST).

We will include a stronger justice and rights focus within our programmes and in all our communications and engagement with the Irish public. This also implies a stronger advocacy component in our overseas programmes.

### Greater clarity on Trócaire's Theory of Change.

In all our programme areas, we will ensure greater integration between the initiatives at each level: individual, community, society and organisational. This approach will bring about a greater impact in the countries where we work.

### More focused and integrated programmes.

Greater impact at country level will be achieved through a more holistic, integrated approach to programming. We will focus and build expertise in priority areas: **Resource Rights, Women's Empowerment and Humanitarian Response**. Within each area we are committed to addressing the governance and human rights issues which keep people in poverty. We will work in a more integrated way to address multiple and often intersecting vulnerabilities. We will also tackle the key structural issues at national and international levels which underpin inequality.

### Increased scale of humanitarian response.

There will be an organisation-wide investment in Trócaire's humanitarian response, and in increasing the scale of our response, where appropriate. Specifically, there will be an investment in preparedness in our existing programme countries and a clear strategy for responding to emergencies in non-programme countries.

### Adapted approach to partnership.

Trócaire will adopt a broader understanding of potential partners, to include the private sector, social movements and Irish-based partners. In addition, the organisation will adopt a more strategic and agile approach to the management of partnerships, while still maintaining strong support for Church-based organisations, wider civil society and smaller partners and missionaries in the countries where we work. We will develop a clearer ambition and strategy for engagement in networks, particularly for our two core Church networks, CIDSE and Caritas Internationalis.

### Increased income, particularly through the growth of institutional funding.

We will increase the overall organisational income in order to achieve greater impact in the lives of beneficiaries. This will be achieved through a growth in institutional funding across both development and humanitarian programmes, and an increased focus on growing regular/committed giving to ensure a sustainable flow of income.



# 05

## Trócaire's Strategic Goals

### 5.1 Goals for a Just World

Gerunie Nyirandutiye, Cesaire Karuranga and Phoibe Mukamugunga, members of a farming co-op supported by Trócaire in Butare, Rwanda.





## Goal 1

# Human Rights and Democratic Space

**Goal: The human rights of marginalised women and men are respected and democratic space is protected.**

### Why this goal?

This goal is an overarching goal and is inextricably linked to the achievement of the goals on resource rights, women's empowerment and humanitarian response. It is driven by an understanding of contexts of deepening inequality and weak governance structures, where power has shifted away from democratic governments and institutions, often into the hands of powerful transnational entities, affecting state accountability and citizen participation.

Trócaire seeks to respond by addressing the broad structural issues at national and international levels which drive inequality, while also addressing the issues of rights and accountability. Protecting the space for humanitarian action and for civil society to challenge and hold governments to account is critical to our work across all areas. Trócaire also recognises the need for context-specific interventions focused on civil and political rights, where the achievement of other goals is impossible in the face of gross human rights violations.

### What will success look like?

**Outcome 1: National governments and international duty bearers adopt policies to promote democratic and transparent processes that protect and fulfil the rights of people living in poverty.**

Trócaire will have ensured that the rights of communities we work with are better protected and fulfilled through more democratic and transparent governance structures and a supportive policy environment that benefits women and men equally within our priority areas.

**Outcome 2: The rights of people who are marginalised and vulnerable to human rights violations are respected and protected.**

Trócaire will have supported and mobilised communities to understand and advocate for their civil and political rights and will have supported those working to address structural changes and seeking justice for victims of violations.

### How will we achieve success?

- Deepen our work on civil and political rights through rigorous analysis of governance and human rights issues in countries where we work and develop a comprehensive approach to supporting human rights defenders.
- Increase engagement at national level on issues of governance and human rights in the countries where we work.
- Scale up advocacy at national level on the protection of civil society space and humanitarian space where appropriate.
- Build robust links, informed by our country programmes, between national and international policy on the systemic drivers of unaccountable governance and the closing of civil society space.
- Enhance the profiling of our work on human rights and democratic space through targeted advocacy, campaigns and communications.

**Goal 2:****Equitable Access To and Use of Resources**

**Goal: People living in poverty, particularly women, exercise their right to access and control natural resources<sup>9</sup> and benefit from the sustainable use and management of those resources.**

**Why this goal?**

Access to and management of natural resources by the poorest people enhances resilience and improves economic wellbeing, education, nutrition and food security. However, for many of the world's poorest, states are failing in their duty to protect these rights. Current models of large-scale commercial agriculture are failing to meet the needs of poor communities and worsening the impacts of climate change. Additionally, increasing global and national demand for food, minerals and energy are driving a scramble for land and water, often at the expense of the rural poor. Addressing the synergies between food insecurity, poverty, climate change and gender inequality is critical to Trócaire's response. We will tackle the structural causes of poverty and hunger by holding governments to account for policies that impact poor people's access to land and water and we will link local, national and international agendas on climate justice and on corporate and government accountability for natural resources. In addition, the impact of climate-related disasters prompts the need for closer integration of humanitarian and livelihood responses.

**What will success look like?****Outcome 1: People living in poverty, particularly rural women, benefit from the sustainable use and management of natural resources.**

Trócaire will scale up work on rural livelihoods and promote an alternative transformative model of agriculture and the use of low-input local agricultural systems, based on agro-ecological principles. This approach is best suited to the most vulnerable households directly dependent on natural resources. This will be informed by a strong gender and rights analysis. Trócaire will make use of evidence from this model of agriculture to influence practice at community level, and policy at national and international levels, on climate justice and the right to food.

**Outcome 2: People living in poverty exercise their right to access and control natural resources.**

Trócaire will implement programmes which strengthen individuals' and communities' control over land and other natural resources. Our work will be based on a solid research-based understanding of the drivers of resource disputes, particularly land and water, and the governance, human rights and gender equality issues underpinning them.

**How will we achieve success?**

- Scale up sustainable agricultural programmes that respond to and mitigate the effects of climate change.
- Strengthen our work on resource rights with rigorous analysis of legal entitlements, governance and accountability issues, including private sector accountability.
- Enhance Trócaire's expertise on the role of sustainable agriculture to promote food security, resilience to climate change and gender equality through engagement in networks and publication of research and good practice.
- Adopt an integrated approach that supports crisis-affected communities to recover their livelihoods following natural or man-made disasters.
- At the Irish, European and global levels, continue to promote a response to climate change based on justice, focusing on influencing specific policies and agreements.
- Build and disseminate a body of evidence on how Trócaire's work promotes women's access to land to inform policy and practice at the national, regional and global levels.
- Develop guidance and learning on systematic displacement due to resource-rights disputes.



**Goal 3:****Women's Empowerment**

**Goal: Women are empowered to exercise greater control over decisions that affect their lives.**

**Why this goal?**

Globally, women and girls continue to face significant inequality. In many countries in which we work, women remain under-represented in all spheres of life, gender inequality is becoming more entrenched, and gender and HIV are connected in multiple and reinforcing ways.

Trócaire responds by focusing on women's voice and participation, women's economic empowerment and on addressing the interdependence of HIV and gender-based violence. In addressing gender-based violence (GBV), it will be important to build on national and international work on the issue of impunity for GBV and address social norms that continue to drive women's vulnerability to GBV and HIV.

Trócaire believes gender equality means equal human rights, responsibilities, opportunities and treatment for women and men in order to reach their full potential. Individuals, communities and entire countries benefit from gender equality; it delivers social dividends such as better education and health, and promotes economic growth in general.

**What will success look like?****Outcome 1: Women, particularly young women, are participating in formal and informal decision making at all levels.**

Women will be empowered and participating in decision-making bodies at all levels, from informal village development committees to formal structures of the state at local and national levels. This will be supported by interventions that address both the gender norms and power dynamics that constrain women's participation, underpinned by existing research and good practice.

**Outcome 2: Women are free from violence and its associated risks.**

Trócaire will have supported survivors of gender-based violence (GBV) to increase control over their lives and, in doing so, addressed the resulting vulnerability to HIV infection. In addition, community leaders, faith leaders and service providers will be better equipped to prevent and respond to violence within their communities.

**How will we achieve success?**

- Scale up programmes on women's participation and decision making in public and private spheres, based on research and learning.
- Integrate gender and HIV responses to deliver programmes that address women's vulnerability to GBV and HIV.
- Increase partnerships with female-led organisations.
- Further research strategies to address self-stigma among people living with HIV and survivors of violence.
- Strengthen Trócaire's engagement with like-minded networks working on women's empowerment.
- Ensure our work on women's empowerment is embedded in our work related to governance and accountability, humanitarian and resource rights.

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**"We need to create still broader opportunities for a more incisive female presence... in the workplace and in the various other settings where important decisions are made".**

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Pope Francis, *Evangelii Gaudium*, 103.

**Goal 4:****Protection of Human Dignity in Humanitarian Crises**

**Goal:** Lives are saved, suffering is reduced and human dignity is maintained and protected in humanitarian crises resulting from natural disasters and conflict situations.

**Why this goal?**

Central to Trócaire's mandate is the commitment to respect humanitarian principles and respond to those in greatest need in crises. Through our Church network, Trócaire has been able to add value to date in hard to reach and under-served places. Given the trends in recent years, Trócaire expects to respond to more frequent, severe and complex emergencies. Trócaire prioritises the safety and dignity of communities affected by crises, in line with international standards and best practice, with a particular focus on protecting women and girls in emergencies. We will focus on emergency preparedness, linking relief and recovery to development interventions. In line with our justice mandate, we will advocate for respect for the rights of communities affected by crises and hold duty bearers to account for the structural issues that underlie crises, where this does not present risks to communities or to partners.

**What will success look like?**

**Outcome 1: Communities affected by crises receive timely, accountable and needs-based humanitarian assistance that protects their safety, dignity and fundamental human rights.**

Trócaire and partners will have delivered locally-driven, needs-based programmes which adopt measures for the protection<sup>10</sup> of vulnerable women, men and children and adhere to international standards. As a member of the Caritas Internationalis Confederation, we will respond jointly with key Caritas partners to major crises.

**Outcome 2: Communities, and particularly women, are better resourced to prepare for, withstand and recover from crises and disasters.**

Trócaire will have adopted emergency preparedness plans with key partners at country level; rolled out humanitarian programmes that strengthen capacity in high-risk countries; implemented innovative community-based disaster risk-reduction interventions, with a particular focus on protecting women and children.

**How will we achieve success?**

- Develop emergency preparedness plans and capacity at country level.
- Work with partners on the protection of women and girls in emergencies, including support for women and girls who have experienced sexual violence, abuse or exploitation.
- Adopt an integrated programme approach that supports transition in and out of periods of acute crisis and supports community-based disaster risk-reduction interventions.
- Equip Trócaire and partners with technically skilled and experienced staff to deliver programmes that fully incorporate the protection of women and girls in emergencies and adhere to international standards.
- Sustain an active role in, and commitment to, the development of the Caritas Internationalis Confederation, offering specialist capacity in protection in emergencies.
- Undertake evidence-based advocacy on the rights of crisis-affected communities to influence duty bearers to address the structural issues that underlie humanitarian crises.



**Goal 5:****People and Leaders in Ireland Acting for a Just World**

**Goal: People and leaders in Ireland play an integral role in building a just and sustainable world.**

**Why this goal?**

The most effective development organisations engage others with their issues and inspire them to act. Good communication and compelling campaigns with a strong advocacy base can effect great change. We recognise the increasingly networked global environment we work in and the strength of digitised communication. We believe there is a real opportunity to increase the levels of public engagement in our work for a more just and sustainable world. We will achieve this through outreach and development education programmes, and actively engaging our supporters in our advocacy and campaigning work. We will engage supporters and the public on our priority programme areas, with a strong focus on the justice and human rights aspects within each area. We will aim to generate leadership action among significant stakeholders including the Church and other duty bearers.

**What will success look like?****Outcome 1: The Irish public is informed, engaged and takes action on the root causes of global injustice.**

Trócaire will have enhanced its reputation as a justice organisation, building on our excellent reputation for development education and motivating our supporters and the public to take action.

**Outcome 2: The Irish Catholic Church continues to tackle the issues of global poverty and injustice.**

Trócaire will have worked with the Irish Catholic Church to confront global poverty and injustice through a relationship at diocesan and parish levels that is underpinned by openness, responsiveness and ongoing collaboration.

**Outcome 3: The Irish Government, Northern Ireland Assembly, UK Government, the EU, and other international duty bearers adopt policies and take action – both domestically and within international forums – that contribute significantly towards social justice globally.**

Trócaire will have deepened engagement with key duty bearers. We will continue to hold the Irish Government, the Northern Ireland Assembly and the UK Government to account for their policies and actions which impact on global poverty and injustice.

**How will we achieve success?**

- Strive to shape the powerful role education (formal and non-formal) plays in effecting positive social change by providing continuing professional development for our education stakeholders and actively influencing educational policy and curricula.
- Using critical development education pedagogy, we will work with children and young people to make local to global connections with their peers, understand the interdependent nature of injustice and cultivate their confidence to make informed choices.
- Support the local Church and our international partners to carry out advocacy in their own countries and work together to conduct high-level lobbying work on international policy issues.
- Build and strengthen partnerships and relationships with, amongst others, media, campaigners, Church and education actors and integrate an approach to volunteering across all of our public-engagement functions.
- Ensure all our campaigns, including the organisation-wide campaign on Climate Justice and the Lenten Campaign, have a clear justice message.
- Develop a strategic, clear and well-defined approach to our engagement with the Church.
- Expand our public engagement approach to advocacy, ensuring an integrated approach between our programmes, campaigning, communications, policy and advocacy, and fundraising.

# 05

## Trócaire's Strategic Goals

### 5.2 Goals for a Stronger Trócaire

Roisin from Kildare Comhaltas playing during the Trad for Trócaire campaign, in which traditional Irish musicians all over the country get together to raise vital funds for Trócaire's work overseas.





**Goal 6:****Innovation, Learning and Improvement**

**Goal:** Trócaire will maximise the impact of its work in Ireland and internationally through innovation, learning and improvement.

**Why this goal?**

Trócaire seeks to create maximum positive change in the lives of women and men. This requires a commitment to continuous improvement across all our work, in Ireland and internationally. We will achieve this by ensuring best practice in our programmes, learning from research, experience and from other development actors, and pioneering innovation. This will be supported by effective knowledge management across the organisation, enabling strategic decision making and improvements.

**What will success look like?**

**Outcome 1: An environment of innovation and research is cultivated within Trócaire's programmes.** Trócaire will support innovation and research in a focused number of areas linked to our priority areas of work. Learning from these initiatives will inform improvements in programme implementation and in policies within and external to Trócaire.

**Outcome 2: An integrated country approach built on a foundation of rights and empowerment is adopted across Trócaire programme countries.**

Trócaire will ensure all countries deliver more integrated programmes which are primarily based on the priority areas of work. These programmes will be designed and implemented using a rights-based approach, and include an evidence-based approach to empowerment. This work will be supported by national level engagement on the critical issues affecting human rights and democratic space within each country.

**Outcome 3: Trócaire engages in evidence-based decision making and continuous learning and improvement.** Trócaire will effectively manage knowledge and learning across the organisation. Staff will have access to reliable and relevant information on the effectiveness and impact of programmes and initiatives. This will be achieved by the innovative use of Information Communications Technology (ICT) and further embedding an organisational approach to results-based management, thus informing decisions, demonstrating accountability, and driving learning and improvement.

**How will we achieve success?**

- Develop new systems and processes to support integrated country programmes which are more agile and responsive to the context.
- Develop standard methods for adopting a rights-based approach and evidence-based empowerment work, ensuring downward accountability and measurement of effectiveness.
- Increase investment in research around core priority areas.
- Build and strengthen the cross-organisational use of results-based management, particularly in humanitarian and Ireland-facing work.
- Invest in innovative ICT usage across the organisation to increase accessibility of information and support results-based management, accountability and learning, and more impactful programming.
- Adopt novel approaches to building monitoring and evaluation capacity among staff and partners in a sustainable, consistent and accountable way.
- Support organisational learning and sharing initiatives on integration, rights-based approach, empowerment, and results-based management.

**Goal 7:****Effective Partnerships**

**Goal:** Trócaire works collaboratively with a strengthened and more diverse portfolio of partners that share our vision of a just world and that achieve programme impact and policy influence in an effective and accountable manner.

**Why this goal?**

Trócaire seeks to deepen support to civil society and Church partners, whilst broadening and diversifying our understanding of partnership, to encompass actors whose values we share, including other NGOs, networks (faith networks and other), social enterprise and academia.

**What will success look like?**

**Outcome 1:** Trócaire has diverse, relevant and institutionally strong portfolios of partners that can deliver innovative and impactful programmes in an accountable manner.

Trócaire will engage with a more diverse range of partners, including NGOs, social movements, Church organisations, other civil society and relevant private sector entities. Trócaire will increase the cohort of technical and women-led organisations with which we work. Trócaire will also maintain relationships and use flexible funding to support organisations whose work is strongly in line with our justice mandate, including support to the Irish missionary effort for justice in many countries of operation.

**Outcome 2:** Trócaire is working in collaboration with networks and preferred strategic partners in our countries of operation, in Ireland, and globally, in order to achieve greater programme impact, more stable funding and greater policy influence.

Trócaire will be working in close collaboration with a discrete number of preferred strategic partners on joint programming, funding, learning and advocacy. We will strengthen our collaboration within effective networks and engage more proactively in online social mobilisation movements.

**How will we achieve success?**

- Increase strategic engagement with organisations with whom we would work in consortia.
- Strengthen engagement with key Catholic networks, such as Caritas Internationalis Confederation and CIDSE.
- Increase scale and consistency of the organisational approach to partner capacity building, based on existing frameworks and in collaboration with other agencies.
- Increase strategic engagement with Church and other social justice organisations working in Ireland and with international networks.
- Sustain an active role in the development of the Caritas Confederation.

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**“Society, through non-governmental organisations and intermediate groups, must put pressure on governments to develop more rigorous regulations, procedures and controls. Unless citizens control political power – national, regional and municipal – it will not be possible to control damage to the environment”.**

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Pope Francis, *Laudato Si'*, 2015.



**Goal 8:****Increased Scale and Income**

**Goal:** Trócaire builds a sustainable, growth oriented and diverse funding base.

**Why this goal?**

There are ever-increasing demands for higher quality programmes, accountability at all levels and good governance. It is vital that Trócaire makes every effort to increase income, both from institutional and public sources, to meet these demands. The overriding ambition is to achieve greater and lasting impact for increased numbers of beneficiaries, demonstrating the highest standards of stewardship of resources.

**What will success look like?****Outcome 1: Trócaire has increased and diversified institutional funding income.**

Trócaire will have diverse funding streams and increased organisational scale and profile. In addition, the organisation will have improved systems and capacity to access and manage an increased and diversified portfolio of institutional funding.

**Outcome 2: Public income is increased with an emphasis on attracting new donors and dependable income sources and on deepening engagement and growing income amongst existing supporters.**

Trócaire will have invested in its digital strategy, audience approach and supporter relationship management to increase public income.

**How will we achieve success?**

- Increase country capacity to build programme scale and to access and manage ambitious levels of institutional funding for both development and humanitarian programmes.
- Improve diversity of partner portfolio, identifying strategic partners who can deliver and contribute to high quality, innovative and scalable programmes and build new partnerships.
- Implement systems to actively plan and manage funding and to ensure agility, compliance, accountability and appropriate cost recovery.
- Increase organisational profile and visibility with key donor institutions, participating actively in relevant networks and using various communications platforms.
- Maintain a strong and balanced portfolio of countries, with the scope to increase the number of countries of operation, particularly in humanitarian response.
- Continue to build a tailored audience approach to all of our public engagement work.

**Goal 9:****An Accountable and Effective Organisation**

**Goal: Trócaire is accountable for bringing about positive change and is recognised as an excellent and effective organisation.**

**Why this goal?**

Trócaire has a responsibility to recognise and respond to the expectations of the people and organisations that have an interest in our work, including the Church, programme participants in developing countries, supporters in Ireland, funding organisations and our own staff. Trócaire is accountable to them and many others to be the best we can be and deliver on our promises. Our approach to accountability is rooted in respect for others. It is based on a continued commitment to a culture of honesty, openness, learning, stewardship and high performance. We embrace diversity and gender equality. We recognise that the people who work in Trócaire are key to this commitment, hence we seek to nurture and develop talented, motivated staff, whose behaviour is consistent with the values and goals of the organisation. We are committed to climate justice and to reducing our impact on the environment.

**What will success look like?****Outcome 1: Trócaire can be held to account by our key stakeholders for delivery of our commitments to them.**

We will hold ourselves accountable to all of our stakeholders. This will be externally verified by our adherence to the relevant standards in our sector, and will be internally evaluated and assessed in our governance structures and routines.

**Outcome 2: Trócaire is an efficient and effective organisation which gets the best value from our financial resources.**

Trócaire will have improved operational efficiency. We will be using fact-based decision making and a focus on value for money to improve performance and outcomes.

**Outcome 3: Trócaire continues to attract and retain skilled, motivated, and empowered staff.**

Trócaire will attract, develop and retain highly motivated and skilled staff. We will provide opportunities for staff development and mobility across the organisation in Ireland and internationally, and will seek to create a more diverse workforce, particularly in management positions. Furthermore, we will recognise the need to foster opportunities for women and men equally through effective gender mainstreaming.

**How will we achieve success?**

- Revise, strengthen and deliver on our commitments in our stakeholder accountability framework, and adopt relevant standards in operation in our sector.
- Develop a culture of collaborative working, information-sharing, and candour about successes and failures which enables us to continually learn and improve and hold each other to account for our commitments to ourselves and to our stakeholders.
- Continue to strive to safeguard all our stakeholders against harm, abuse or exploitation and to have complaint handling arrangements in place.
- Embed effective leadership behaviours through our management routines and daily interactions and support staff to build the skills and competencies essential to achieving our organisational goals.
- Value diversity and actively promote the mobility of staff across units and locations to ensure a gender balanced and international workforce.
- Optimise the balance of resources between Ireland and overseas, including taking a flexible and considered approach to where roles and people are located.
- Achieve the best value for money by enhancing governance, management, analysis and reporting of spending, regularly evaluating our spending decisions to consider alternative uses across the organisation.
- Hold ourselves accountable for the delivery of our initiatives to reduce our impact on the environment.
- Improve operational efficiency and control by targeted investments in technology and revision of processes.



# 06

## Holding Ourselves to Account

This document presents Trócaire's commitments to those we support and to those who support us. To achieve our mission and guide our work we have committed to achieving nine key goals. To ensure that we continue to improve the quality and impact of our work it is critical that we can hold ourselves to account for the delivery of these goals and commitments.

**"...never let us grow accustomed to the injustice and inequality that exist in this world or grow weary in the work of setting it right".**

Pastoral Letter of the Bishops of Ireland on the establishment of Trócaire, 1973.

Trócaire will use a robust system to monitor and review progress against our commitments and will actively manage its implementation to deliver on the intended goals and outcomes. We will track progress through a clear, measurable implementation plan, using indicators of success and targets for the changes we aim to bring about. We seek to bring about changes at individual, community, society and institutional levels, and appropriate indicators will be carefully chosen to measure progress at all levels of our work.

This system will be linked to a comprehensive financial plan, thereby matching our commitments to the resources available to us. Progress will be reviewed on an ongoing basis, with oversight by the Trustees and the Board of Trócaire, and will inform decision making at all levels on the use of strategies and resources. Each year, Trócaire will share progress with all stakeholders through the publication of its Annual Report.

The Odoot United Youth group: Charles Emonwait (27), Julius Oboro (28), Samuel Odeng (30), Betty Amuron (25), Aleher Augustin (26) and Charles Okwele (20). The group campaign for greater transparency in public spending and have successfully lobbied for an extension to the school in their village in northern Uganda.





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**Aspire not to have more,  
but to be more.**

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Blessed Oscar Romero

## In Memory of Blessed Oscar Romero

Oscar Arnulfo Romero, born in El Salvador in 1917, was appointed Archbishop of San Salvador in February 1977. By nature a quiet person, the repressive actions of the El Salvadoran Government against its own citizens led him to become increasingly outspoken against the regime. He used his weekly sermons, which were broadcast nationally, to address the government, the army and the ordinary people of El Salvador, calling for an end to violence and impunity, appealing directly to soldiers and police to stop killing their own people. He paid the ultimate price for his campaign for justice when he was assassinated on March 24th, 1980. He was beatified on May 23rd, 2015.

Thirty-five years after his assassination, the life and words of Oscar Romero continue to inspire ordinary people, in El Salvador, in Latin America and across the world, in their struggle for justice and human rights.

In 1979, Trócaire began funding the El Salvador Human Rights Commission, which had been founded by the Archbishop in response to the unlawful killing of thousands of people. Trócaire is proud to have been able to support the work of Oscar Romero during his lifetime and to stand in solidarity with him against the forces of repression. We honour his memory by continuing to support courageous individuals, communities and organisations working for change in Latin America, Asia, the Middle East and Africa. Blessed Oscar Romero's leadership, conviction, compassion and solidarity continue to influence and motivate Trócaire staff throughout the world.



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#### Footnotes:

- 1 'Trends 2020', Trócaire, 2014
- 2 OECD <http://www.oecd.org/social/reducing-gender-gaps-and-poor-job-quality-essential-to-tackle-growing-inequality.htm>
- 3 'Addressing Inequalities', UNICEF, 2013.
- 4 de Schutter, O. (2012), Statement on the right to food, presented to the Conference on Land-grabbing convened at the European Parliament, Brussels, 2012.
- 5 'Nothing Sweet About it: How Sugar Fuels Land Grabs', Oxfam, 2013.
- 6 Pope Francis, Laudato Si, 2015.
- 7 de Schutter, O. (2012) 'Statement on the right to food'.
- 8 Civil society space refers to the place that civil society actors, at local, national, regional and international level, occupy within society; the environment and framework in which civil society operates; and the relationships between civil society actors, the State, private sector, the general public and other relevant stakeholders.
- 9 Land, which plays an important function in facilitating access to other resources (including water, forest, mineral and energy resources), is the main focus. See Trócaire's Natural Resource Rights Framework for a more comprehensive definition of natural resource rights
- 10 Trócaire endorses the ICRC/IASC definition of Protection  
"Protection is defined as all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law, namely human rights law, international humanitarian law and refugee law"  
Within this, Trócaire will prioritise the prevention of, and response to, the four human generated threats of: violence, discrimination, coercion and exploitation and deliberate deprivation.

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

**Working for  
a just world.**

**Trócaire**

**Trócaire**, Maynooth, Co. Kildare, Ireland  
T: +353 (0)1 629 3333, F: +353 (0)1 629 0661  
E: [info@trocaire.ie](mailto:info@trocaire.ie)

Trócaire is the official overseas development agency of the Catholic church in Ireland and a member of CIDSE and Caritas Internationalis. Irish charity number: CHY 5883.

**[www.trocaire.org](http://www.trocaire.org)**